

# *Mississippi Action For Progress, Inc.*



# Annual Report

2009 - 2010



Since 1966, Mississippi Action For Progress (MAP) has faced many unique challenges. However, each challenge has been mastered. It is with great pride that we commemorate a forty-four year record of continuous services to Head Start and Early Head Start children, families and communities. Most of all, it is rewarding to observe the children growing and excelling cognitively, socially, and emotionally. We also continue to diversify our services to meet the changing needs of parents. Indeed, we have come a long way.

It is often said that the success of what one does is contingent upon the support and participation of families and communities being served. This is certainly true of MAP. Therefore, I thank the Board of Directors, Policy Council, Staff, Parents, Partners and Friends for the unselfish giving of your time, assistance and support during the past year. It is my sincere hope that you will continue the teamwork in carrying out the mission of MAP.

On behalf of the Board of Directors and the Executive Staff, we promise to continue to provide quality Head Start and Early Head Start services to needy children and families in the State of Mississippi.

--Bobby E. Brown Ed.D  
Executive Director

**Mississippi Action for Progress, Incorporated**, commonly referred to as MAP, has served children and families in the state of Mississippi for over forty (40) years. MAP, Inc. was chartered September, 13, 1966 with twelve members. MAP, as an acronym, is significant in that the program service area is diverse, unique, and covers the State of Mississippi. The service area extends north to the Tennessee state line, south and west to the Louisiana state line and east to the Alabama state line. MAP, Inc. is a multi-purpose, community-based program, providing Head Start and Early Head Start services in twenty-five (25) counties and Early Head Start in thirteen (13) to 6,168 children and 29 expectant mothers in various program options, It is the state's largest in geographic area and the largest in number of children served.

Counties served are:

Alcorn	Lauderdale*	Perry*	Warren*
Calhoun*	Lee*	Pontotoc	Winston*
Chickasaw	Leflore*	Prentiss*	Yalobusha*
Claiborne	Lincoln	Scott	Yazoo*
Franklin	Monroe*	Tippah	
Hancock	Neshoba	Tishomingo*	
Itawamba*	Pearl River	Union	

\*(Denotes Early Head Start operations)

Our program options are:

1. Standard Full Day/Full Year center-based model for infants and toddlers (6 wks – 36 mos.) and expectant mothers
2. Standard Part Year/Part Day center-based model for children 3 and 4 years of age.
3. Full Year/Full Day center-based model for children 3 and 4 years of age
4. Childcare Partnerships
  - Blended Services with public schools
  - Local day care providers

## OUR MISSION

Our mission compels us to not only serve the children, but to also serve as a catalyst for change and development for the disadvantaged community. We endeavor to be a mechanism for increased parental and citizen involvement in local communities and the state.

## OUR PHILOSOPHY

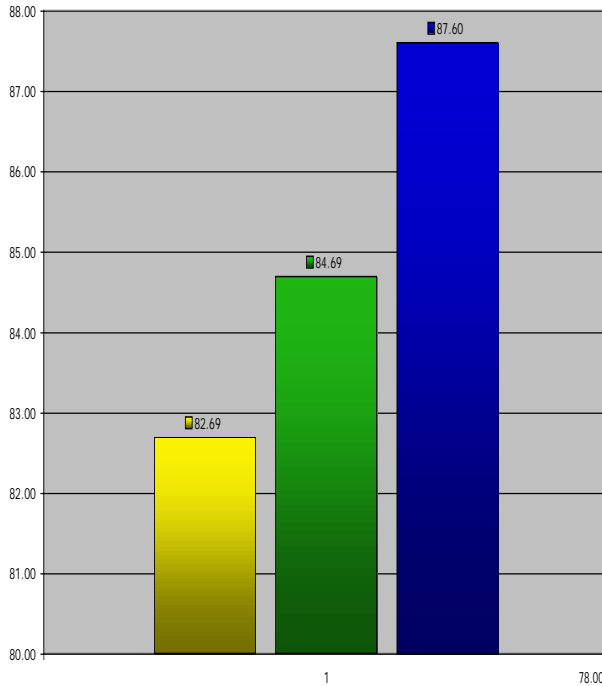
MAP, in its diversity represents a cross-section of Mississippians working for and with disadvantaged children and their families. Our philosophy commits us to the belief that every child deserves a head start in life – an equal opportunity to develop character, talent, mind, body and personality. We strive to prepare children to function in our society by providing life experiences, maximizing each child's potential for contributing and ultimately determining the destiny of our country.



The **Child Progress Indicator (CPI)** is a locally designed automated assessment used to assess Head Start children from 30-66 months three times a year. This instrument meets the Child Outcomes Framework which was a mandate issued in 2000 by the **Department of Health and Human Services – Administration for Children, Youth and Families**. The purpose was to improve program services to children by collecting data that would assist them in experiencing progress and success in school. The framework concentrates on ten domains and twenty-eight indicators of learning. However, Head Start is only required to collect data on eight domains and thirteen indicators. The domains include **Language Development, Literacy, Mathematics, Science, Creative Arts, Social & Emotional Development, Approaches Toward Learning and Physical Health and Development**. Fall, Winter and Spring assessments are visually represented on the following pages.

