

WELCOME TO THE FINANCIAL INSTITUTE



DEPARTMENT OF HEALTH & HUMAN SERVICES

ADMINISTRATION FOR CHILDREN AND FAMILIES

Office of Head Start
1250 Maryland Avenue, SW
8th Floor
Washington, DC 20024

Dear Colleagues:

Welcome, and thank you for choosing to participate in the National Head Start Financial Pre-Institute – our first conference devoted to financial management in Head Start and Early Head Start. We are particularly pleased by your overwhelmingly positive response: there are nearly 650 of you here, representing all twelve regions and 47 of our 50 states plus the District of Columbia, Northern Mariana Islands, Puerto Rico, American Samoa, and Palau.

As professionals involved in the fiscal operations of Head Start and Early Head Start agencies, your responsibilities require broad competence and an understanding of numerous regulations and applications. The Office of Head Start is committed to supporting you in your role, as this first-ever Financial Pre-Institute demonstrates.

It is our hope that each of you participating in this conference will come away with an increased understanding of the rules and regulations governing financial management in Head Start, along with specific knowledge, skills, and resources to support your efforts in your own agencies. Our ultimate goal, of course, is to achieve quality outcomes for children and their families by ensuring that all Head Start and Early Head Start programs operate on a foundation of sound financial management systems and practices.

To meet your needs, we have assembled an outstanding group of experts to conduct the workshop presentations. We will support your continued learning beyond the Pre-Institute through discussion forums, online learning, Meet the Experts sessions, Web-based conferences, and other appropriate formats. You will receive more details as these events are scheduled. We would also welcome your feedback on topics and formats that would be most useful to you.

We hope that your experiences here at the Financial Pre-Institute will stimulate your thinking, answer your questions, and contribute to your success in implementing effective financial management practices in your local agencies.

Best wishes for a productive conference and an enjoyable stay in our nation's capital!

Sincerely,

Channell Wilkins

Director



PRE-INSTITUTE OFFERINGS

PLENARY SESSIONS

Plenary sessions provide an opportunity for participants to come together to hear the latest on Federal updates and current national initiatives.

WORKSHOPS

Workshops are designed to convey information, increase understanding, and discuss practical applications in twelve key areas: Administrative Costs Limitation; Budget Development; Cost Allocation; Financial Management; Financial Planning and the Community Assessment; Head Start Grants; Head Start Program Performance Standards and Key Regulations; Internal Controls; Non-Federal Share; Procurement and Equipment Management; Understanding Reporting Systems Requirements; and PRISM 2007. Assignments to workshops were made based on the information you provided with your registration and are confirmed on the card in your badge holder.

NETWORKING SESSIONS

Networking luncheons have been planned each day to provide you with an opportunity to gather with your peers, exchange ideas, and process the information being presented in plenary and workshop sessions.

DEMO DISTRICT

The Demo District offers participants the opportunity to refresh their skills in using key Head Start electronic reports and resources, including the Program Information Report (PIR), the Grant Application Budget Instrument (GABI), the Early Childhood Learning and Knowledge Center (ECLKC), the Head Start Fiscal Assistant, and the Transportation Pathfinder. Staff is on hand to provide tutorials and individualized assistance. The Demo District is located in the Columbia Foyer and is open as follows:

Monday: 11:00 a.m. - 6:00 p.m.

Tuesday: 11:00 a.m. - 5:30 p.m.

MARKETPLACE

The Marketplace provides an opportunity for Head Start and Early Head Start Directors to obtain useful information and resources from a variety of Head Start National Contracts and other Federal partners. The Marketplace is located in the Hall of Battles and will be open on Monday from 11:00 a.m. - 6:00 p.m. and on Tuesday from 11:00 a.m. - 5:30 p.m. For details on Marketplace offerings and locations, see page 17 of this program book.

BOOKSTORE

Borders bookstore is partnering with the National Head Start Training & Technical Assistance Resource Center to offer a variety of resources that may be useful to Head Start and Early Head Start directors. The bookstore is located in the Regency Foyer and will be open on Monday and Tuesday from 10:00 a.m. - 6:00 p.m.

INTERNET CAFÉ

Check email, access online resources, print documents, and more at the Internet Café, located in the Regency Foyer. The Internet Café will be open on Monday from 7:00 a.m. - 6:00 p.m., and on Tuesday from 7:00 a.m. - 5:30 p.m.



GOALS & WORKSHOPS

The goals of the 2006 Head Start/Early Head Start Financial Pre-Institute are to:

- Enhance understanding of key financial regulations and the Head Start Program Performance Standards
- Provide participants with knowledge and skills that are essential for implementing and managing financial systems
- Increase awareness of accountability, responsive leadership, and principles of conduct
- Learn about national priorities and emerging issues
- Promote dialogue, information sharing, and networking among colleagues

ADMINISTRATIVE COSTS LIMITATION

Case Study-Participants will learn about the legislation that requires Head Start grantees to limit their administrative costs to 15% of their total costs. Case studies will define the differences between administrative, programmatic, and dual-benefit costs. The relationship between administrative costs and indirect costs and procedures to calculate the 15% administrative cost limitation will also be covered.

BUDGET DEVELOPMENT

Case Study-Participants will review a case study to guide them in understanding how to develop a zero-based budget in an environment of funding reductions and rising costs. Strategies to search for new sources of funding will be explored.

