

Office of Head Start FY18 Monitoring
Live Q&A

Ann Linehan: Hello, Adia. This was a pretty good hour.

Adia Brown: Yeah, it really was.

Ann: So, we have a lot of questions, and we just want -- obviously, we're not going to get to all of those in the Q&A today. But during the Virtual Expo this week, folks are going to have lots of opportunities to ask questions. Get some answers. And I think we're also going to post some answers to questions that we didn't get today. I want to do an initial shout-out. We have One -- at least one new grantee on the line. [Inaudible] I have to apologize that, we're just [Inaudible] We have an avalanche of all these acronyms. And what we can say to everybody on the line is the acronyms that will be posted on the Expo whole list, even acronyms that go beyond the traditional ones used in monitoring. So you want to start with some questions?

Adia: Sure! Sure.

Ann: How about -- You know, a lot of programs a lot of questions around scheduling. And I know you can't answer every scheduling question, but there are some things we can process. The one that are in their fourth and fifth year.

Adia: Yeah, I saw that, too, Ann. And there was just tons of questions about like, "When is my review, when it happens? So I want to remind people of a few things.

One: pretty soon folks will be getting their customized letter that will let you know that you will get reviewed this year. One person asked whether or not a, when they are going to know. So, you're still going to get your 50-day letter, if you're going to get your [Inaudible], and it will tell you. Another person asked, "Do, does, do all the grantees have to send in their calendar?" And yes. So regardless of whether or not you're going to be on the schedule or not this year, every grantee sends in their calendar, and we use it for different things like websites visits from the Regional Office. So, grantees who are in their fourth and fifth year, all of our grantees who are in their fourth and fifth year, they've completed everything. It won't go through AMS 2.0 right now. They're done.

There are some grantees who may have a six-year grant, and a first year grant, and they are part of a multi-grant agency. Those grantees will get a Focus Area 1. Those will get the phone call. There are some grantee who are in their third year, and they will also complete their [Inaudible]. They've got fiscal and ERSEA, [Inaudible] and CLASS. And those grantees are also done. I saw in the checkbox that there was some grantees who are in their third year. They haven't gotten anything. Those grantees will start with Focus Area 2. So if you're in that category, you're going to get Focus Area 2. And I think there was one more about grantees who are in their first year. Those grantees, if you are a single person agency and you're just [Inaudible], you'll get Focus Area 1. And for all the multi-agencies, the grantees that have multiple grants, we will send you out a customized letter that will let you know where you're going to land in this system. There was one more thing. And people asked -- [Inaudible]. I have to find the question. I'm sorry.

Ann: So there's kind of two technical questions people asked. One is about will there be unannounced reviews. As part of the Focus Area 1 -- As part of the Focus Area 2 reviews, we will not be doing

unannounced reviews as it relates to Focus Area 2. That does not mean -- let's say that they're are totally separate from this process information comes to our attention that there might be some misuses of funds or not so good things happening for children in the programs, we would reserve the right in some situations to do an unannounced review. Unannounced reviews will probably be targeted not of targeted review, they're unannounced. But as targeted reviewed, again, that's something that we reserve the right to do, and that's something that out of the norm comes up that we feel that we absolutely need to go onsite and look into a very specific area where the allegations of a concern are being raised. So it may not be, as someone said, you do a targeted review, what question are you going to be using for Focus Area 1? Or Focus Area 2? A targeted review is, really, all the regulations are available to us, and we would pick those regulations depending on what the issues were that we were targeting at the time of the review.

Adia: I think so. And, a lot of people are asking about like, what are all of the content areas. Where do they fall? Where are they going? And so, I actually had a question about compensation. Like, when is the Health and Safety review going to happen? So in Focus Area 1 and Focus Area 2, we focus on all the content areas. So they're not separated the way that they were before. So we will be coming out in [Inaudible] we come out to your programs and we do Focus Area 2, we look at Health and Safety. But we won't [Inaudible] all the questions like we did before. So we're looking at Health and Safety. We'll look at Education. We look at Program Design and Management. We look at Governance. We're going to look at everything during the week that we're out at the program. And when we call you and talk to you in Focus Area 1 on the phone, we'll talk to you about how you set up all of those content areas as well. They're no longer broken up like they used to be.