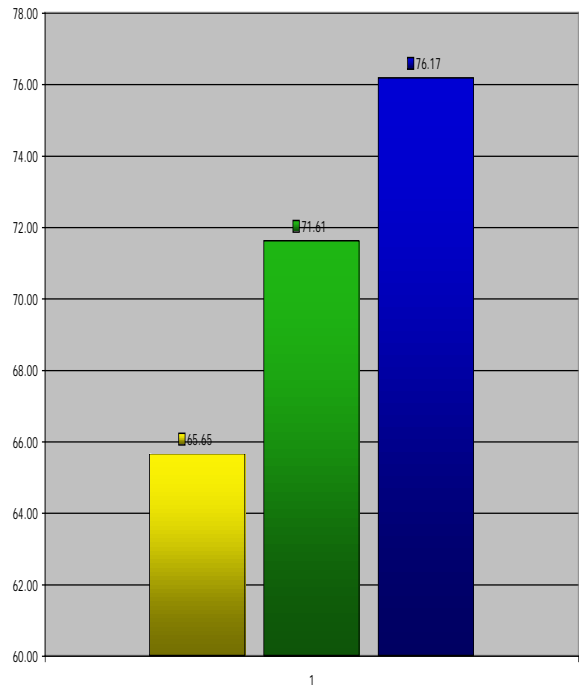


# CHILD OUTCOMES

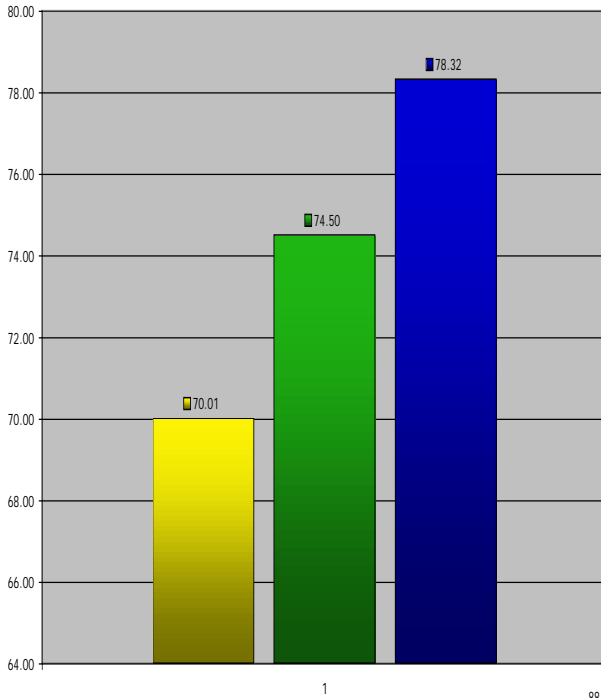


Language Development  
2009 - 2010  
Fall 82.69 Winter 84.69 Spring 87.60

Literacy  
2009 - 2010  
Fall 65.65 Winter 71.61 Spring 76.17



# CHILD OUTCOMES

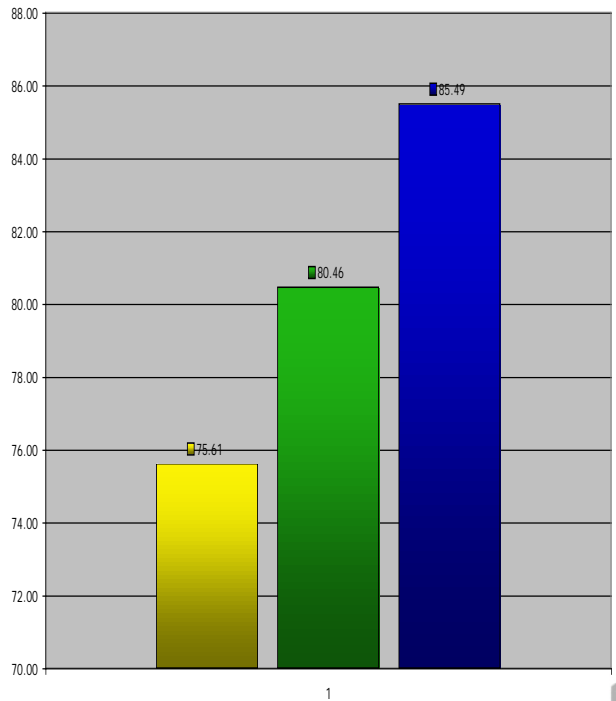


## Mathematics 2009 - 2010

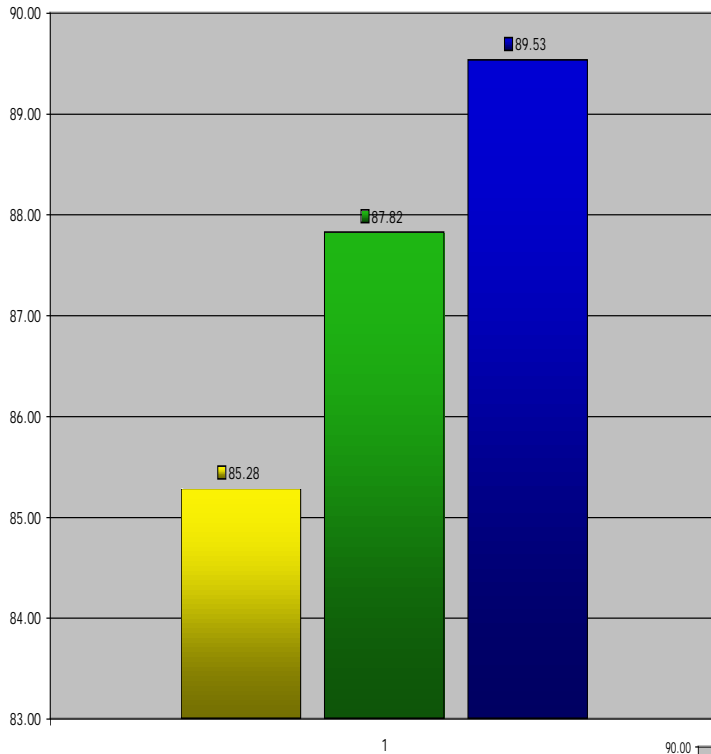
Fall 70.01 Winter 74.50 Spring 78.32

## Science 2009 - 2010

Fall 75.61 Winter 80.46 Spring 85.49



# CHILD OUTCOMES

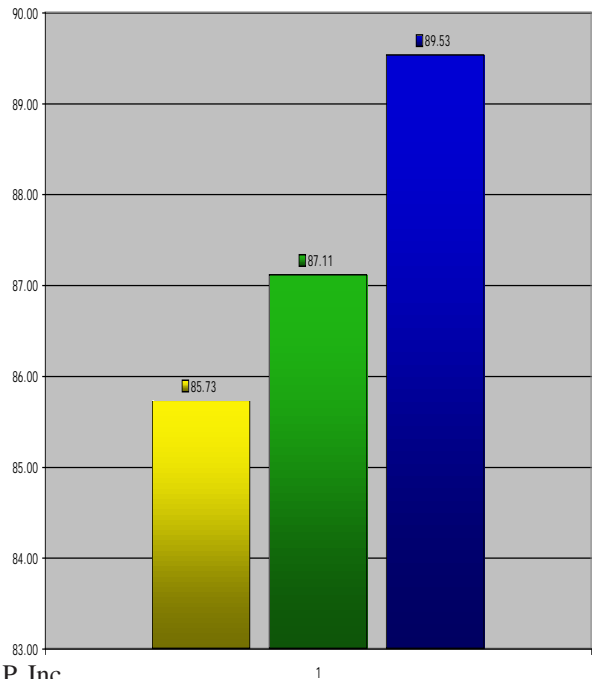


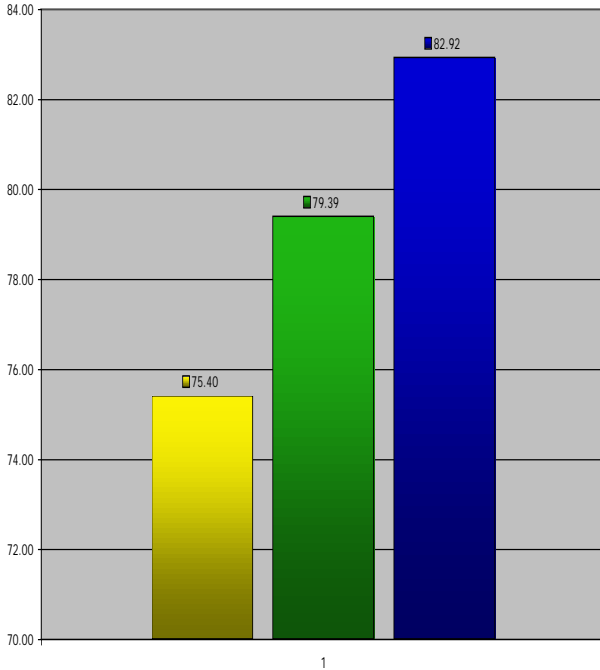
## Creative Arts 2009 - 2010

Fall 85.28 Winter 87.82 Spring 89.53

## Social/Emotional Development 2009 - 2010

Fall 85.73 Winter 87.11 Spring 89.53



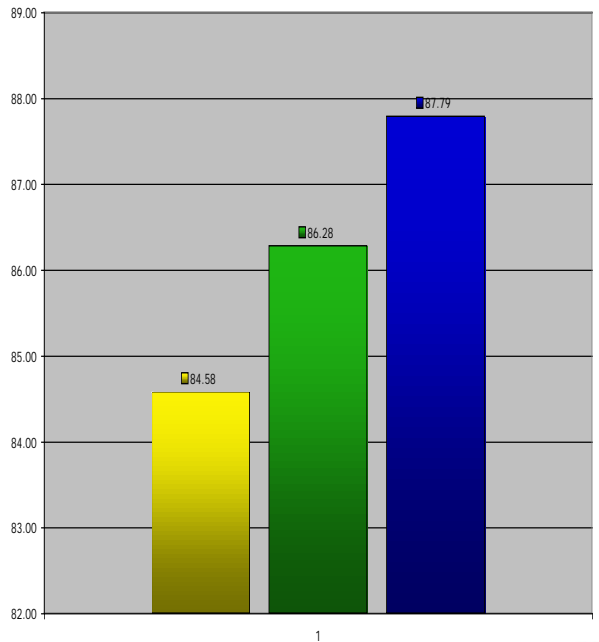


## Approaches to Learning 2009 - 2010

Fall 75.40 Winter 79.39 Spring 82.92

## Physical & Health Development 2009 - 2010

Fall 84.58 Winter 86.28 Spring 87.79



**Mississippi Action For Progress, Inc.** has a well-planned transition process that begins with age-appropriate activities for 3 and 4 year olds. Skill requirements are obtained from the **Mississippi Department of Education** to ensure that the children meet the Department's expectations for entering kindergartners. Transition meetings are held at least once a year with the Local Education Agencies (LEA) to discuss various topics such as, screenings and assessments, services, number of children being served, Kindergarten Day, special needs children and sharing of services. Finally, those children entering kindergarten have the opportunity to visit their prospective new school (or the "big" school). They spend the day in a kindergarten classroom participating in activities with kindergarten students and share a meal in the cafeteria. Parents are encouraged to participate in all transition activities to ensure that consistencies exist at all levels.