COST ALLOCATION

Case Study-Participants will use HS and EHS case studies to identify key strategies for creating a cost allocation plan and will explore simple and logical methods to allocate shared costs across different funding streams.

FINANCIAL MANAGEMENT

Lecture/workshop-Participants will learn about Federally defined financial management benchmarks and how financial management systems serve to provide timely, current, and complete disclosure of financial information. Prior approval, comparison of budgeted versus actual costs, cash management, and written procedures will also be discussed.

FINANCIAL PLANNING AND THE COMMUNITY ASSESSMENT

Lecture/workshop-Participants will learn useful techniques in developing a sound financial plan that addresses the overall goals and objectives of the agency. Particular attention will be given to the community assessment and how it plays a key role in the financial planning process.

HEAD START GRANTS

Lecture/workshop-Participants will have an opportunity to engage in a two-part discussion on preparing a Head Start application for Federal assistance (SF-424). The first part of the session will focus on grant

application instructions and the various elements comprising a refunding application. The second part will highlight quality control when preparing applications, including a critical review of the program's financial plan.

HEAD START PROGRAM PERFORMANCE STANDARDS AND KEY REGULATIONS

Lecture/workshop-This session will provide an overview of the Head Start Program Performance Standards and key regulations that govern Head Start pre- and post-award activities. Participants will learn to make sound financial management decisions by applying appropriate Federal administrative and regulatory procedures.

INTERNAL CONTROLS

Lecture/workshop-Participants will learn about how strong and effective internal controls help ensure efficiency, control over Federal funds, and compliance with regulations. Using the internal control framework, workshop activities will address planning and preparing for the A-133 audit, managing risk, and ensuring effectiveness and efficiency in financial operations. The session will also review the oversight responsibilities of the governing body, follow-up of audit findings, and corrective action plans.

NON-FEDERAL SHARE

Case Study-This session will include case studies on how to effectively identify allowable match and obtain non-Federal share from various sources. Participants will also learn how to compute and document appropriate values for donated goods and services.

PROCUREMENT AND EQUIPMENT MANAGEMENT

Lecture/workshop-This workshop will explore Federal regulations governing the use of Head Start funds for purchasing goods and services, as well as managing and tracking property inventories. Emphasis will be placed on ethics, conflict of interest, the development of bids and solicitations, and the administration of contracts.

UNDERSTANDING REPORTING SYSTEMS REQUIREMENTS

Workshop-This workshop will discuss reporting systems requirements, in particular the Financial Status Report (SF-269). The Federal Transaction Report (PMS-272) will also be discussed and participants will learn when to contact ACF on a reporting issue and when to contact the Division of Payment Management.

PRISM 2007

Workshop-This session will introduce the 2007 Program Review Instrument for Systems Monitoring (PRISM). Head Start and Early Head Start grantees will learn about fiscal and program design and management changes to the new protocol.



SUNDAY, DECEMBER 10

4:00 – 8:00 p.m. Onsite Registration and Participant Check-In Regency Foyer

MONDAY, DECEMBER 11

7:00 a.m. – 6:00 p.m. Onsite Registration and Participant Check-In Regency Foyer

7:00 a.m. – 6:00 p.m. Internet Café Open Regency Foyer

7:30 – 8:30 a.m. Continental Breakfast Regency A

8:30 – 9:30 a.m. Opening Plenary Regency A
Ann Linehan
Jeff Fredericks
Craig Turner
JoAn Knight Herren
Muriel Richardson

9:30 – 10:00 a.m. ECLKC Demonstration Regency A
Fran Majestic

10:00 – 10:30 a.m. Morning Break Hall of Battles/Regency Corridor

10:30 – 12:00 p.m. Workshop Sessions
Administrative Costs Limitation—Congressional E
Budget Development—Capitol Room B
Cost Allocation—Capitol Room A
Financial Management—Valley Forge
Financial Planning and the Community Assessment—Columbia C
Head Start Grants—Congressional C/D
Head Start Program Performance Standards and Key Regulations—Congressional A
Internal Controls—Congressional B
Non-Federal Share—Bunker Hill
Procurement and Equipment Management—Ticonderoga
Understanding Reporting Systems Requirements—Lexington
PRISM 2007—Regency A

MONDAY, DECEMBER 11 (continued)

12:15 – 1:15 p.m.	Networking Lunch	Regency A
1:30 – 3:00 p.m.	Workshop Sessions Administrative Costs Limitation—Congressional E Budget Development—Capitol Room B Cost Allocation—Capitol Room A Financial Management—Valley Forge Financial Planning and the Community Assessment—Columbia C Head Start Grants—Congressional C/D Head Start Program Performance Standards and Key Regulations—Congressional A Internal Controls—Congressional B Non-Federal Share—Bunker Hill Procurement and Equipment Management—Ticonderoga Understanding Reporting Systems Requirements—Lexington PRISM 2007—Regency A	
3:00 – 3:30 p.m.	Afternoon Break	Hall of Battles/Regency Corridor
3:30 – 5:00 p.m.	Workshop Sessions Administrative Costs Limitation—Congressional E Budget Development—Capitol Room B Cost Allocation—Capitol Room A Financial Management—Valley Forge Financial Planning and the Community Assessment—Columbia C Head Start Grants—Congressional C/D Head Start Program Performance Standards and Key Regulations—Congressional A Internal Controls—Congressional B Non-Federal Share—Bunker Hill Procurement and Equipment Management—Ticonderoga Understanding Reporting Systems Requirements—Lexington PRISM 2007—Regency A	

