



# Illinois Unified System Planning Project

**Deliverable #9:** Provide analysis and recommendations for inclusion of Head Start/Early Head Start data in State data collection processes and systems.

Prepared for:  
**Governor's Office  
Of  
Early Childhood Development**

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## I. The Unified System and Head Start

The goal of the Unified System is to improve programs, services, opportunities, and the well-being of children 0 to 5 in Illinois. To achieve this goal, the Unified System will bring together select early childhood-related data collected across State agencies, departments, and programs and their respective information systems in an effort to:

- Enhance understanding of the early childhood population and the programs and workforce that serve this population; and
- Aid in addressing key policy questions defined by the Illinois Early Learning Council (IELC) that will ultimately inform early childhood policy, resource allocation, and practice.

Head Start serves a significant portion of the early childhood population in Illinois. In order for the Unified System to fully capture, represent, and report on the early childhood population, programs, and workforce in Illinois, and to fully realize its intent and goal, it is critical to have Head Start and Early Head Start program data integrated and aligned with the Unified System. Because Head Start is administered federal to local, it is incumbent upon the individual Head Start grantees to participate in the Unified System initiative.

To analyze and provide recommendations for the inclusion of Head Start and Early Head Start data in the Unified System, JSI engaged Head Start leadership and grantees to gather information and gain an understanding of their perspectives on the Unified System initiative. This document provides key findings, considerations, and recommendations on collaborating with Head Start to build support for and facilitate grantee participation in the Unified System. To accomplish this, the process summarized below was followed.

- Resources such as relevant key informant interviews and system analyses previously conducted for the Unified System Planning Project were reviewed to generate a preliminary understanding of the context, opportunities, and barriers to including Head Start data in the Unified System.
- Head Start leadership in Illinois, including Lauri Morrison-Fricl, Director of the Illinois Head Start Association, and Gina Ruther, Director of the Illinois Head Start Collaboration Office, were engaged to explore and determine the extent to which the leadership and Head Start grantees support the Unified System initiative, the extent to which they are willing to promote participation in the System, the potential value the Unified System may offer Head Start grantees, and how the System may be best structured to support the needs of Head Start.
- City of Chicago Head Start grantee Director Vanessa Rich was engaged to explore and determine the extent to which she supports the Unified System initiative, the extent to which she is willing to participate in the System, the potential value the Unified System may offer



grantees, and how the System may be best structured to support the needs of Head Start grantees and programs.

- A focus group with eleven of the Illinois Head Start Data Task Force members (membership includes Head Start grantee directors and managers throughout the State) was conducted to determine where there is value in the Unified System for Head Start, including what information and functionality the System could provide Head Start staff to help them do their jobs, how the Unified System might be designed and structured so that it will best support Head Start grantees participation in the System, and how to best engage and collaborate with grantees to garner support for and participation in the Unified System.

## II. Head Start Overview

Head Start is a federally-funded program that promotes school readiness among at-risk children. In Illinois, Head Start serves more than 40,000 children and their families; approximately 36,000 in Head Start and 4,000 in Early Head Start. Early Head Start focuses on pregnant women and children birth to three years of age; Head Start focuses on preschool children three to five years of age. Head Start programs are administered as federal to local programs, with funding going directly from the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Head Start to local grantees housed in community-based organizations throughout the State. In general, about 80 percent of the Head Start funding is Federal with the remaining 20 percent consisting of “local match” or “in-kind” contributions from the local community.

Head Start and Early Head Start are governed by the Head Start Act and the Head Start Program Performance Standards and Other Regulations. Although Head Start is not administered by states, each state, including Illinois, has a Head Start State Collaboration Office. In Illinois, the Head Start Collaboration Office is housed within the Illinois Department of Human Services. The Director of the Illinois Head Start Collaboration Office (ILHSCO) serves as a liaison between the State and the local Head Start grantees throughout Illinois, and is intended to promote collaboration, coordination, and alignment of Head Start programming, services, and standards with those of other early childhood education and care programs in the State.

The Illinois Head Start Association (ILHSA), a non-profit membership organization, represents the Head Start community in Illinois, including grantee agencies, directors, staff, and parents. The Illinois Head Start Association provides advocacy on behalf of Head Start, children, and families in Illinois and offers professional development opportunities.