Each year all parents have the opportunity to attend parent orientation meetings to become familiar with Head Start and guidelines governing Head Start. They learn the capacity in which parents can serve Head Start, as well as what Head Start can offer them. A series of workshops are offered to enhance parent skills such as, **‘Exploring Economic Self-Sufficiency’** which involves interactive sessions on Money Management/ Budgeting, Parenting Skills, Dressing for Success, Child Development Skills, Interviewing Skills, Crisis Intervention, Purchasing a Home and much more . Additionally, many parents chose to enter into a partnership agreement where they set goals to improve their skills or obtain a GED or college education, child care, job training, etc.

The **Family Community Workers** have done a fantastic job in providing the appropriate resources to assist each parent in need. A total of 3,330 families were enrolled in the program and received services in the following areas:

Family Services	# of Families	Family Services	# of Families
Emergency/crisis intervention such as meeting immediate needs for food, clothing, or shelter	HS - 176 EHS - 1	Housing assistance such as subsidies, utilities, repairs, etc.	HS - 110 EHS - 5
Mental health services	HS - 60 EHS - 2	English as a Second Language (ESL) training	HS - 68 EHS - 1
Adult education such as GED programs and college selection	HS - 741 EHS - 68	Job training	HS - 235 EHS - 49
Substance abuse prevention or treatment	HS - 13 EHS - 14	Child abuse and neglect services	HS - 62 EHS - 1
Domestic violence	HS - 24 EHS - 2	Child support assistance	HS - 44 EHS - 0
Health education	HS - 433 EHS - 43	Assistance to families of incarcerated individuals	HS - 37 EHS - 1
Parenting education	HS - 980 EHS - 79	Marriage education	HS - 80 EHS - 1

## CURRICULUM

Mississippi Action for Progress, Inc. Head Start has two curricula, “**ABC**” for three year old and “**A to Z**” for four year olds. Both are locally designed with input from parents, teachers, Early Childhood Educators, and Early Childhood Administrators. The curricula are updated annually. The MS Pre-Kindergarten Curriculum Guideline is used as a resource for the Head-Start Classrooms.