Ann: [Inaudible] Someone also asked the questions, and it's certainly a logical question. Will we have the same reviewers, theoretically, for say, Stage 1, which is going to be offsite, on the phone, periods of phone conversations. And the same review team that will go out for the onsite for Stage 2. Again, in a perfect world, if we could do that, we would. I think it is absolutely unreasonable for us to even think that we could promise that. But we certainly expect that the team that goes out for the, for the validation, on the on-site, Focus Area 2, will benefit from the foundation that we've built from Focus Area 1.

Adia: That's right. That -- I would love to [Inaudible] that we could do that, but it's just impossible with the schedule, and so

[inaudible]

Ann: Someone also asked us -- And I thought this is also a great question. And, let's say you're doing you're focus Area 1 discussions, and you really realized that, you know, it really, the goals really aren't aligned, they're not -- You feel they're program is struggling. And the question is raised, will there be an opportunity for a program to get some TA. Clearly we see phase one as, well, at the same time kind of assessing the foundation. Does the grantee have the systems in place? Are they going to be able to accomplish, you know, what they say they're going to do. If they're optimistically identified, it -- they may not be binding. But we would certainly in the report provide that feedback to the grantee, to the -- to the Regional Office colleagues, so the Regional Office could then make determination in what the grantee has dealt whether or not they want to allocate the resources to provide TA to help the grantee in that particular area. Certainly, if we identified something, in that first Focus Area, and it's reported back to the grantee, but it's not a finding, that something that they may want to consider doing a course

correction, we would certainly want to take a look at that when we cannot validate -- "Hey, what did they do? Was -- Identified a risk? Did they overcome it? Did they address it? Did they make a course correction?? So they're really is a connection, and the connection between one and two, but also an opportunity for the program to kind of take stock and make changes, or just strengthen what's great.

Adia: You know, and all the grantees that have second-year grants are asking, "What about me? What about me?? And there were about 208 of them that came up on our schedule the year that could have gotten a Focus Area 1. And so right now, in scheduling, we had to take care of all of our grantees who are in the third year. Those grantees, they definitely need if they haven't finished, there's about 440 of those grantees. If they haven't finished, they have to get Focus Area 2. But we're also trying to expand the schedule at this time so that we can give the grantees in their second year an opportunity to get Focus Area 1. So when --We're going to send out letters, we're working with the scheduling team right now to see whether or not that's possible. But the grantees who had second-year grants, they should hold tight for right now. We will actually, we will notify them if we can do the Focus Area 1 for them. But they're not on the schedule at this time.

Ann: Someone also asked about the disabilities, and are we going to change our approach to assessing whether or not 10 percent of the children are actually enrolled with [Inaudible]. IFFP. We're not changing our approach. I mean, if we go into before January, we know that programs are still, you know, reaching that quota, reaching that 10 percent. We will look at the data from the prior year. If we are there after January, we will be looking at the actual enrollment, and the number of children that were enrolled with disabilities. So that's not changed.

Adia: Nope, that hasn't changed. That's really the same and so people, you know, should really know that -- Actually, what's interesting is that the whole monitoring system now take a look back. So we look at everything the grantee has been doing for the last three years or so, and disabilities is one of those things. One of the things that people have been asking a lot about is -- As we speak there's more questions pop-up, pop-up. And people in that, in that fourth year are still asking, again, what about me. I'm in my fourth year. And just in case you didn't hear the first time, if you're in the fourth year, you're pretty much done. You're not on the schedule, and a lot of people will say, you've gotten everything. You've gotten everything, you're not going to come back and do another review this year for you. But we look forward to seeing you again when you're in your fifth or your first year.

Ann: And I think -- I don't know if you answered this [inaudible] Someone asked a question about CLASS. If you have a five-year project period, you will have one CLASS review during that five-year project period.

Adia: That's correct. That's correct. One time, we tried to make sure that we fit it in some time between your second and third year. In some instances, very few, I think [Inaudible] grantee that were in their fourth year that did a conference lead. But we try to do it in the second and third year. So everybody will get one CLASS.

Ann: So could you speak a little bit to -- We got a couple of questions about the Early Head Start Child Care Partnerships. They could be stand-alone. They could be part of the grantees that run Head Start, Early Head Start. So that, would be [Inaudible] grantee. But most of these should stand alone. Just partnerships. Can you comment in terms of the approach there?