Currently in Illinois there are 48 grantee agencies administering Head Start and Early Head start programs throughout the State (see Appendix I for a profile of the grantees). The grantee programs track child, family, staff, program and service delivery data across program service areas. Data are used to monitor children and families (developmental assessments, attendance, health status, family well-being, and parent engagement); assess teacher qualifications and classroom quality; perform self-assessments of program planning and evaluation; and write reports to Congress, governing bodies, policy councils, communities, and other stakeholders for accountability purposes.

The Administration for Children and Families, Office of Head Start Program Information Report (PIR) provides comprehensive aggregate data on the program, services, staff, children and families served by Head Start and Early Head Start programs nationwide. The PIR is a source of descriptive and service data for the Head Start community, their partners, Congress, and for the general public. All grantees and delegates are required to submit PIRs annually for Head Start and Early Head Start programs. Of note is that although programs do collect child and family-level data within their internal information systems, data reported to the Administration for Children and Families (the Feds), the ILHSCO (the State), or to other agencies (such as the Illinois Early Childhood Asset Map or IECAM) is all in aggregate form.

All Head Start grantees have dedicated and relatively sophisticated information systems used to facilitate data collection, data management, and reporting. The primary information system used by programs varies by grantee agency, but is relatively consistent (see Appendix I). Most grantee agencies (31 of 48 grantees) and their respective programs use ChildPlus software. COPA software is used by seven grantees and programs in the Chicago area where nearly half of all of the children in Head Start and Early Head Start programs in the State are served. Program staffs are well versed in using these systems and are relatively advanced in their use of information technology. The overall consistency and sophistication of the information systems used among the Head Start community as well as the experience in using such systems by program staff are relevant factors to the potential of integration efforts and systems with the Unified System.

### **III. Head Start Support for the Unified System**

Head Start leadership in Illinois (the Director of ILHSA and the Director of ILHSCO) support Head Start's collaboration with the State and participation in the Unified System project. While the leadership acknowledge and appreciate the concerns of Head Start grantees related to taking part in this System and sharing child and family level data, they also believe it is important that Head Start be proactive in determining how to best work with the State to participate in the Unified System rather than have the State determine what might be best for Head Start. Leadership believes the Unified System is an important initiative and tool to answer key policy



questions put forth by the IELC. The answers to these questions are relevant to Head Start in terms of understanding the early childhood population, environment, and resources available throughout the State. The leadership indicated that generally, about two-thirds of the Head Start grantees will also see the relevance and value of these questions and the Unified System while the other third will need to be encouraged to support and participate in the Unified System.

Vanessa Rich, Director of the Head Start grantee City of Chicago (which serves more than 17,000 children; over 40 percent of all children served by Head Start and Early Head Start in Illinois), voiced support for the Unified System initiative, despite concerns related to sharing identifiable child and family data in an integrated systems environment. A caveat to her support is the focus of the Unified System relative to Head Start programming. As a Head Start grantee Director, Ms. Rich's priority for collecting and using data is to inform programming. Ms. Rich feels strongly that data to inform program management should be a priority while data to inform policy and research should be secondary. Although Ms. Rich acknowledges value in the IELC policy questions on a statewide level, she feels the Unified System should be designed and structured with the primary intent being to facilitate program management and secondarily focus on the use of data for policy and research purposes.

Similarly, Head Start grantee directors and program managers that participated in the focus group expressed their support for the Unified System and indicated that the key policy questions defined by the IELC are highly relevant on a statewide level. However, the policy questions are not as relevant in terms of direct application at the community level and within Head Start. Grantees are interested in looking at data across early childhood programs, but have concerns about the limitations of what data can tell you and the potential for misinterpretation and use of data that is not fully understood or qualified. The many layers of contextual factors, such as socioeconomic factors, are complex and not always considered when data is compared, analyzed, or interpreted.

Throughout JSI's information gathering processes, several concerns related to sharing data were expressed:

- Head Start leadership and grantees note that grantees are reluctant to share child and family information that is identifiable due to privacy concerns and their intent to safeguard the children and families they serve. Head Start grantees serve the "poorest of the poor" and are concerned that sharing data could limit their ability to serve and provide needed resources to this population. There is fear that sharing data across agencies and programs could result in children and families being denied or revoked social services from the State due to being deemed ineligible (for example, if Head Start is serving an illegal immigrant and sharing such data with other State programs results in a loss of services for that family).