Early Head Start utilizes the **Infant Toddler Planning Guide** as its curriculum. It addition, **Innovations-The Comprehensive Infants Curriculum and Innovations - The Comprehensive Toddlers Curriculum** are supplemental resources used to provide Child Care Providers and families with a variety of activities to meet the rapidly changing needs and interests of very young children.



The Early Head Start Demonstration Project is a demonstration project dedicated to improving child care knowledge and teaching strategies for infants and toddlers. The demonstration project provides a series of workshops that prepare infants and toddlers caregivers working in a preschool environment. These workshops are designed to meet best practices in early childhood education as well as the National Association for the Education of Young Children (NAEYC) Standards.

Eight training modules have been developed by its staff and approved by the Mississippi State Department of Human Services: Child Care Licensure Division for professional development. The modules are (1) Setting Up an Infant/Toddler Classroom (2) Responsive Caregiving (3) Health, Safety, and Nutrition Concerns (4) Social/Emotional Behaviors/Classroom Preventive Practices (5) Classroom Management for Infants & Toddlers (6) Introduction of Spanish to Infants & Toddlers (7) From Observation to Planning (8) Caring for Infants/Toddlers with Significant Disabilities.

The unit serves as a community resource to other child care agencies to provide required training hours of service in a licensed child care facility. Its use is also extended to university faculty and students in order to offer practice in clinical observations of young children in developmentally appropriate learning environments.

The project is staffed with trained, enthusiastic individuals who have been selected not only for their educational background and experience, but also for their understanding and dedication to young children.

## RESEARCH & DEVELOPMENT

The office of Research and Development at Mississippi Action for Progress, Inc. is responsible for the Agency's Research Activities, Special Projects, Recruitment, Enrollment and Attendance. (ERSEA).