TUESDAY, DECEMBER 12

7:00 a.m. – 5:30 p.m.	Registration for Directors’ Institute & Information Open	Regency Foyer
7:00 – 5:30 p.m.	Internet Café Open	Regency Foyer
7:30 – 8:30 a.m.	Continental Breakfast	Regency A
8:30 – 10:00 a.m.	Workshop Sessions Administrative Costs Limitation—Congressional E Budget Development—Capitol Room B Cost Allocation—Everglades Financial Management—Valley Forge Financial Planning and the Community Assessment—Columbia C Head Start Grants—Congressional C/D Head Start Program Performance Standards and Key Regulations—Yorktown Internal Controls—Congressional B Non-Federal Share—Bunker Hill Procurement and Equipment Management—Ticonderoga Understanding Reporting Systems Requirements—Lexington PRISM 2007—Regency A	
9:00 a.m. – 5:00 p.m.	Conflict Consultation Open	Marketplace
10:00 – 10:30 a.m.	Morning Break	Hall of Battles/Regency Corridor
10:30 am – 12:00 pm	Workshop Sessions Administrative Costs Limitation—Congressional E Budget Development—Capitol Room B Cost Allocation—Everglades Financial Management—Valley Forge Financial Planning and the Community Assessment—Columbia C Head Start Grants—Congressional C/D Head Start Program Performance Standards and Key Regulations—Yorktown Internal Controls—Congressional B Non-Federal Share—Bunker Hill Procurement and Equipment Management—Ticonderoga Understanding Reporting Systems Requirements—Lexington PRISM 2007—Regency A	

TUESDAY, DECEMBER 12 (continued)

12:15 – 1:15 p.m.	Networking Lunch	Regency A
1:30 – 3:00 p.m.	Workshop Sessions Administrative Costs Limitation—Congressional E Budget Development—Capitol Room B Cost Allocation—Everglades Financial Management—Valley Forge Financial Planning and the Community Assessment—Columbia C Head Start Grants—Congressional C/D Head Start Program Performance Standards and Key Regulations—Yorktown Internal Controls—Congressional B Non-Federal Share—Bunker Hill Procurement and Equipment Management—Ticonderoga Understanding Reporting Systems Requirements—Lexington PRISM 2007—Regency A	
3:00 – 3:30 p.m.	Afternoon Break	
3:30 – 4:30 p.m.	Closing Plenary Panel Discussion – <i>Ann Linehan</i> <i>Craig Turner</i> <i>Camilla Loya</i> <i>Bob Sullivan</i> <i>Muriel Richardson</i>	Regency A

NATIONAL LEADERSHIP



Wade F. Horn, Ph.D., was named the Assistant Secretary for Children and Families in the Administration for Children and Families, U.S. Department of Health and Human Services on July 30, 2001. The Administration for Children and Families is responsible for programs that promote the social and economic well-being of families. ACF's programs include Temporary Assistance to Needy Families, foster care, adoption assistance, family preservation and support, Head Start, child care, child support enforcement, runaway and homeless youth, low-income home energy assistance, community services, refugee resettlement, mental

retardation and developmental disabilities, and community services. Prior to this appointment, Dr. Horn was President of the National Fatherhood Initiative, which has as its mission to improve the well-being of children by increasing the number of children growing up with involved, committed, and responsible fathers in their lives.

From 1989-1993, Dr. Horn was the Commissioner for Children, Youth and Families and Chief of the Children's Bureau in the Administration on Children, Youth and Families. He also served as a Presidential appointee to the National Commission on Children from 1990-1993, a member of the National Commission on Childhood Disability from 1994-1995, and the U.S. Advisory Board on Welfare Indicators from 1996-1997. Prior to these appointments, Dr. Horn was the Director of Outpatient Psychological Services at the Children's Hospital National Medical Center in Washington, D.C. and an Associate Professor of Psychiatry and Behavioral Sciences at George Washington University. From 1993 to 2001, Dr. Horn also served as an adjunct faculty member at Georgetown University's Public Policy Institute and an affiliate scholar with the Hudson Institute.

Dr. Horn, the author of numerous articles and the co-author of several books on children and family issues, is frequently featured on national television and radio as a child development expert and commentator. Dr. Horn received his doctorate in clinical child psychology from Southern Illinois University in 1981.



Channell Wilkins currently serves as Director of the Office of Head Start. He has had a distinguished career in both the public and private sectors, working extensively in human services to help underserved populations. Prior to joining the Office of Head Start, Mr. Wilkins held the positions of Executive Director of the New Jersey Community Action Association and President of the Board of Trenton Head Start. In the capacity of Senior Executive of New Jersey's Department of Human Services, he worked on new initiatives for Child Support programs and Juvenile Justice. Mr. Wilkins earned a baccalaureate degree in business administration from Bucknell University in Pennsylvania and a master's in public administration from Rutgers

University in New Jersey.



Frank Fuentes is Deputy Director of the Office of Head Start. He served previously as Deputy Associate Commissioner of the Child Care Bureau, where he oversaw and directed the administration of the Child Care and Development Fund, serving 1.5 million children and their families. From 1989 to 1995, Mr. Fuentes worked as Director of the Head Start Bureau's Migrant and Seasonal Program Branch. He also served in the Family and Youth Services Bureau, as Director of the Program Support Division, where he administered the demonstration, research, and evaluation activities of the Bureau for a number of specialized programs serving young people.