- Grantees feel that they generally have all the data they need within their program information systems (e.g., COPA, ChildPlus) to manage their programs and serve their children and families. They typically can get the child and family data they need in some way or another based on networking and building relationships with other programs and organizations without having to collate all of this sensitive child and family data within one statewide system. Some grantees indicated access to individual data in the Cornerstone system would be useful (e.g., immunization data). Furthermore, although they don't have access to other program's data, they feel they don't necessarily have reason to need it, with the exception of salary and benefit data, which would be useful for comparative analysis across programs.
- There is significant concern among grantees that sharing aggregate data that isn't fully qualified and explained might be confusing or result in misinterpretation. Comparing child, family, and program data across programs could also result in competition among programs and/or stigmatizing programs as low quality without a real understanding of the population and contextual factors that influence the data and outcomes. Further, there is concern with looking at and comparing outcomes in general; assessing and comparing child and family gains is more relevant to the Head Start population.
- There is concern that a statewide data system will not reflect local needs and that collaborating with the State will diminish Head Start programs' authority to administer and tailor their programs at a local level. Head Start grantees value and are very protective of their federal to local status. They have concern about being block granted through the State or perceived to be better administered through the State. Grantees suggest a community-based system may be more relevant.
- Head Start programming is primarily funded by Federal dollars and therefore grantees do and will yield to Federal requirements and systems versus State requests and systems that may pose burden in some capacity (for example, human resources or financial).
- There are several efforts underway to plan and develop integrated information systems within the State, including the Unified System, The Framework Project and a statewide longitudinal data system. There is concern that the Unified System and other parallel efforts throughout the State are not being considered jointly to align, work together, and leverage capacity among one another to be efficient and fully integrated.



## IV. Current Practices: Data Access and Data Sharing

### Accessing Data

A structured approach to accessing data is currently used within Head Start programs. Head Start grantee directors determine the scope and level of access to individual and aggregate child, family, program, and staff level data for all entities and staff working in Head Start under the grantee's agency (e.g., Head Start teachers, Head Start program managers). Because grantee agencies vary significantly in their structures and how they administer their Head Start programs (based on their size and communities), the user roles and levels of access vary across grantee's programs. In general, grantee directors have indicated that with the exception of staff level data, Head Start teachers, program managers and directors all have access to individual and aggregate child, family, and program level data for their programs. Individual staff level data is more securely controlled within programs. Typically teachers and other staff do not have access to identifiable staff level data, while program managers and directors do have access to this data for staff within their program. Again, the scope of who has access to what varies by program based on program size and simply what works most effectively within a grantee's structure. For example, a smaller Head Start grantee may have fewer staff with more responsibilities and so these staff will likely require a broader scope of access to data. For the purposes of the Unified System and considering the varying nature of the structures of Head Start programs, it may be useful to define levels of access that grantee directors then apply at their discretion to the user roles within their programs. For example, a level 1 access might be defined as having access to only aggregate data while level 2 access might include having access to identifiable data. This concept resonates with and is acceptable to the Head Start grantees that participated in the focus group.

Although Head Start has indicated interest in accessing aggregate level child and family outcome data across grantees, programs, and sectors, there is an issue internal to Head Start with aggregating child and family outcome data. Child outcome data is entered into one system, Teaching Strategies GOLD, while all other Head Start program data is entered into the grantees' primary information system such as ChildPlus or COPA. However, Teaching Strategies GOLD is a web-based software system to which ILHSA has "back door" access. ILHSA is working with the University of Illinois, who is housing all of the combined Teaching Strategies GOLD data, and the Illinois State Board of Education (ISBE) to assign identification numbers to the individual child data in Teaching Strategies GOLD. Ideally, ILHSA would like for ISBE to assign Head Start children a student identification number that will continue with the child as he/she enters the public school system and is carried over into ISBE's Student Information System (SIS). Essentially, this effort is parallel to the Unified System initiative, but on a smaller scale and specific to Head Start and ISBE. The capabilities of the Unified System could also



assist in reconciling the issue of unlinked child data within Head Start's information systems (i.e., Teaching Strategies Gold and ChildPlus or COPA). The Unified System will develop a system of unique identifiers intended to link individual child data across programs. In doing so, there is potential for linking the child data in Teaching Strategies Gold with the child data housed in ChildPlus or COPA.