The Research division provides pertinent information through data analysis to Administration and Governing Boards for program planning evaluation and decision-making. Our research efforts help to maximize and strengthen program services provided to children and families in MAP's service delivery area.

From our research we are able to develop a comprehensive community assessment, which assist in the analysis of information about local communities, children, their families, and available resources inclusive competitors and potential partners.

Various research designs and methods are used to conduct studies to document children, families, and program outcomes.

### Current research projects

- Tracking Head Start Graduates performance in kindergarten through fifth grade.
- Comparison of children who attended both Head Start and Early Head Start language development and socialization skills to children who did not attend a pre-school program.
- Parents literacy skill level impact on children's language development.

The research division also has the delegated responsibility of overseeing the agency's Recruitment, Selection, Enrollment and Attendance activities for compliance with Head Start, State, Federal and agency regulations. The agency's "**Recruitment and Selection Plans**" governs the enrollment process.

The primary purpose of the **Recruitment and Selection Plan** is to provide interested families with an opportunity to be considered for enrollment in Head Start and Early Head Start programs. The plan allows for the Agency to serve as many eligible children as possible.

This department recruits and manages special Projects for the Agency. Many of the projects are collaborative partnerships with other State, Federal and local agencies. Special projects provide the opportunity for MAP to enhance and provide services to families and children.

Current special projects include:

- Abstinence Education Program
- Mississippi Rural Childhood Lead Poisoning Prevention Program
- Fire and Safety Prevention Program
- Car Seat Safety Program

Mississippi Action for Progress, Inc. (MAP) recognizes its responsibility to be accountable for fiscal and administrative activities of the Agency. Managing the funds wisely and in accordance with federal laws and regulations is a charge that is taken very seriously. The program is fiscally disciplined in our approach to ensure a better, stronger organization.

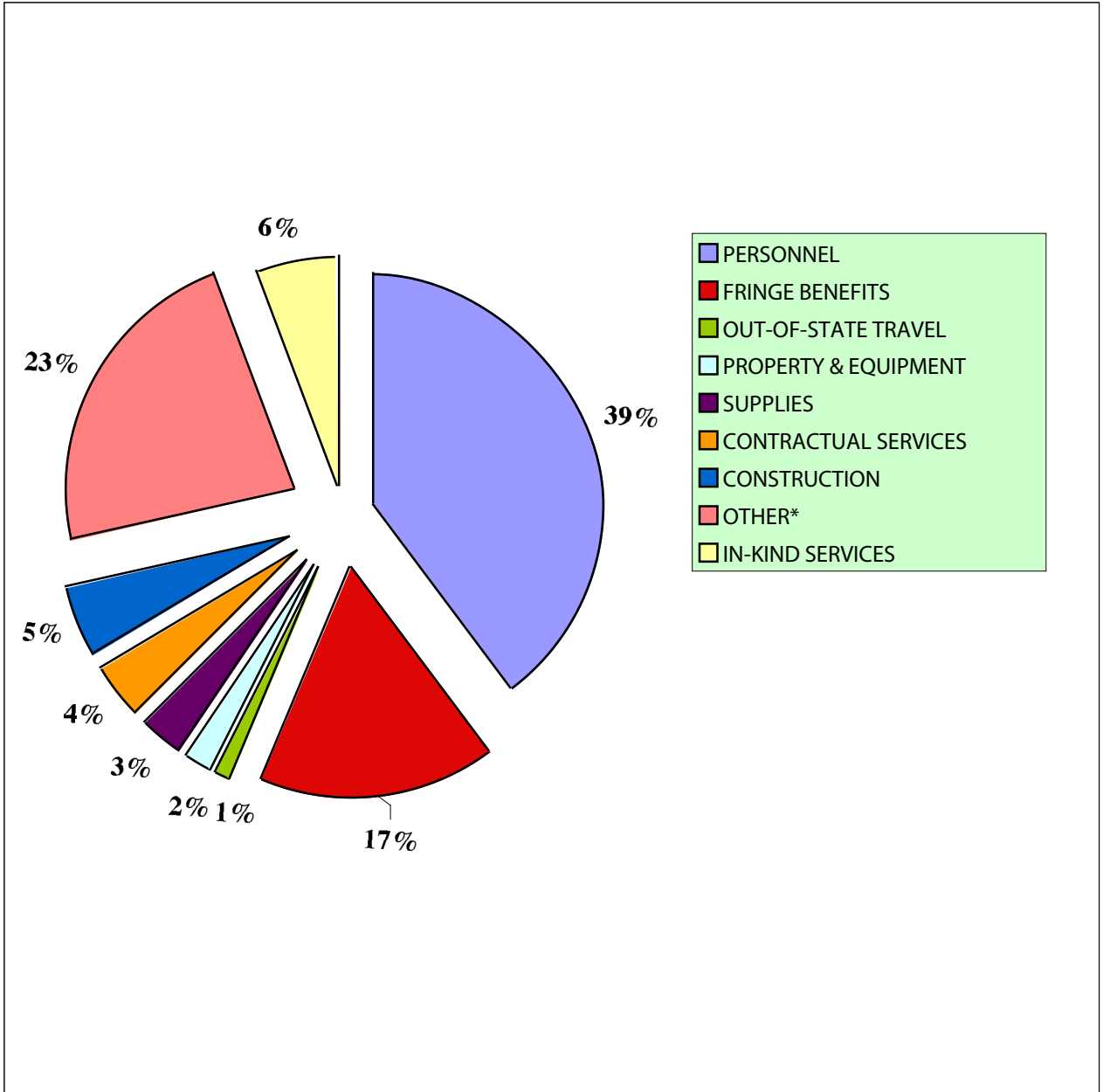
This high level of accountability is provided through the establishment and maintenance of a sound system of accounting and internal controls sufficient to safeguard the assets and provide assurance as to the adherence of prescribed management policies.

