

From: [Amy Baldwin](#)
To: [InfoCollection \(ACF\)](#)
Subject: Comment on Head Start State Collaboration Office Grant Application
Date: Monday, August 10, 2026 11:13:06 AM

Hello,

I am writing as a private citizen to submit comments regarding the Head Start State Collaboration Office Grant Application.

1. In order to achieve the goals of the HSCO grant, the role of the HSCO should be written into CCDF and PDG grant applications to strengthen state decision-making ECE infrastructure.
2. ACF should issue a Dear Colleague letter to CCDF administrators, PDG grant administrators, Governors, and state Commissioners in whose agencies the HSCO sits to strengthen expectations for HSCO's leadership within early childhood systems.
3. Rather than require attendance on the SAC, HSCOs should provide evidence that their office is a leading partner in statewide ECE decision-making structures, whether through the SAC or through outside structures (participation in the ICC through Part B; voting member of Children's Cabinet, etc.). In some states, SAC oversight is limited to oversight of the state's ECE agency (including approval of salary increases for the agency's leadership), so requiring a HSCO Director to maintain presence on the council that oversees the work of their agency would be inappropriate, akin to asking an agency's middle manager to approve their Superintendent's performance review. HSCOs should be allowed to identify true decision-making ECE bodies within their state and to ensure both presence and leadership within those structures.
4. Given varied placement of the HSCO within state ECE systems, it's helpful to acknowledge that elevation of the role is likely to require reclassification and additional state funding for salary and fringe. Complicating this matter, in many states CCDF administrators oversee the state's HSCO Director, so asking HSCOs to advocate for an elevated role pushes directly against the role of their own manager. HSCO Directors cannot advocate for this change independently; top-down messaging from OHS/ACF will be the only pathway toward ensuring senior leadership roles for HSCOs within state ECE systems. Without changes to organizational placement, funding, decision-making authority, classification, etc., HSCOs will be evaluated against grant requirements that are outside their sphere of control.

Thank you for considering my comment on the draft HSCO application.

Sincerely,
A. Josephine Baldwin