Another issue to consider with aggregating child outcome data is that not all Head Start programs are using the same assessment tools. This is an important characteristic of Head Start; programs have the flexibility to tailor their systems, processes, and tools to best fit their structure and reflect the communities they serve. This flexibility is valued by Head Start programs and goes back to their coveted federal to local status, but potentially poses challenges in aggregating data within an integrated systems environment as the data may not align across assessment tools.

### **Sharing Data**

Head Start grantees have participated in some data sharing initiatives with other organizations and programs. Head Start grantees have been sharing aggregate program level data with IECAM for several years and more recently engaged in an effort to share aggregate child level oral health data with the Illinois Department of Public Health (IDPH). IECAM has worked extensively with Head Start grantees to build relationships, gain trust, and develop informal verbal data sharing agreements in which grantees provide program level data to support IECAM's efforts in documenting early childhood programs and services throughout the State.

The data sharing efforts with IECAM and IDPH are facilitated through ILHSA, a trusted source and liaison for Head Start grantees. The Head Start leadership indicates that ILHSA and ILHSCO can work with grantees to help them understand why data from the Unified System and answers to the IELC policy questions will be meaningful to Head Start programs. As done with other data sharing efforts, the leadership recommends memorandums of understanding or data sharing agreements that explicitly outline how data will be shared and used as a necessary component to provide grantees the assurance they need to participate in the Unified System.

## **V. Potential Value of the Unified System for Head Start**

A comprehensive, longitudinal, unified early childhood data system has the potential to benefit the early childhood population in Illinois by providing data to answer complex policy questions and inform decisions on program standards, funding, and resource allocation. Such a system also has the potential to benefit programs, staff, children, and families by collating and analyzing data across programs and systems to inform programming, track outcomes, tailor services, and drive continuous quality improvement.



In addition to the value the Unified System offers the early childhood population on a statewide level, Head Start leadership has indicated that potential benefits of the Unified System for Head Start include:

- **Providing data to monitor long-term outcomes.** Grantees are interested in monitoring Head Start children and families longitudinally beyond their enrollment in Head Start. All Head Start children that enter the public school system will ultimately be included in ISBE's SIS and ILDS Data Warehouse. This suggests potential for the data to be made available through the Unified System. Monitoring individual Head Start children from their entrance into Head Start and linking and integrating that data with SIS data via the Unified System may offer important background and contextual information as children are monitored and assessed in the public school system (for example, it could allow for a better understanding of gains made by an individual child over time, even if the child isn't on par for his/her age or grade level). It would also allow Head Start and others to monitor individual outcomes of children who participated in Head Start beyond enrollment in Head Start and into the public school system (e.g., Kindergarten).
- **Providing data to compare child and family outcomes.** The Unified System could potentially provide views of aggregate child and family level outcome data for comparative analysis across Head Start grantees and other early childhood programs throughout the State. Grantees currently have access to aggregate program, staff, and services information via the PIR, but the PIR does not include child and family level data. Additionally, the Unified System could frame aggregate child and family outcome data with relevant geographic characteristics to better facilitate an understanding of the contextual factors that may influence outcomes and inform Head Start programming. Assessing the early childhood population by defined geographic regions would help to identify pockets of need relative to capacity to serve needs. For example, the ability to identify how many children within a given location have a disability, are ESL students, are recipients of TANF, or are foster kids.
- **Providing data on program quality across sectors.** The Unified System has the potential to offer early childhood stakeholders outside of Head Start a more complete understanding of the comprehensive services Head Start programs provide to children and families and demonstrate the impact of these services. Comparing early childhood programs and program quality across sectors would behoove Head Start grantees to participate in the Unified System because they would likely demonstrate comprehensive and high quality programs. When comparing quality across programs however, it is important to be mindful and careful not to pit programs against one another. It is important for programs and all early childhood stakeholders to keep in mind that different



programs have different missions, varying capacity, and are funded to provide different services.