Adia: So a lot of people asked me that all the time. And so to our Early Head Start CLASS partnership grants, we are for the first time rolling them up and treating them like every other grantee. They should think about what cycle they're in. If they're in their first year, if they're in their second year. We're going to do the same thing to them as we do for all other grantee types. So we did some things that are a lot differently. They're the face time review before them, lots [Inaudible]. We're not doing that in this, in AMS 2.0. They're going to have the same schedule as all grantees have.

Ann: So I am scanning the questions and I, and I'm not sure that I'm coming across things that we haven't touched -- Oh. Well. CLASS Early Head Start. At this point, we're not, CLASS is only used for preschool population, and so I don't expect any changes there for FY18.

Adia: So many folks are asking when are the protocols going to be available. And for everybody that is on this call, you might want to tell your friends, and your neighbors who may not have made it. The protocols are going to be available today at 4 p.m. You can find them on ECLKC, and they will be posted and ready for you to use and take a look at.

Ann: Well you know, we got comments, and I won't, we've said it, and it was a nice comment, and this is really, I think, what we hope the new system as goes on a daily basis. Ad the person said I want to thank them system sound, really supportive and meaningful. Well done. Thank you for listening to program ideas. This was not something that involved an isolation. In the end, it seems really listened to grantees, worked closely, yo know, with the, the representation from the NHSA. And the other thing I want to say is, you know, we ventured down this path. Yes we do think it's more meaningful. Yes the bar is higher for what we expect reviewers to, t doc, to do, or the skills that they're going to have. And we also know, and for those of us who've been in Head Start or other programs, you know, when you do anything new, and this is, this is new. We have to consider it a relatively new process. That there's going to be some bumps. And they're going to be some adjustments that we're going to have to make along the way. And we really want open communication. Adia has described, sort of that process of, "oh we came." The monitoring review, each of them more rigorously than I could ever imagine that we could do. I think that's going to give us an opportunity to see where we're holding exactly as we had planned. And if there are places where something is in process, and something is not going right, and we could [inaudible] absolutely, we want to intervene real time. So this is a lot of oversight from our perspective ensuring that we mitigate any bumps that they may occur.

Adia: So, I'm going to ask us to clarify. It's 4 p.m. Eastern Time, just so that people who are over the West, it might be a little earlier for you. Somebody asked a really interesting question, and it was are there practice scenarios and questions that we can try as grantees to prepare for this review. And I think when folks get the protocol later on today, there's a set of topics that you'll know that we're going to discuss. And you can use them, and take to your team. We hope that people continue to use the protocol to help think about evaluating their programs the way that we do. We want to -- Practice is relative. We want you to be knowledgeable and we know that you are about your program. And so, you kind of practice every day. And so, I don't think we have that discussion practice question.

Ann: Well, I think, again, and I -- You know the protocols will be up. There's no, there's no hidden agenda here. There's questions are transparencies on the topic areas, and the things that we're probing. The standing that we will be addressing. You're going to have the citations there. So, this is just an opportunity, I think, to free up the reign. And again, I go back to, you know, the constant comment we hear form programs. "If I only had the opportunity to say this. If I one been asked this question." So this

is -- Again, I think when you see the protocol questions, they're not going to be, "Wow! I never thought of that before." Every one of them should be a work in progress or in a work in implementation in your programs. I do think that if I were, if I were a Head Start director listening now, I certainly would want to make sure that my board and policy council, you know, has, can get into the Expo. And maybe that's something that you can do with them in a meeting. I think it's important for the board to understand and the policy council to understand the new process. But again, these are sayings that are not unfamiliar to grantees at all, the things that we're asking, and the topics being governed.

Adia: It's super interesting for us to hear. One is [Inaudible] Early Head Start program an their eighteenth month. So I think that this is something that we want to continue across [Inaudible] to make sure people really understand it. So during your 18 months period, or during your first whole year, you're actually eligible for a monitoring. review. So if you're new Early Head Start grantee, we come out, we can do a review. So as part of the first year, as part of this system, in the very first year you would have to be talked to on the phone and do a Focus Area 1 for you. Focus Area 1 is good for you, as Ann said earlier today, it really about trying to make sure that grantees who they are, can see what's going on. If they need to make some improvements, they can do that. It's an early look. It's an early look. I think where Early Head Start grantees and partner grantees are kind of getting this mixed up is the whole idea that in your first 18 months, if you have a deficiency, you cannot be designated under the Designation Renewal System. And that's different than being able to come out and monitor. So I just wanted to kind of clarify that, because people to make sure they understand that. We can monitor you, but we find insufficiently it doesn't count towards the DRS.