ADDITIONAL OFFICE OF HEAD START LEADERSHIP

Carmen Bovell-Chester, Senior Advisor on State Collaboration

Amanda Bryans, Director, Educational Development and Partnership Division

Ann Linehan, Director, Quality Assurance Division

Renee Perthuis, Director, Program Operations Division

Craig Turner, Director, Policy and Budget Division



PLANNING COMMITTEE

Office of Head Start

Ann Linehan, Director, Quality Assurance Division

JoAn Knight Herren, Chief, Training and Technical Assistance Branch

Camille Loya, Senior Advisor

Muriel Richardson, Management and Program Analyst

National Contractors

Anne Goode, Head Start Knowledge and Information Management Services (HSKIMS)

Gretchen Gunning, National Head Start Training and Technical Assistance Resource Center (NRC)

Tara Nordlander, National Head Start Training and Technical Assistance Resource Center (NRC)

Joyce Power, National Head Start Training and Technical Assistance Resource Center (NRC)

Jean Swift, National Head Start Training and Technical Assistance Resource Center (NRC)

SPEAKERS & PRESENTERS



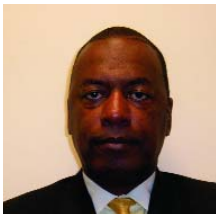
Sally Birmingham

Tel: 902.524.1948

Email:

salliebirmingham@cs.com

Sallie Birmingham, a financial consultant, comes with over 25 years of fiscal, administrative, management, and public relations experience in government, nonprofit, and corporate environments. As Fiscal Administrator of the Fairfax County Head Start program for over a decade, she managed funding for center, home-based, and family day care and wrap-around child care. Ms. Birmingham, a Fiscal Reviewer for the Office of Head Start since 2003, holds a master's degree in business administration with a concentration in accounting.



Perry Davis

Tel: 601.479.1298

Email: PD11441H@aol.com

A Consultant, Perry Davis specializes in the areas of fiscal, program design, and management and Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA). Previously a manager at one of the largest Head Start programs in the nation, he has conducted workshops at national, regional, and state Head Start Association meetings, as well as at state and local Community Action Agency Association meetings. Mr. Davis holds a baccalaureate degree in management and a master's degree in business administration, with an emphasis in finance, from Jackson State University in Jackson, Mississippi.

Phil Doherty

Tel: 617-565-1116

Email: phil.doherty@acf.hhs.gov

Philip E. Doherty has worked as a Grants Management Specialist for the U.S. Department of Health and Human Services since 1978 and previously as a Budget Analyst for three years. His background also includes serving as Auditor for the U.S. General Accounting Office. Mr. Doherty holds a baccalaureate degree in accounting and a master's in public administration from Northeastern University in Boston.



Bess Emanuel

Tel: 617.565.1721

Email: bess.emmanuel@acf.hhs.gov

Bess Emanuel, the Administration/Fiscal/Management Specialist for the Region I Technical Assistance Network, has over 30 years of experience in early education, including management training and consultation with Head Start and child care programs. Ms. Emanuel, who holds a master's degree in educational leadership, also teaches early childhood program management at Wheelock College.



Jeff Fredericks

Program Specialist

Office of Head Start

Jeff Fredericks, a Program Specialist at the Office of Head Start, serves in the Quality Assurance Division and supports the development of the national monitoring system. He is also the Project Officer for several major national contracts. He served previously in the Training and Technical Assistance Branch, where he initiated work on what is now the Early Childhood Learning and Knowledge Center. Before coming to Head Start, Jeff was a Project Specialist with the National Center on Child Abuse and Neglect in the Children's Bureau.



Robert Hashagen

Tel: 816.426.3010

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Robert.hashagen@acf.hhs.gov

During his 32-year social service career as the Chief of Social Services for a three-county metropolitan management area in Kansas City, Robert Hashagen discovered creative (and honest) approaches to managing multi-million dollar budgets and allocations by focusing on staff training, community analysis, and documentation. He holds a baccalaureate degree in sociology from Benedictine College in Atchison, Kansas and a master's degree in management and supervision from Central Michigan University.



Speakers & Presenters



Mark Heinert
Tel: 303.844.7291
Email: mheinert@acf.hhs.gov

Once the Fiscal Officer/Personnel Director and subsequently the Director of a Head Start program in central Montana, Mark S. Heinert presently serves as the Administrative/Fiscal Content Specialist for the Region VIII Technical Assistance Network. A Certified Public Accountant, he holds baccalaureate degrees in general business and accounting.



Kathryn Helsel
Tel: 405.360.2919
Email: kathryn@threefeatherassoc.com

Kathryn Helsel, a partner in Three Feathers Associates and a manager in the management Consultant Service Division, she began her Head Start career in 1967 as the Director for a New Mexico tribal consortium. For over 20 years, she has served as an Administration/Management Specialist working with American Indian and Alaska Native Head Start grantees. During her career with Head Start, Ms. Helsel has provided fiscal training nationally at prior Directors' Institutes and Birth to Three orientations, as well as regionally. Her areas of expertise include budgeting, the regulatory process, and training resource development. Ms. Helsel is a graduate of Oklahoma State University.