- **Reducing redundancy of data, services, and resources.** Streamlining and integrating data in a common space such as the Unified System may help to provide unduplicated counts of the early childhood population in the State, the programs they participate in, and the services and resources they receive. This information would help to facilitate needs assessments and resource allocation. Tracking children and families in the Unified System may also help to decrease duplication of services and data collected and reported across programs and systems. For example, if screening required for the Early Periodic Screening, Diagnosis, and Treatment program that Head Start participates in has already been completed previously by Early Intervention, it would be helpful for Head Start to know this and have access to this data to reduce duplication of services and resources.
- **Assisting Head Start staff in managing programs, delivering services, and doing their jobs.** Grantees have voiced the importance of collecting and using data to support programming and service delivery for the children and families participating in Head Start as a priority while using data to inform policy and research should be secondary or a by-product of the data collected for programming. There needs to be obvious benefit from the Unified System for the Head Start staff collecting and using the data exchanged in the Unified System. For example, if there is a report that program staff receive from the Unified System that helps them do their job, they'll see value in the data they provide to the System. By working with the Head Start grantees to define data reports that would help Head Start staff do their jobs, the Unified System can be developed to accommodate the functionality and reporting needs of Head Start.

Head Start grantees indicated during the focus group discussion that they do not see the potential value of the Unified System. Instead, they see the Unified System as another entity to report data to, resulting in more work without clear purpose for and value to the Head Start community specifically.

## VI. The Structure of the Unified System

The Common Education Data Standards, or CEDS, provide a detailed look at the kind of data the Unified System will include to answer the key policy questions put forth by the IELC.

Considering the CEDS data entities (child, family, organization, staff, and parent/guardian), the data categories within those entities, and grantees experiences in sharing data, Head Start leadership indicate that grantees will likely be amenable to sharing the following data:

- De-identified individual child data in which contact data is shared only in aggregate form



- De-identified individual family data
- Identifiable organization/program data
- De-identified individual staff data in which contact data is shared only in aggregate form
- De-identified individual parent/guardian data (with data linked to de-identified child data)

Some grantees have indicated they are amenable to sharing aggregate level data with other Head Start grantees and with other programs and agencies participating in the Unified System. Some are very uncomfortable with sharing identifiable child data and are in favor of placing controls on data in the Unified System via defined access levels for various user roles. Specifically, they feel the system should be structured so Head Start has control over who has access to Head Start data. A defined structured approach to data access for the Unified System is critical to providing Head Start grantees with assurance that child and family level data is adequately safeguarded within an integrated systems environment.

## VII. Collaboration and Governance

To promote collaboration in the Unified System initiative, Head Start grantees have voiced the need for sustained communication from the State with the Head Start Data Task Force, ILHSA and ILHSCO throughout the planning and implementation process. There is also a need to identify the value of the Unified System for Head Start specifically; that is, what's in it for Head Start grantees and programs. Upon doing so, the value and collaboration efforts need to be communicated and disseminated throughout the Head Start community regularly to ensure everyone is aware of and informed on this initiative. Furthermore, Head Start grantees expressed the need for the State to collaborate with Head Start as an equal partner at the table; equal to other State partners such as ISBE and the Illinois Department of Human Services. Head Start grantees would like to see reciprocity with data sharing in the Unified System, specifically with ISBE—“[The Unified System] should be a two-way street with information...flowing back and forth”.

Considering the concerns of Head Start grantees related to data security, confidentiality, and how data will be used, a clearly defined model of collaboration should be implemented to provide guidance, rules, and a policy framework for facilitating data access among the Head Start community and data sharing between Head Start grantees and other agencies and programs participating in the Unified System. As stated in Illinois' Race to the Top Early Learning Challenge Phase II application and reiterated to JSI by Head Start leadership, the Illinois Head Start community and the ILHSA have proposed to form the Illinois Head Start Data Cooperative. Through this model, ILHSA will serve as a broker of Head Start data and as a liaison between



the State, the Unified System, and the Head Start grantees. Through the Cooperative, Head Start and Early Head Start grantees in Illinois will opt to provide their data to ILHSA, who will develop and maintain a common data file containing specified child, family, program, and staff level data. Head Start grantees have indicated that they support this model, as ILHSA understands Head Start and is capable of representing Head Start. Individual data agreements between ILHSA and each Head Start grantee will need to be established for the grantee data housed in the common data file to be exchanged in the Unified System. Data agreements will also need to be established between ILHSA and the State agencies participating in the Unified System.