During the fiscal year ending 2010, MAP received and expended \$46,660,900 in revenue from the US Department of Health and Human Services, MS Department of Education Child Care Food Program, MS Department of Health and the MS Department of Human Services and in-kind contributions. These funds were used to provide Head Start and Early Head Start services to over 6000 children and families located in 25 counties within the State of MS.

MAP'S oversight of these funds has been audited by independent auditors with no questioned costs.

These funds were expended in the following budget categories:

PERSONNEL	39.0%	CONTRACTUAL SERVICES	4.0%
FRINGE BENEFITS	17.0%	CONSTRUCTION	5.0%
OUT-OF-STATE TRAVEL	1.0%	OTHER	23.0%
PROPERTY & EQUIPMENT	2.0%	IN-KIND SERVICES	6.0%
SUPPLIES	3.0%		



*\*Includes food, transportation, maintenance, occupancy, insurance and other miscellaneous expenses.*

# Program Information Report

## 2009 - 2010


6191	Funded Enrollment <ul style="list-style-type: none"><li>• Head Start (Center-Based) - 5925 MAP Sites - 5731 Childcare Partners - 194</li><li>• Early Head Start - 266 Infants and Toddlers - 219 (center-based) + 22 (home-based) Expectant Mothers - 25</li></ul>
1417	Total Staff <ul style="list-style-type: none"><li>• Head Start - 1359</li><li>• Early Head Start - 58</li></ul>
693	Total Teaching Staff <ul style="list-style-type: none"><li>• Head Start (Teachers) - 325</li><li>• Head Start (Teachers Aides) - 320</li><li>• Early Head Start (Child Care Providers) - 46</li><li>• Early Head Start (Home Visitors) - 2</li></ul>

5325	Number of children who entered program with continuous and accessible medical care. <ul style="list-style-type: none"> <li>• Head Start - 5168</li> <li>• Early Head Start - 184</li> </ul>
6024	Number of children who are up-to-date on a schedule of age-appropriate preventive and primary health care <ul style="list-style-type: none"> <li>• Head Start - 5809</li> <li>• Early Head Start - 215</li> </ul>
587	Number of children diagnosed as needing medical treatment <ul style="list-style-type: none"> <li>• Head Start - 539</li> <li>• Early Head Start - 48</li> </ul>
547	Number of children who received needed medical treatment <ul style="list-style-type: none"> <li>• Head Start - 499</li> <li>• Early Head Start - 48</li> </ul>
5317	Number of children who completed a professional dental examination
633	Number of children diagnosed as needing dental treatment
495	Number of children who received dental treatment*
635	Total number of children determined to have a disability(ies) <ul style="list-style-type: none"> <li>• Head Start - 619</li> <li>• Early Head Start - 16</li> </ul>


\*Children who did not receive dental treatment did not have dental care available in their local area

# SERVICE AREA


**Region I**  
 Hancock  
 Pearl River  
 Perry




**Region II**  
 Claiborne  
 Franklin  
 Lincoln  
 Warren




**Region III**  
 Lauderdale  
 Scott




**Region IV**  
 Leflore




**Region V**  
 Itawamba  
 Prentiss  
 Union





**Region VI**  
 Calhoun  
 Chickasaw  
 Yalobusha




**Region VII**  
 Neshoba  
 Winston




**Region VIII**  
 Yazoo



**Region IX**  
 Alcorn  
 Tiptah  
 Tishomingo



**Region X**  
 Lee  
 Monroe  
 Pontotoc



**REGION I**

CENTER	PHYSICAL ADDRESS	PHONE	
Regional Office Contact: John Guy	1628 Rosa Street Picayune, MS 39466	(601) 798-6981	
Bay Waveland Contact: Sullivan Bell	301 Necaize Avenue Bay St. Louis, MS 39520	(228) 469-3190	
Picayune Center Contact: Barbara Osbin	1628 Rosa Street Picayune, MS 39466	(601) 799-1716	
Poplarville Center Contact: Debra Jones	205 East Locke Street Poplarville, MS 39470	(601) 795-8064	
Richton Center/EHS Contact: Renaca Haskin	1301 Ash Avenue Richton, MS 39476	(601) 788-5511	