JoAn Knight Herren
Chief, Training and Technical Assistance Branch
Office of Head Start

JoAn Knight Herren serves as Chief of the Training and Technical Assistance (T/TA) Branch of the Head Start Bureau, Administration for Children, Youth and Families (ACYF). Since 1995, Ms. Herren has worked at the Head Start Bureau managing a staff of Federal Project Officers who oversee the National Training and Technical Assistance Network of national and regional T/TA providers throughout the United States. In addition, the T/TA Branch manages the Head Start Fellows Project, Health and Disabilities Branch, Family and Community Partnerships, PDM, and the Head Start Information and Publications Center. Prior to coming to ACYF, Ms. Herren worked with Head Start in many capaci-

ties, including: as director of the Head Start Resource and Training Center at the University of Maryland University College; as manager of the State Head Start Training Center at Iowa State University in Ames, Iowa; as a lead teacher at the Institute for Child Study at the University of Iowa in Iowa City; and as the director of a five-county Head Start Program in Cedar Rapids, Iowa. Ms. Herren holds a master's degree in educational administration with an emphasis on early childhood education from the University of Iowa and has completed postgraduate work in public administration at the University of Maryland.



Chris Kime
Tel: 214.767.8857
Email: ckime@acf.hhs.gov

Chris Kime, the Training and Technical Assistance Program Design and Management Specialist for Region VI Head Start, comes with over 25 years of experience in finance and operations in both the private and public sectors, including business development, project management, and budget administration. A Certified Internal Auditor, he holds a baccalaureate degree in business administration, specializing in finance, from the University of Texas.



Ann Linehan
Director, Quality Assurance Division
Office of Head Start

For over 20 years, Ann Linehan has worked in various capacities within Head Start, beginning as the Executive Director at a Head Start and child care agency located outside of Boston, Massachusetts. In that capacity, she provided leadership to the wider Head Start and child care community, contributed to securing State funding for Head Start, and developed closer collaborative relationships with the State Department of Education, Early Intervention Services, and the child care community. In 1992, Ms. Linehan joined the Federal government to work in Region I as the Program Manager for Head Start, focusing on the monitoring process to address key quality issues and enhance program quality. She joined the Head Start Bureau in Washington, D.C. in 1996. Ms. Linehan received her baccalaureate degree in sociology and psychology and her master's degree in education from Boston State College.



Camille Loya
Special Assistant Counselor
Office of Head Start

Since March 2005, Camille Loya has worked as Special Assistant Counselor to the Director of the Office of Head Start, focusing primarily on multiple areas related to quality assurance. After receiving her law degree, Ms. Loya relocated to Washington, D.C. from Los Angeles in 1995 to work in the Office of the General Counsel of the Department of Health and Human Services, specializing in Federal Indian law, grants administration, and Constitutional law.

Fran Majestic
Financial Services Specialist
Office of Head Start

Fran Majestic serves as a Financial Services Specialist in the Office of Head Start's Quality Assurance Division. In the capacity of Project Officer for the Early Childhood Learning and Knowledge Center (ECLKC), she assumes responsibility for a variety of information and data projects. Once a National Head Start Fellow, Ms. Majestic began her Head Start career in 1984 as a Head Start Parent and Policy Council member in the Upper Peninsula of Michigan.



Colleen Mendel
Tel: 800.882.7482
Email: colleen.mendel@wku.edu

As Executive Director of Training and Technical Assistance Services at Western Kentucky University (WKU),

Colleen B. Mendel oversees the Department's Head Start and Human Services Consulting Group; WKU Head Start, Early Head Start, and child care programs; a ten-county Child Care Resource and Referral Agency; the Florida Office of Early Learning Quality Initiative; and several smaller contracts and projects. Her training and consulting interests include program governance, wage comparability and salary administration, and human resources, especially wage and hour issues, performance appraisal, and employee selection. Ms. Mendel holds master's degrees in business administration, higher education, and Spanish, as well as a Duke University Certificate in Nonprofit Management.

Muriel Richardson
Management and Program Analyst
Office of Head Start

Muriel Richardson is a Management and Program Analyst with the Office of Head Start's Training and Technical Assistance Branch. She is the Head Start Bureau content lead on Fiscal and Administration issues, and she is a project officer for Fiscal Assistant, Transportation PathFinder, and the SBIR Wage Comparability project. Muriel has a diverse background rooted in international business and financial management. She worked previously as a Program Specialist with the OHS's American Indian/Alaska Native Program Branch. She has also been a Head Start volunteer, fiscal and PDM on-site monitoring reviewer, consultant, and contractor for Head Start.



Rebecca Smith
Tel: 404.562.2837
Email: rsmith@acf.hhs.gov

Rebecca Smith serves as Fiscal/Administrative Content Specialist with the Region IV Technical Assistance Network,

supported by STG International, Inc. Her 30-year background includes all facets of nonprofit, governmental, and corporate auditing and accounting, as well as extensive knowledge and experience in the areas of financial management practice, theory, and methodology; administrative oversight; assessment; risk management; public relations; and Federal, state, and local laws and regulations. Formerly, a Head Start Fiscal Director, Fiscal Consultant, and Fiscal/Administrative Reviewer, Ms. Smith has led numerous training sessions at local, state, and regional levels.

Bob Sullivan
Tel: 215.861.4052
Email: Robert.sullivan@acf.hhs.gov

Robert Sullivan heads the Office of Grants Management in the Philadelphia Regional Office of the Administration for Children and Families (ACF) and has served as an ACF Regional Grants Officer for the past 18 years. A presenter at both regional and national workshops on grants management, his long association with Head Start began with a visit to a rural Kentucky program as a consultant in 1968. His background includes serving as a Peace Corps volunteer in Brazil and earning a master's degree in public administration from Pennsylvania State University.