This topic will be more thoroughly reviewed within the Unified System Planning Project through the deliverable associated with governance and data sharing (due on January 31<sup>st</sup>).

## VIII. Key Findings and Recommendations

- The Head Start community is supportive of the Unified System and willing to collaborate with the State on this initiative. The Director of ILHSA and the Director of ILHSCO are willing to promote and facilitate grantee participation in the System. There is concern among grantees about sharing identifiable child and family data. Sustained communication and collaboration with the Head Start community is critical to maintaining and expanding support and participation in the Unified System. Mechanisms should be established for regular communication on the planning and development of the system. The Illinois Head Start Data Task Force and the Directors of ILHSA and ILHSCO should be considered as an appropriate group for collaborating with the Head Start community.
- Head Start grantees have engaged in sharing limited aggregate level data with the State and other organizations, specifically IECAM and IDPH. Although IECAM and IDPH have paved the way to some extent, a similar level of effort in relationship building between Head Start grantees and the State is anticipated to garner their support and participation in the Unified System.
- Grantees acknowledge the potential value the Unified System will provide on a statewide level to address key policy questions, but do not see how the Unified System may have direct value to Head Start. Grantees would like to (1) have a better understanding of aggregate child and family outcomes across grantees, regionally, and statewide; and (2) monitor Head Start children and families longitudinally beyond their enrollment in Head Start. The Unified System must provide real value to Head Start grantees; these potential capabilities may serve as leverage points to gain support and participation from Head Start grantees. Furthermore, system capabilities should include functionality to assist Head Start staff in better doing their jobs, and facilitating the management of programming and services.



- The Race to the Top application references the formation of the Illinois Head Start Data Cooperative (ILHSA). Head Start grantees recommend that ILHSA will serve as a “broker” of the data representing the interests and concerns of the Head Start community and act as a liaison with the State and the Unified System. This model for governing data sharing between the Head Start community and the Unified System should be supported to the extent possible. Individual data sharing agreements between each grantee and the ILHSA as well as between the ILHSA and State agencies involved in the Unified System will be necessary to provide Head Start grantees the assurances they need to share data with the Unified System.
- Head Start grantees have expressed the need for a system that doesn’t result in additional burden in terms of workload, the need for role-based access to ensure the security of data provided by Head Start, and a user-friendly system. The Unified System needs to be structured so that Head Start has control over who has access to Head Start data. Key characteristics of the Unified System’s functionality should include: (1) an easy approach to reporting data to ensure additional burden is not placed on program staff and to alleviate the need for reporting data in several systems; (2) a smart design with applications that assist program staff in doing their jobs and assist grantees in managing programming and services; (3) flexibility to meet the needs of a variety of users; and (4) role-based access to secure and control data exchanged in the System.
- Head Start grantees each use a primary information system to collect and report data required by the Feds. As with programming, grantees have the flexibility to choose the information system that works best for their agency. The majority of the Head Start and Early Head Start grantee agencies use ChildPlus (31). Of note is that 7 grantee agencies in the Chicago area use the COPA system and the Chicago area grantees serve almost half of all Head Start and Early Head Start children in the State (see Appendix I). JSI’s previous system analysis indicates Head Start’s information systems will support the data requirements of the Unified System but this represents a preliminary analysis. The Unified System integration capabilities will need to consider and accommodate the several different primary information systems used among Head Start grantee agencies throughout the State.
- Head Start grantees value their federal to local status and their ability to tailor programs and services to the communities they serve. Any mandates or recommendations for the Unified System that appear to jeopardize the authority and flexibility Head Start grantees currently hold will be counterproductive to developing support for the Unified System. Integration requirements, including those that impact Head Start systems, staff, and resources, should be minimally intrusive and leverage existing capabilities and business practices to the extent possible.