**REGION II**

CENTER	PHYSICAL ADDRESS	PHONE	
Regional Office Contact: Cardell Williams	1700 Monroe Street Vicksburg, MS 39181	(601) 636-2386	
Franklin County Complex Contact: Rosie Brandon	65 Morgan Fork Church Lane Roxie, MS 39661	(601) 384-2818	
New Zion Center Contact: Robbin Lee	2506 Hwy 51 SE Bogue Chitto, MS 39629	(601) 734-6350	
Kings Center Contact: Patricia Anderson	200 R.L. Chase Circle Vicksburg, MS 39183	(601) 638-4311	
Richardson Center Contact: Joyce McDonald	411 O'Sage Street Port Gibson, MS 39150	(601) 437-4094	
Lindsey Center Contact: Retha Dow	624 E. Monticello Street Brookhaven, MS 39601	(601) 833-2826	
Cedars Center/EHS Contact: Lavern Powell	235 Cedars School Circle Vicksburg, MS 39180	(601) 636-1360	

# CENTER INFORMATION

## REGION III

CENTER	PHYSICAL ADDRESS	PHONE	
Regional Office Contact: Geneva Burton	2311 4th Street Meridian, MS 39302	(601) 483-2225	
Charles L. Young Center Contact:: Joyce Harris	2124 11th Avenue Meridian, MS 39301	(601) 482-4665	
Meridian Center/EHS Contact: Pauline Smith	917 27th Avenue South Meridian, MS 39201	(601) 482-5211	
R.L.T. Smith Center Contact: Alexis Rushing	3004 15th Street Meridian, MS 39301	(601) 485-8047	
Midway Center Contact: Mabel Odom	5909 Midway Odom Road Forest, MS 39074	(601) 625-9700	
Forest Community Center Contact: Shelia Youngblood	1970 E. First Street Forest, MS 39074	(601) 469-4757	
Toomsba Center Contact: Roberta Scott	6836 Lauderdale Toomsba Road Toomsba, MS 39364	(601) 632-4491	

## REGION IV

CENTER	PHYSICAL ADDRESS	PHONE	
Regional Office Contact: Jennifer Murry	102 E. Claiborne Street, Suite B Greenwood, MS 38930	(662) 455-0036	
Gilliam Center/EHS Contact: Patricia Blackshire	100 Martin Luther King Blvd. Greenwood, MS 38930	(662) 453-5442	
Itta Bena Center Contact: Annie Parker-Young	401 N. Carver Ext. Itta Bena, MS 38941	(662) 254-6673	

**REGION V**

CENTER	PHYSICAL ADDRESS	PHONE	
Regional Office Contact: Gwen Gentry	200 Bryant Street Booneville, MS 38829	(662) 728-7227	
Wheeler Center/EHS Contact: Pat Gahagan	588 CR 5031 Wheeler, MS 38880	(662) 837-2018	
Pisgah Center/EHS Contact: Pat Gahagan	3 CR 8350 Rienzi, MS 38865	(662) 728-6484	
Union Center Contact: Mary Bradley	507 Oak Street New Albany, MS 38652	(662) 534-2681	
Houston-Mantachie Center Contact: Phyllis Kitchens	4091 CR 371 Mantachie, MS 38855	(662) 282-7666	
Fulton Center Contact: Bettie Ratliff	608 Elliot Street Fulton, MS 38843	(662) 862-3928	
Booneville Center Contact: Pam Hastings	200 Bryant Street Booneville, MS 38829	(662) 728-7913	

**REGION VI**

CENTER	PHYSICAL ADDRESS	PHONE	CHILDREN SERVED
Regional Office Contact: Geneva Rose	708 Railroad Street Water Valley, MS 38965	(662) 473-1871	
South Calhoun Center/EHS Contact: Nellie Pratt	125 Carter Street Calhoun City, MS 38916	(662) 628-6585	76 (8-EHS)
McIntosh Center Contact: Nellie Pratt	450 3rd Street Houston, MS 38851	(662) 456-3871	77
Bryant Center Contact: Calvin Hawkins	193 Front Street Ext. Coffeeville, MS 38922	(662) 675-8137	40
Water Valley Center Contact: Helen Willis	710 Railroad Street Water Valley, MS 38965	(662) 473-1552	110

# CENTER INFORMATION

## REGION VII

CENTER	PHYSICAL ADDRESS	PHONE	
Regional Office Contact: Mattie Cooper	403 Warner Avenue Louisville, MS 39339	(662) 773-9622	
Winston County Complex Contact: Patty Curtis	403 Warner Avenue Louisville, MS 39339	(662) 773-9622	
Exhibit Hall Contact: Elizabeth Moore	234 Carver Avenue Philadelphia, MS 39350	(601) 656-4731	

## REGION VIII

CENTER	PHYSICAL ADDRESS	PHONE	
Regional Office Contact: Blanche Young	735 Powell Street Yazoo City, MS 39194	(662) 773-8622	
Bentonia-Gibbs Center Contact: Felicia Woodberry	10340 Hwy 433 West Bentonia, MS 39040	(662) 755-0195	
Fouche Center Contact: Jacqueline Shelton	400 W. 7th Street #124-125 Yazoo City, MS 39194	(662) 716-7244	
Linwood Center Contact: Felicia Woodberry	3439 Vaughan Road Vaughan, MS 39197	(662) 673-1212	
Yazoo City Center Contact: Jacqueline Shelton	735 Powell Street Yazoo City, MS 39194	(662) 716-7225	