Speakers & Presenters



Craig Turner
*Director, Policy and Budget
Division
Office of Head Start*

Craig Turner serves as Special Assistant to the Associate Commissioner in the areas of budget, policy, and legislation. In this position, Mr. Turner oversees all aspects of the Head Start budget and policy development.

Chris Watkins
Tel: 800.882.7482

Email: james.watkins@wku.edu

Christopher Watkins, a Management Specialist with over 11 years of experience providing training and consultation to Head Start grantees, has consulted extensively with local programs and developed and presented hundreds of management and supervision workshops throughout the Southeast, as well as at national and regional Head Start conferences. Prior to joining the Training and Technical Assistance System, Mr. Watkins worked as a policy researcher at the Brookings Institution in Washington, D.C. In addition to a baccalaureate degree in government from Western Kentucky University, a master's degree in economics from American University, a Certificate in Nonprofit Management from Duke University, as well as extensive graduate and post-graduate course work in management, organizational design, and public policy, he currently pursues a doctorate in urban and public affairs at the University of Louisville.

Bill Wilson

Email: tartan166@earthlink.net

For 28 years, William Wilson served the Administration for Children and Families (ACF) in various capacities and, most recently, as Grants Officer for Head Start and other ACF programs. He began his ACF career in 1976 as a Head Start Program Specialist in the Philadelphia Regional Office. In 1991, as Program Analyst for the Head Start Bureau in Washington, he assumed responsibility for the development and publication of the Notice of Proposed Rulemaking for Head Start Transportation, as well as for the creation of the Head Start Family Information System.



Bonnie Yee
*Tel: 415.437.8651
Email: byee@acf.hhs.gov*

An Administration/Fiscal Specialist since 1994, Bonnie Yee provides expertise to Head Start leadership teams in the areas of management, organizational development, and quality improvement. Her background includes experience in local government and higher education administration. Ms. Yee, a graduate of the University of California at Berkeley, also holds certificates in human resources and adult education.

MARKETPLACE & DEMO DISTRICT

Denise Woods and Associates: Conflict Management Specialist

Contact Person: Denise Woods
6905 5th Street, NW
Washington, DC 20012
Cell phone: 202-415-9757
P: 202-545-0842
F: 202-545-0843
woodsassoc@aol.com

Available in Marketplace Tuesday, Wednesday, and Thursday, from 9:00 a.m. – 5:00 p.m., for drop-in sessions or special appointments.

Denise Woods, a Conflict Management Specialist, is available for casual conversation in the Marketplace or conflict consultation in a nearby meeting room. Denise has worked with numerous Head Start agencies and is here at the Institute to listen, support, and/or provide advice for whatever conflicts might need another pair of eyes. You may visit her in the Marketplace on Tuesday, Wednesday and Thursday or make an appointment to meet at another time during the Institute.

Early Childhood Associates, Inc.

Contact Person: Linda Warren, President
Early Childhood Associates, Inc.
201 Water Street
Framingham, MA 01701
P: 508-620-1595
F: 508-620-1599
lwarren@earlychildhoodassociates.com

Exhibiting Days: Monday, Tuesday, Wednesday

Early Childhood Associates, Inc. is a women-owned social science research, and training firm that has developed Steps to Success: An Instructional Design for Early Literacy Coaches in Head Start and Early Head Start.

E-Rate

Contact Persons: Kenny Acklin, Consultant
Acklin Consulting
10718 Brazos Valley Lane
Little Rock, AR 72212-3614
P: 501-227-0217
Kenny@acklin.net

Bridget Shea, Learning Resources Coordinator
HSKIMS
1133 15th Street, NW, Suite 450
Washington, DC 20005
P: 202-737-1030 X112
bridgets@headstartinfo.org

Exhibiting Days: Monday, Tuesday, Wednesday, Thursday

Demo District: Monday 1:30 - 2:30 p.m.; Tuesday 11:00 a.m. – 12:00 p.m.; Thursday 2:00 – 3:00 p.m. & 5:00 – 5:30 p.m.

Information will be provided to Head Start about E-Rate, a program that provides up to 90% savings on telephone and internet services. Materials will help grantees determine if they are eligible for E-Rate. There is also information provided on the E-Rate application process.

Florida Museum of Natural History

Contact Person: Shari Ellis, Project Director
Florida Museum of Natural History
UF Cultural Plaza
SW 34th Street & Hull Road
Gainesville, FL 32611
P: 352-846-2000 X266
F: 352-846-0253
sellis@ufl.edu

Exhibiting Days: Monday, Tuesday, Wednesday, Thursday

Marvelous exploration through science and stories (MESS®) for early childhood science curriculum expansion.

Grants Application Budget Instrument (GABI)

Contact Person: Steve Fedorov
Booz | Allen | Hamilton
1818 Market St. FL 27
Philadelphia, PA 19103
P: 267-330-7964
F: 267-330-7901
fedorov_steve@bah.com

Demo District presentation in Columbia Foyer: Monday, December 11th, at 1:30 – 2:30 p.m.

Demonstration of the Grants Application Budget Instrument (GABI) software designed to assist Head Start and Early Head Start grantees in the preparation and submission of grant applications.