Ann: And you may have answered this one, also, but -- And someone may have gotten confused because you talked about sample of, of classroom observation that's being less than what we've done before. Mastering -- that's not, that's not related to the sampling for the CLASS. So if you could make that distinction for us.

Adia: So CLASS has always been a sample, and so we want to continue --

Ann: The CLASS tool.

Adia: The CLASS tool. The CLASS assessment tool. And so when we do that review, it's always an assessment -- a sample of your classroom. For the last few years when we came out and did environmental health and safety, it was all of your classroom. And so, where we're filling [Inaudible] there. When we go out to do education, and go out to do health and safety, it will be a sample of classrooms, and not the full gamut that we did in the last few years.

Ann: I think one thing programs can think about, Adia, is for folks that's one they're really directing who's done that, who's on the call, who's answering the question. Who's having the conversation. And I think it's an opportunity for, for directors to involve many key staff, not just [Inaudible] management. And we're having conversations about you know, what they're doing in terms of their plans, in terms of delivery of what they're providing.

Adia: I got -- Ann, I have a lot of fourth-year grantees that are nervous. Lots of fourth-year [Inaudible] grantees. And --

Ann: We'd like to reiterate.

Adia: If you're in your fourth year, I think, I'm almost sure that those grantees that are in their fourth year. We went through your schedule and based on what you had. So you, you had all the review that we required for a fourth-year grantee. There was some extra ones like LDMS that you may not be getting, or CSS stuff that you may not get. But you got most of the main things. You've gotten CLASS. If you've gotten fiscal. You've gotten ERSEA. If you've got most of our main reviews, then you're done. You're absolutely complete. We're not going to come back and do Focus Area 2 with you, because you've completed -- you basically in our minds completed the last system. It doesn't necessarily mean that you've completed every review. It also mentioned [Inaudible] in that category who got [Inaudible]. And HISKEY was a review that we did on grantees who met a special criteria. And if you passed HISKEY, and you did a CLASS, and you're in your fourth year, you are also done.

Ann: So to turn out the good question. Well, Early Head Start and home-based programs require that a monitoring team visit going into a family's home.

Adia: So we do have a home-based protocol, and we will visit some home-based types this year for grantees and those who would have home-based only. So those programs will definitely, will try -- we're going to figure out [Inaudible] Your homes, I'm sorry. And other programs we have home-based and classrooms. We lean more towards being in the classrooms than the family-style care home. And we don't necessarily see as many home-based sessions but we try to see one or two, if we can.

Ann: So let me ask you. Because one thing that I would want to say, there certainly we always want to honor that the parents choice. And some parent may say, "well I don't want any federal staff coming in my house." So we would want to make sure that any home that a parent would volunteer to say, "Yes, I'd love to meet the review team. [Inaudible] Talk about one or two, folks, not an army. But I also think the other opportunity is during socialization for the home-based, where that would be an opportunity to observe the children in the socialization setting, which occurs, you know, twice a month, amazing opportunity to meet parents there, too.

Adia: I think that's right. And we always work with the programs, with the Head Start director, with the family service worker. We work with everyone before the, the review to make sure that we can select the parent's home, and they feel really comfortable with it and the process.

Ann: And then, just to reiterate, whether it's the partnership, whether it's the [Inaudible], we're just asking, you know, if the partnership, I am in my third year, might I have a little bit of Focus 1 and Focus Area 2. And she's just saying, I think that's correct. Right?

Adia: Yeah, that's correct. So I'm trying to find this comment. But yes, for grantees who have multiple grants, there'll be tons of different scenarios. And it's hard to actually and [inaudible] kind of --

Ann: But if I'm in my third year, and I have little bit of Focus 1, Focus 2 can solve it.

Adia: That's right. So I wanted -- I was getting there. I wanted to tell grantees that, you know, if you have a grant that's in its third year, and you haven't seen the main reviews, the required ones, we would come out and, and do Focus Area 2. But right before -- so maybe a week before we'll do a brief phone call with you just to get some background to help us, so we know, see what you've been doing for the last year or two, and what it is we're going to see when we come in for Focus Area 2.

