Responding to Changing Community Needs and Best Practice

Karen McNamara
Supervisory Program Specialist

Heather Wanderski
Supervisory Program Specialist

Xuan Le
Program Specialist
Welcome

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Supervisory Program Specialist

Heather Wanderski
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Xuan Le
Program Specialist
Objectives

• Identify current and potential changes impacting Head Start services

• Identify characteristics of highly successful organizations

• Consider strategies to strengthen organizational systems
Agenda

• Changing Landscape
• Program Planning
  – Community need
  – Developing a birth to five program
  – Preparing for services
• Conversion and Enrollment Reduction Requests
  – Basic information
  – Demonstration of need
  – Organizational capacity
  – Other considerations
• Financial considerations
  – Constructing the budget
  – Availability of funding
Changing Landscape

• Proliferation of preschool services
  – Services for four year olds more common
  – Increases in state funding
  – Race to the Top funding

• Availability of services to younger children
  – State budget reductions
    • Early Intervention and Home Visiting
  – Unmet need
  – Full day services
  – Infant and Toddler care

• Full Day services
  – Improved outcomes for children
  – Alignment with schools
Number of Grantees Under Enrolled by State for the 2014-2015 Program Year

- IL: 9
- IN: 3
- MI: 10
- MN: 3
- OH: 18
- WI: 6
Considering Changes?

Start planning now…
Implementation Timeline for Planning

- Ensuring Continuity of Services with Implementation Timeframe
  - Changes to enrollment implemented through attrition or at logical breaks in program services
  - No displacement of enrolled children
Program Planning

• Early Planning
  – Long-term strategies for program change versus short-term fixes
  – Using Data
    1. Community assessment data
    2. Organizational strategic planning
  – Cost savings to improve program quality
  – Lead time for review, approval and implementation

• Ongoing Communication Between Key Stakeholders and Regional Office Staff
Successful Planning Strategies

Step 1: Synthesize Data
Step 2: Analyze Data
Step 3: Chart Goals And Priorities
Step 4: Reflect on Systems for Data Collection
Step 5: Develop a Program Improvement and/or a Staff Development Plan and Budget
Step 6: Approve the Plan
Digging Deeper into Data

Best Practices

– Multiple sources of data used to make decisions
  • Quality versus Quantity

– Program analyzed from all angles
  • Fiscal
  • Availability of space +++-
  • Needs of families
  • Staffing
  • Training

– Organization change
  • Economies of scale
  • Impact of changes

– Involvement of stakeholders
Program Options and Variations

• Center-based Option
  – Part Day sessions
  – Part Day Double session
  – Full Day sessions
  – Full-Working-Day sessions

• Home-based Option

• Family Child Care Option

• Combination Option

• Locally Designed Option – requires approval
45 C.F.R. § 75.308 specifies prior approval of budget and program plan changes. Prior approval is specifically required for the following:

- Changes to program options
- Changes to Delegate agencies
- Changes to enrollment levels
Enrollment Reduction Requests
Enrollment Reductions – Basic Information

• An application must be submitted to the Regional Office:
  – Change in Scope Amendment in HSES
  – SF-424, SF-424A and SF-424B
  – Board and Policy Council approvals
  – Program and budget narratives
  – Submitted electronically through HSES prior to implementation

• Funding and services
  – Number by which the enrollment in the HS and/or EHS program will be reduced
  – Amount by object class category on projected cost savings associated with serving fewer children
  – Amount by object class category on planned utilization of short-term and long-term cost savings
Demonstration of Need

• A community-wide strategic planning and needs assessment demonstrating how the use of funds best meets the needs of the community

• Description of program options after the reduction:
  – Head Start children
  – Early Head Start

• Services available for preschool and birth to three
  – Number of providers and slots for each age group
  – Waiting list data

• Quality Program Factors
  – Staff retention and compensation
  – Child outcomes
Factors Listed in IM-HS-08-03

• Evaluation of current administrative structure and administrative costs

• Evaluation of current supervisory structure

• Examination of staffing ratios for positions which do not have mandated ratios

• Evaluation of current fringe benefit package

• Review of travel and other discretionary costs
Factors Listed in IM-HS-08-03

- Assessment of staff not integral to providing a quality Head Start program or assuring the program is meeting its responsibilities as a Head Start grantee