Head Start Knowledge and Information Management Services (HSKIMS)

Contact Person: JoAnn P. Henry, Conference Coordinator
1133 15th Street NW, Suite 450
Washington, DC 20005
P: 202-737-1030
F: 202-737-1151
joannh@headstartinfo.org

Exhibiting Days: Monday, Tuesday, Wednesday, Thursday

Head Start Knowledge and Information Management Services (HSKIMS formerly HSIPC) is a contractor to the Office of Head Start. Our expertise includes knowledge transfer and content development for the Early Childhood Learning and Knowledge Center (ECLKC), an essential web-based tool for Head Start grantees, staff, parents, and others interested in this field.



National Head Start Training and Technical Assistance Resource Center (NRC)

Contact Person: Joyce Power, Continuous Learning Specialist

PaL-Tech, Inc.

1000 Wilson Boulevard, Suite 1000

Arlington, VA 22209

P: 703-243-0495

jjpower@pal-tech.com

Exhibiting Days: Monday, Tuesday, Wednesday, Thursday

The National Head Start Training & Technical Assistance Resource Center (NRC) provides support for OHS priorities and initiatives through Resource Development; oversight and evaluation of the Innovation and Improvement Projects; support of the T/TA, State Collaboration, Higher Education, and other grantee networks; management of the National Head Start Fellowships Program; Events Management; and provision of Continuous Learning experiences. The NRC also develops the Head Start Bulletin and other publications and offers the online Facilities Assistance Desk.

Project SOLAR

Contact Person: Patricia Fahey, Project Director

Education Development Center, Inc.

55 Chapel Street

Newton, MA 02458

P: 617-618-2375

pfahey@edc.org

Exhibiting Days: Wednesday, Thursday

Project SOLAR, a Head Start Innovation and Improvement Project, housed at Education Development Center, Inc. (EDC), is developing a set of web-based tools to support local programs in using staff skill level data to create T/TA plans that respond to staff and program development needs.

The University of Cincinnati

Contact Person: Lisa Holstrom, Director

Lisa Holstrom, Director

University of Cincinnati

Early Childhood Learning Community

PO Box 210047

Cincinnati, OH 45221

P: 513-556-3627

lisa.holstrom@uc.edu

Exhibiting Days: Monday, Tuesday, Wednesday

The University of Cincinnati is providing information about an online associate's degree in Early Childhood Education, available in English or Spanish. Also available through the University are an online bachelor's degree and online coursework for the Infant and Toddler Certificate. The University of Cincinnati is one of the Office of Head Start's Innovation and Improvement grantees.



Selected films and videos will be shown Monday through Wednesday on closed circuit television (Channel 13) in guest rooms at the hotel. The Film Forum will be available 24 hours a day from Monday - Friday. Featured films include:

EMBRACING OUR FUTURE – TRAINING AND DEVELOPMENT

Four children in Head Start/Early Head Start benefit from the program's health services. Designed as training for parents, Health Services Advisory Committee members, staff, and Policy Council and governing bodies, the eighteen-minute video and companion guide provide a basic picture of the range of Head Start health services.

EMPOWERING PEOPLE: PARENT GROUPS

Prepared by the National Center for Family Literacy, the program shows several examples of the importance of parents to Head Start/Early Head Start children as role models. Teachers are interviewed and share their feelings on the need for parents to be involved in their child's education and all-around life.

FOR CHILDREN, LIFE IS A CREATIVE ADVENTURE

Research findings showing that creative experiences, implemented in developmental- and age-appropriate ways, have a positive influence on a child's learning. To support creative learning, the Office of Head Start has developed multimedia materials to help adults incorporate art, music, movement, and dialogue in the education of young children, beginning in infancy. The package, entitled For Children, Life Is a Creative Adventure, includes a video, a guide for parents and professionals, and a wall chart that communicates some of the ways adults can encourage creative expression based on the continuum of child growth and development.

LINKING OUR VOICES: A TRAINING PROGRAM FOR HEAD START POLICY COUNCILS – PROGRAM GOVERNANCE

This program explores the knowledge, skills, and behaviors that create successful Policy Councils. Designed to prepare Head Start/Early Head Start parents and community representatives to be effective Policy Council members, it is based on real stories of representative Policy Council members. The training package includes: a close-captioned videotape, facilitator's manual, participant workshop materials, and a set of overheads to make transparencies.

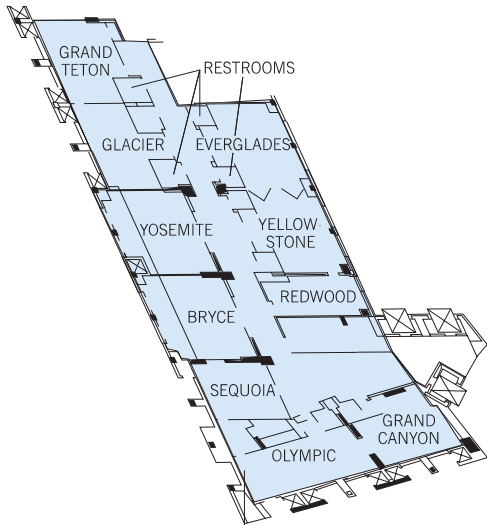
WEAVING CONNECTIONS – MANAGEMENT SYSTEMS AND PROCEDURES

The Health Services Advisory Committee (HSAC) is recognized as a key player in improving child and family outcomes. The video highlights HSAC success stories. The training package also includes a CD-ROM containing a brochure and PowerPoint presentation, and five training modules to help in recruiting HSAC members and enabling the group's activities.