<b>REGION IX</b>			
<b>CENTER</b>	<b>PHYSICAL ADDRESS</b>	<b>PHONE</b>	
Regional Office Contact: Deborah Cooper	200 Bryant Street Booneville, MS 38829	(662) 728-7285	
Kendricks Center Contact: Hester Bugg	172 CR 157 Corinth, MS 38834	(662) 287-2671	
Corinth Center Contact: Hester Bugg	2305 Bell School Road Corinth, MS 38834	(662) 286-5802	
Belmont Center Contact: Cathy Bradon	1629 B-Washington Street Belmont, MS 38827	(662) 454-7346	
Burnsville Center Contact: Linda Inlow	24 Washington Street Burnsville, MS 38833	(662) 427-8883	
Iuka Center Contact: Barbara McGaha	1939 Ronnie King Drive Iuka, MS 38852	(662) 423-5410	
Prather Center Contact: Shirley Johnson	40 CR 562 Ripley, MS 38663	(662) 837-3269	
Chalybeate Center Contact: Martha Montgomery	4539 CR #201 Walnut, MS 38683	(662) 223-5522	

# CENTER INFORMATION

## REGION X

CENTER	PHYSICAL ADDRESS	PHONE	
Regional Office Contact: Angie Cherry	1830B North Gloster Street Tupelo, MS 38804	(662) 690-9381	
E.B. Flynn Center Contact: Alice Gates	811 South Canal Street Tupelo, MS 38801	(662) 844-7571	
Haven Acres Center Contact: Angeleque Beene	3288 Willie Moore Road Tueplo, MS 38801	(662) 566-7494	
Lee Industrial Center Contact: Ramona Bowden	261 CDF Blvd. Tupelo, MS 38801	(662) 454-7346	
Burnsville Center Contact: Linda Inlow	24 Washington Street Burnsville, MS 38833	(662) 566-1771	
Aberdeen Center Contact: Guyora Vasser	813 Highway 145 Aberdeen, MS 39720	(662) 369-1173	
West Amory Center Contact: Helen Tubbs	1105 I Avenue Amory, MS 38821	(662) 256-4834	
Northside Center Contact: Angeleque Beene	517 Linden Hill Tupelo, MS 38801	(662) 620-7238	
Saltillo Center Contact: Alice Gates	116 Pinewood Street Saltillo, MS 38866	(662) 869-2909	
Ecru Center Contact: Linda Sullivan	45 Church Street Ecru, MS 38841	(662) 489-8667	
Pontotoc Center Contact: Angeleque Beene	341 Ridge Road Pontotoc, MS 38869	(662) 509-7085	

## CENTER INFORMATION

### REGION X (Child Care Partners)

CENTER	PHYSICAL ADDRESS	PHONE	
Nettleton Head Start <i>Nettleton Primary School</i> Contact: Helen Tubbs	170 Mullen Avenue Nettleton, MS 38858	(662) 963-2245	
Shannon Head Start <i>Shannon Elementary School</i> Contact: Ramona Bowden	695 Ronnie Hill Avenue Shannon, MS 38868	(662) 767-3715	
Verona Head Start <i>Verona Elementary School</i> Contact: Ramona Bowden	212 College Street Verona, MS 38879	(662) 566-1742	

## GOVERNING BOARD 2009 - 2010

Mr. M. R. Whitehead, Chairman  
Mr. Lawrence Dubose, Vice Chairman  
Ms. Dorothy Robertson, Secretary  
Ms. Wanda Christian, Asst. Secretary  
Ms. Laura Jordan  
Mr. Troy Holliday  
Mr. Donnell White  
Mr. Joseph S. Berry, Sr.  
The Honorable Pat Wise

Ms. Janice Mitchell  
Ms. Susie Gaines  
Ms. Robin McClung  
Ms. Sarah Swim  
Ms. Gloistine Travis  
Ms. Susan Walthers  
Ms. Brittany Wilkins

Liaison Representative Mr. Eric Dilworth

## POLICY COUNCIL 2009-2010

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Ms. Joyce Judson, Vice Chairperson  
Ms. Irene Fisher, Secretary  
Ms. Sylvia Sims, Asst. Secretary  
Ms. Cheryl Adkins  
Mr. Ivan Baker  
Ms. Leslie Boone  
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Ms. Ramona Hamilton

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Mr. Ike Johnson  
Ms. Pearlean McReynolds  
Mr. Herman Parker  
Ms. Ramonda Patrick  
Mr. Brad Rogers  
Mr. Bennie Smith  
Ms. Cynthia Spann-Tyner

Liaison Representative Ms. Dorothy Robertson

**EXECUTIVE MANAGEMENT TEAM**

Dr. Bobby E. Brown	Executive Director
Dr. Dorothy S. Foster	Fiscal/Administrative Support Director
Dr. Dot Hearon	Program Services Director
Dr. Annie P. Lewis	Early Head Start Director
Dr. Peggy S. Johnson	Research & Development Director
Dr. Demond L. Spann	Human Resources Director
Attorney Charlene Priester	In-House Counsel
Mr. George Bartley	Technical Support Director

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*[www.mapheadstart.org](http://www.mapheadstart.org)*