## Appendix I: Head Start Grantee Table

Illinois Head Start Grantee Agency	City	Director	Enrollment		Primary Information System
			HS	EHS	
1. Anna Waters DMCOOC	Decatur	Rose People	378	--	ChildPlus
2. Baby Talk	Decatur	Shauna Ejah	--	78	ChildPlus
3. BCMW	Centralia	Maria Koehler	482	--	PROMIS
4. Catholic Charities	Joliet	Kathy Fudge-White	627	145	PROMIS
5. CEFS	Effingham	Connie Jerden	467	--	ChildPlus
6. CAPCIL	Lincoln	Beth Fleshman	338	80	ChildPlus
7. CCRPC	Urbana	Kathleen Liffick	435	105	ChildPlus
8. Chicago Commons	Chicago	Janice Woods	--	146	COPA
9. City of Chicago FSS	Chicago	Vanessa Rich	16,518	623	COPA
10. Childcare Network	Evanston	Martha Arntson	--	202	PROMIS
11. Children's Home & Aid	Chicago	Jan Stepto-Millett	--	180	PROMIS
12. Christopher House	Chicago	Karen Ross Wms.	--	98	PROMIS
13. City of Rockford	Rockford	Joanne Lewis	591	92	ChildPlus
14. CEDA	Chicago	Unita Sims	2,746	275	PROMIS
15. CAA McHenry Co.	Woodstock	Karin Nuelle	251	16	ChildPlus
16. CAP Lake Co.	Waukegan	Jeanette Keys	698	--	Adsystem
17. CDI HS Dupage Co.	Bensenville	Lynda Hazen	590	100	ChildPlus
18. Community Link	Breese	TK Elimon	--	54	ChildPlus
19. E. Central IL CAA	Danville	Odette Hyatt-Watson	461	70	ChildPlus
20. El Valor EHS	Chicago	Clara Lopez	90	107	COPA
21. ERBA	Greenup	Sharon Frame	515	--	ChildPlus
22. Governors State University	University Park	Carol Morrison	--	72	COPA
23. The H Group	Marion	S. Mondino	--	85	ChildPlus
24. Heartland Head Start	Bloomington	Debbie Ditchen	392	--	ChildPlus
25. Howard Area CC	Chicago	Stephania Koliarakis	--	82	COPA
26. IDHS MSHS	Springfield	Molly Joseph Parker	470 B-5	--	Galileo
27. IVEDC	Gillespie	Judy Dewerff	277	--	ChildPlus
28. Kankakee SD	Kankakee	Rebecca McBroom	400	--	ChildPlus
29. Lake Co. YMCA EHS	Waukegan	Kay Petersen	--	102	ChildPlus
30. Mount Vernon SD HS	Mt. Vernon	A. Lawrence	233	--	ChildPlus
31. NICAA	Freeport	Sherie Marten	190	--	ChildPlus
32. Ounce of Prevention	Chicago	Claire Dunham	1,142	91	COPA



Illinois Head Start Grantee Agency	City	Director	Enrollment		Primary Information System
			HS	EHS	
33. PACT	Mt. Sterling	Denise Conkright	295	136	ChildPlus
34. PCCEO	Peoria	McFarland A. Bragg/ Jennett Spicer- Caldwell	670	111	ChildPlus
35. Project NOW, Inc.	East Moline	Leigh Egger	360	--	ChildPlus
36. Quincy SD	Quincy	Julie Schuckman	314	--	ESCHOOL Plus
37. Riverbend HS & FS	Alton	Chuck Parr	730	215	ChildPlus
38. Rock Island Milan SD	Rock Island	Nicole Scholtfeldt	317	--	FILMAKER PRO
39. SIU-C Head Start	Carbondale	Cathy Reed	433	--	COPA
40. SIU-E Head Start	E. St. Louis	G. Lynn Bailey	1,215	188	ChildPlus
41. Southern 7 HD	Ullin	Angie Messmer	550	70	ChildPlus
42. Springfield Urban League	Springfield	Samantha Lincoln	619	96	ChildPlus
43. Tazewell-Woodford	East Peoria	Bonnie Jones	368	--	ChildPlus
44. TCOC	Rock Falls	Terri Lawrence	722	100	ChildPlus
45. Two Rivers	Aurora	Diane Lacey	888	170	ChildPlus
46. WADI	Enfield	Donna Emmons	362	168	ChildPlus
47. WCCS	Monmouth	Diann Gravino	329	--	ChildPlus
48. WEEOC	Steelville	Farrah Runge	308	--	ChildPlus
<b>Total</b>			<b>36,301</b>	<b>4,057</b>	