Ann: And again, if someone who, to another question that a caller asked about. You know, do we get TA after the first visit. You know. Of course, you always have the ability to get TA with your own funds, and if the Regional Office, you know, decides that they want to deploy their TA staff that's fine, too. And you just -- you went off my question. No, that's okay. But there was another question about -- I'm sorry. [Inaudible] She stumped me. She scrolled down, and I lost the question. So will the reviews follow up with any concerns that are identified in Focus Area 1 during Focus Area 2? Certainly we want to capitalize on what we've learned in particular, whether or not -- Let's say a program is having incredible -- [Inaudible] first year, you want to follow up to see whether or not that, that actually came to fruition. And the same hand, if someone was identified as a risk, and even when you're on the pilot, I think the grantee says "Hey, there's something we want to do about this." So we would want to certainly take a look and say, "Hey, how did that work out for you?" And so, there is a connection between the two. We want to learn what insights. We've learned on what, and look at how we're playing out or not during the, the onsite validation.

Adia: I think that's absolutely right. And I, and if -- in some ways I'm really excited about being to see that how grantees make progress when they're doing something that's really fantastic, and sometimes when they need a little bit more support. Just how were they able to remedy that, you know, when did they solve. And how is their program at this point.

Ann: So. And you may have answered -- I think we're getting questions in several different ways. If, if my program -- I already know I'm being re-competed. It's because, it's because of the re-designation. What focus area would I be in. So. That's kind of an interesting one, because you could be a first-year grant because of deficiency. And that simply means -- that you wouldn't -- or a second-year grantee. Right? So just by virtue, it depends on if you're in your fourth or fifth year, you're done. Meaning, you would not have a review. But if you had a deficiency. Let's say something unfortunate happened and there was a deficiency in the first six months of your grant, you would still have to be under this new monitoring system.

Adia: That is correct. That is correct. Hmm. Let's see if i find any -- [Inaudible] Can you jump back to the top? Yeah. Perfect. [Inaudible]

Ann: We're just, we're just scrolling folks. I'm sorry, we can't see each other. [Inaudible] [Laughter]

Adia: I think one person's really nice. If we've already been assigned [Inaudible] coordinators, will that contact be the same or will we assigned a new one? I know that people really like there monitoring coordinator, and it could vary. So you may have had one before that, but i promise you, they're all really nice. I mean, you'll get another one, you may get another one. And maybe you'll make it with someone you had before. But they rotate, this program.

Ann: And really, they're the first point of contact. Correct?

Adia: They really are.

Ann: And that should really set the stage, for the welcoming, for the operation, the partnership. And you know, I know that there's don and dealing with -- even that point. I think they're key to setting the, the tone for how the review will unfold.

Adia: A lot of these questions, Ann, I mean, I think, you know, people asked the same thing on their mind. So a lot of the questions we answered tons of them, I think, fourth-year grantees have the same questions. People are asking a lot of questions about CLASS, and we have one that says does CLASS still only for Head Start programs, and the rest [Inaudible]. We don't have an infant-toddler CLASS yet. So we still [Inaudible] for Head Start programs only. Just a lot of similarities in the questions.

Ann: I kind of want to [Inaudible].

Adia: Yes.

Ann: And from the grantee have local school districts and Head Start classrooms for those teachers [Inaudible]. And with the Head Start classroom, and they fall out of example, and yeah. But I hope that answer Nora's question.

Adia: People are really interested. and we have over 300 questions that came in, and I'm really hoping that we're going to start answering these questions. And we have 400 questions that came in. A lot of them -- That's a lot of questions, and we have people who are very interested, and I hope for the most part, based on giving these answers we had, really answered grantees questions. But when the Expo opens, and it will open at 3:30 Eastern Time, we will -- you will see that over this coming month that we will start to populate the Expo with answers from here. We'll have some fact sheets for you guys. We'll have some live Q&A. We'll also have office hours so people can tune back in once you get the protocols. It's your opportunity to ask your questions about the protocol. So we want to try to make sure that you have plenty of tools and tips for you to use within the Expo. And so, you know, we're still here. Keep plugging away. But I think that we've covered --

Ann: So the one question I just want to comment, because it's kind of -- they're all interesting questions. If one classroom is out of compliance will all the affiliate grantee sites be considered out of compliance? I think that's an interesting question because one, I think we're, we're -- I feel like they should do performance, and progress. But you know, clearly -- we're going to find some compliance issues, even though we want to give considerable weight to progress, and strengths, and innovation. But I think things haven't changed, really. I mean, if one thing is sufficient in and of, in the classrooms, and lets say there's no curriculums, there's no -- There is no goals for the kids, and there's no criteria -- [Inaudible] There's no reason for us to say it's a semi, it's a systemic issue. And that all classrooms would be deemed noncompliant. And I think that's always true. If out of sample, 12 classrooms, you know, five or six had problems, then you really looking at something that is [Inaudible]. No one is interested in presenting something in a particular site, it happens to be, it seems to resurface that site, no one is going to apply a larger cloth of noncompliance than is necessity. And in that case, it would just be one room.