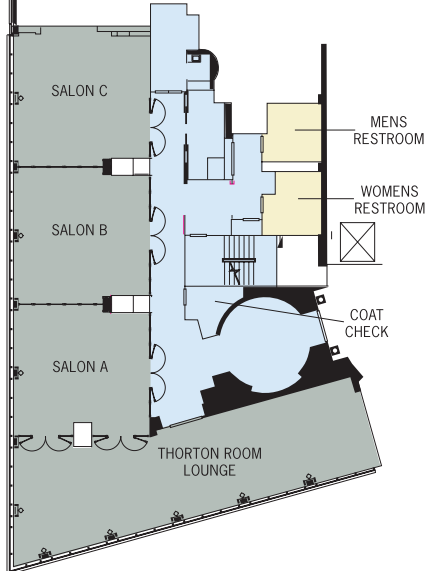
HYATT REGENCY FLOOR PLAN



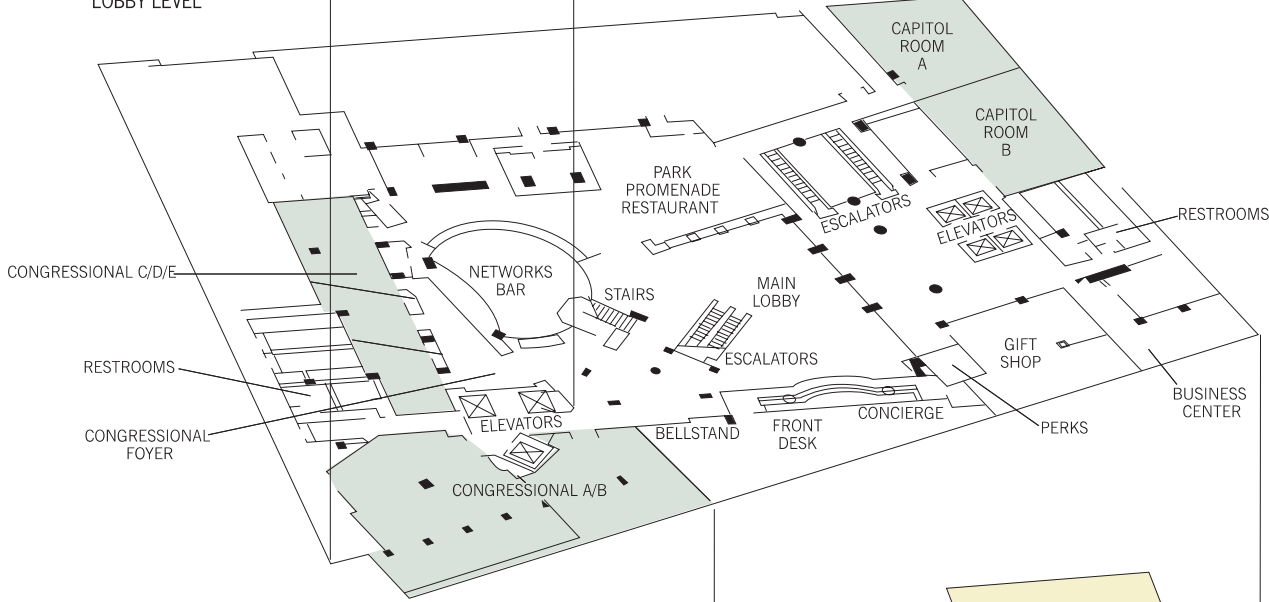
2ND FLOOR CONFERENCE LEVEL



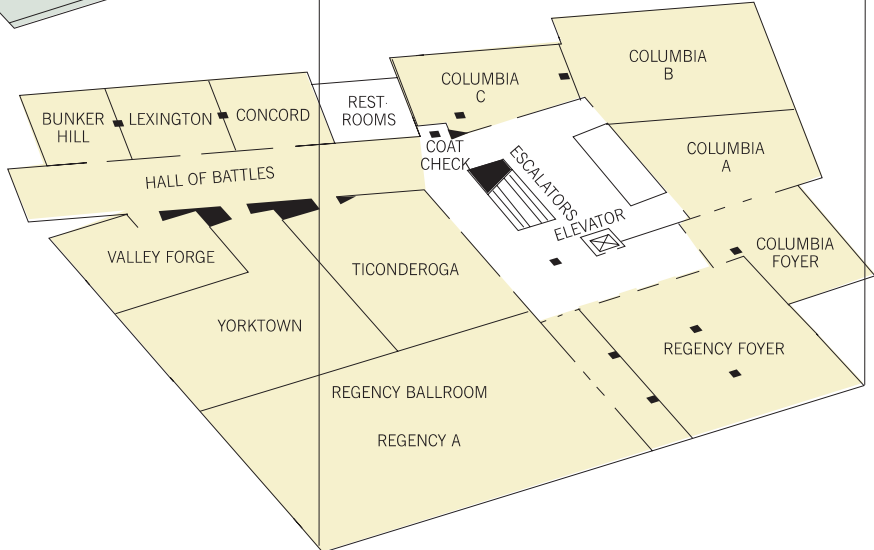
11TH FLOOR THORTON ROOM



LOBBY LEVEL




BALLROOM LEVEL





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