- Review of the reasonableness and cost effectiveness of the program operations

- Review of program option(s) ability to meet community needs

- Availability of other federal funding sources

- Efforts to seek other non-federal funding sources
Financial Considerations

- Cost of proposed program option(s)
  - Length of program year
  - Hours per day
  - Single sessions

- Staffing requirements

- Ratio requirements
Budget Development

• Narrative justification for changes in each object class category
  – Projected cost savings
  – Planned utilization of cost savings

• Budget
  – 12 month budget or prorated budget
  – Staffing for direct delivery of services
  – Staffing for administration and oversight
  – Cost allocation
Program Approach

• Detailed program narrative

• Program schedule

• Staffing changes
  – Direct staff
  – Administrative and/or management staff

• Supplies and facilities
Utilizing Resources

• Early Childhood Learning and Knowledge Center (ECLKC)
  – National Center on Program and Fiscal Operations (PMFO)
  – Head Start Fact Sheets – Funding level by state

• Program Specialist
Head Start to Early Head Start Conversion Requests
Conversion Requirements - Basic Information

• An application must be submitted to the Regional Office
  – Change in Scope Amendment in HSES
  – SF-424, SF-424A and SF-424B
  – Board and Policy Council approvals
  – Program and budget narratives
  – Submitted electronically through HSES

• Funding and services
  – Amount of funds currently used to serve HS children proposed to instead serve EHS children and pregnant women
  – Number of EHS children proposed to be served (or added to the EHS enrollment)
  – Number by which the enrollment in the HS program will be reduced

• Proposed service area for HS and EHS
Sections 640(f)(2)(B) and 645(a)(5) of the Head Start Act allow any Head Start grantee the ability to use a portion of the funds currently awarded to the grantee for purposes of serving Head Start children to instead serve infant and toddler age children.
Demonstration of Need

- A community-wide strategic planning and needs assessment demonstrating how the use of such funds would best meet the needs of the community

- Description of plans to provide services to:
  - Eligible HS children after the conversion
  - Infants, toddlers and pregnant women

- Services available for preschool and birth to three
  - Number of providers and slots for each
  - Waiting list data

- Demographics of pregnant women and the birth to three population
  - Risk factors
  - Environment
Organizational Capacity

• Capacity and capability to carry out an effective EHS program
  – Management structure and oversight
  – Qualifications of staff, including new EHS staff
  – Discussion of the physical infrastructure, including facilities used to support the new or expanded EHS program
  – Curricula and assessment tools
  – Use of partners (if applicable)
Other Considerations

• Agency assurance to participate in technical assistance activities – national and regional

• Timetable for implementation

• Estimate of one-time funding necessary to implement the conversion
  • Proposed source of funds
  • Detailed costs
Financial Considerations

• EHS services typically more expensive than HS services
  – Full year
  – Lower classroom ratios
  – Longer hours

• Budget formulation:
  – Construct the EHS budget first and then determine adjustments to the HS budget
  – Consider:
    ▪ Cost of full year operations
    ▪ Program options
    ▪ Staffing requirements
    ▪ Ratio requirements
Constructing the EHS Budget

• Detailed program and budget narrative

• Program schedule

• Budget
  – 12 month budget
  – Staffing for direct delivery of services
  – Staffing for administration and oversight
  – Cost allocation

• One-time funding
  – Supported within the grant allocation or other sources
Constructing the HS Budget

- Recap of the amount and number of HS slots to be converted
- Geographic areas where services will be reduced
- Budget justification for changes in each line item
- Staffing changes
  - Direct staff
  - Administrative and/or management staff
- Supplies and facilities
Availability of Funding

• Conversions based on the federal fiscal year
  – Timing contingent on award of funds

• Timetable for implementation and budget
  – Full year
  – Partial year
Utilizing Resources

• Identify your partners: Local child care centers, Part C Agency, nearby EHS programs, etc.

• Early Childhood Learning and Knowledge Center (ECLKC)

• Program Specialist

• Consultants or Start-Up Planner
Questions???