Adia: Someone asked this. [Inaudible] the contracting company providing the reviewers, and it is. It actually had a slight name change that people may notice, that they are now linked on. And so, if you see letters, correspondence from them, it may say [Inaudible]. But it still the [Inaudible] that you know, that's kind of been around for a while. It's just had the name change.

Ann: So I think that [Inaudible] is really, mostly around scheduling in the fourth and fifth year, which is covered. And I'm sure folks have questions when -- the protocols never going to be up to 8 minutes, or 7 minutes, or -- [Inaudible] So, So, I'm sure there will be a wrath of questions that will come in once

[people have got to download the folks [Inaudible] The folks that are two protocols. And we look forward to the questions. These, I think the questions today sort of anticipated the first [Inaudible] you're going to be worried about yourself, and your own schedule. And I think there will be others. Some will be content-related questions as time goes on, as we look forward to being responsive to answering those questions.

Adia: I'm going to give people a few more piece of information that may be helpful to you. So when the Expo will be opens today at 3:30 Eastern. After it opens at 3:30 Eastern, at 4:00, the phone calls will be posted. You also, when you go into Expo today, you will see the information about CLASS, and the 2.0. And in a few weeks, you will see more information about Focus Area 1 an Focus Area 2. On October 1, all the customized letters were supposed to go out to the grantees. So you will see your customized letter that will tell you if you're getting reviewed this year ad what your review type is going to be. And then, as your usual, 60 days. Well not as usual. It used to be 25 days, so we're gibing grantees more time this year. So now, 60 days before your review is actually happen, you'll get the actual date of the review. So, some of those things will be really helpful logistically to grantees.

Ann: So I'm a new reviewer. I'm panicked. Where's the Expo? How do I get there. I got to be there in 5 minutes. Tell them how I get there.

Adia: So ECLKC, if you go to ECLKC and you go to the Federal Monitoring --

Ann: So I can put in Google ECLKC.

Adia: That's right. And if when you go there, there's a banner that will help you get to where you need to go. You're doing it under Federal Monitoring. And you'll be able to find where to go to access. There's link there. That will take you right there. And if you haven't registered, you need to register to get in. And it will be open for a year.

Ann: And again, I just -- I got to -- Tim is going to have the last question we're going to have the last answer. Right? If an agency has one event that dictates that they move into the DRS, all aspects of the agency under this particular grants are in the DRS. Correct? Yes. Now, if the multiple grants the only one DRS is the one from which the finding is high, too. I hope that answers your question, Tim. And I -- Thank you, too, for helping out. And I can't wait to get into the Expo and see all the good resources. And see the questions roll in by the hundreds.

Adia: Thanks, Ann! We know that you have a really busy schedule and it's been really helpful to have you hear with us.

Ann: Well, it's fun to do it with you, Adia. I feel like, you know, we're tricking tracks on the road here. [Laughter] But we appreciate, we had over 1800 folks signing on today. And this will be available for reviewing, it will be on ECLKC, up on ECLKC, posted on ECLKC. And then also within the Expo. And to answer your question and I'll give you Adia's personal cell phone.

[Laughter]

But thanks, folks. And -- Someone [Inaudible] now I don't see it there. Someone is on the website. We don't want that.

Adia: Okay, TNC is still a little weird. It'll be there before 4:00. It will update.

Ann: 4:00 update. So 4:00 update. Okay. Thank you, and we're getting -- Thank you. And. Michelle. Thank you. And YMCA of Central Maryland. Thank you. So folks, really, we appreciate your kind words, and lets do this together and do it well we want to be able to tell the real picture, the full picture of how extraordinary our Head Start programs are performing. And our Early Head Start programs. And our Partnerships. Everybody. Okay. Bye folks. Bye-bye.

[End video]