

CHANGE IN SCOPE APPLICATIONS

JULY 2023



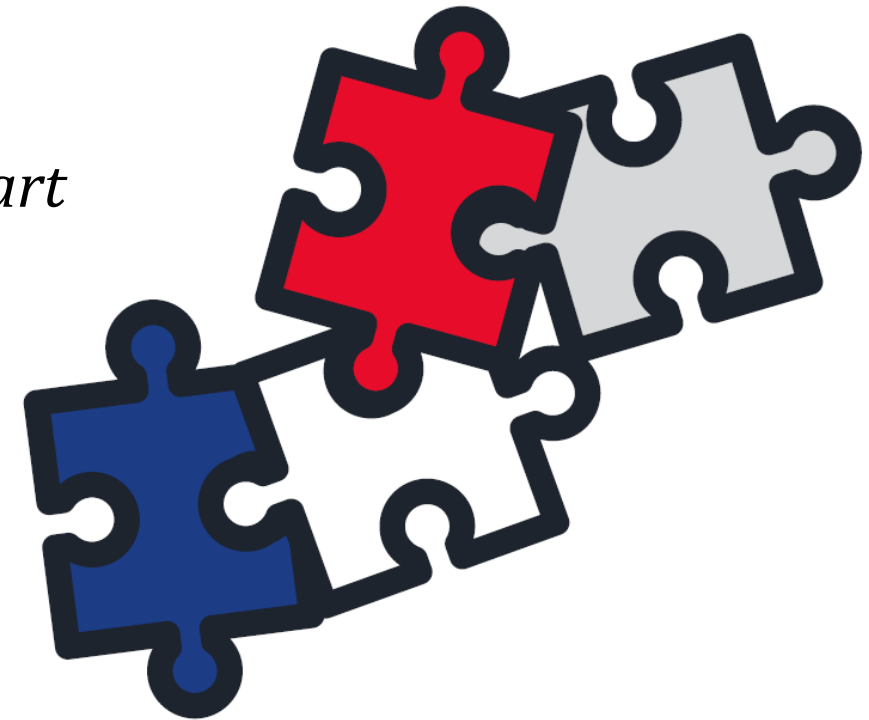
Today's Speakers

Heather Wanderski

Director, Program Operations Division, Office of Head Start

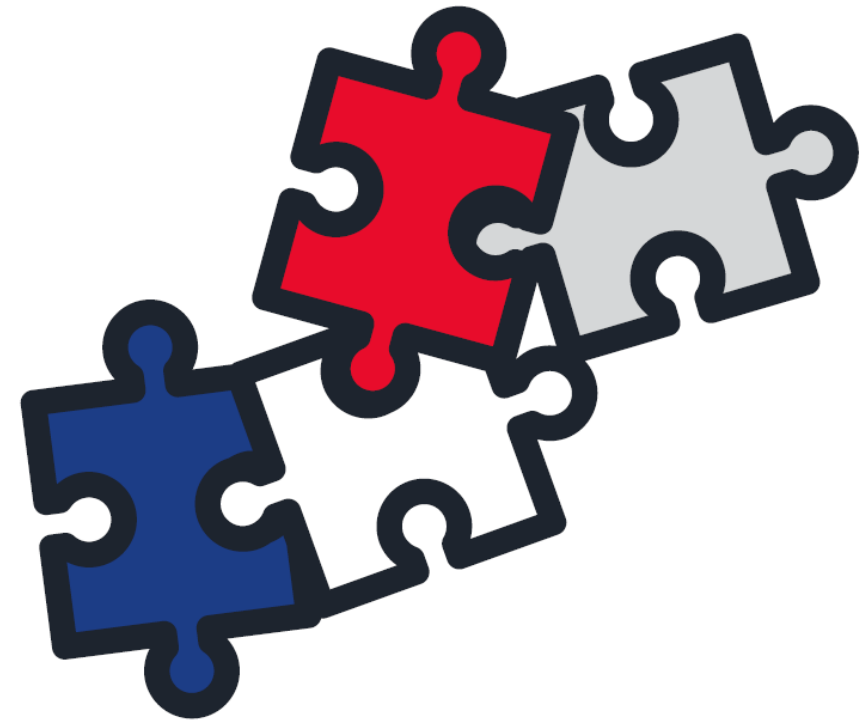
Larissa Zoot

Manager, Program Operations Division, Office of Head Start

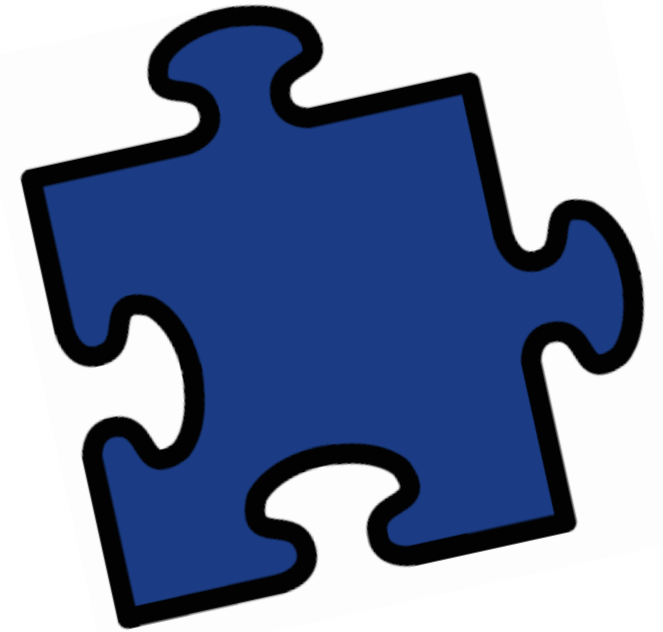


Today's Topics

- National Change in Scope Data
- Change in Scope Requests
- Common Challenges & Tips
- Resources
- Thank You!



NATIONAL CHANGE IN SCOPE DATA



National Change in Scope Requests

FY 2023

October 2022- May 2023

Approved	146
Pending	381
Total	527



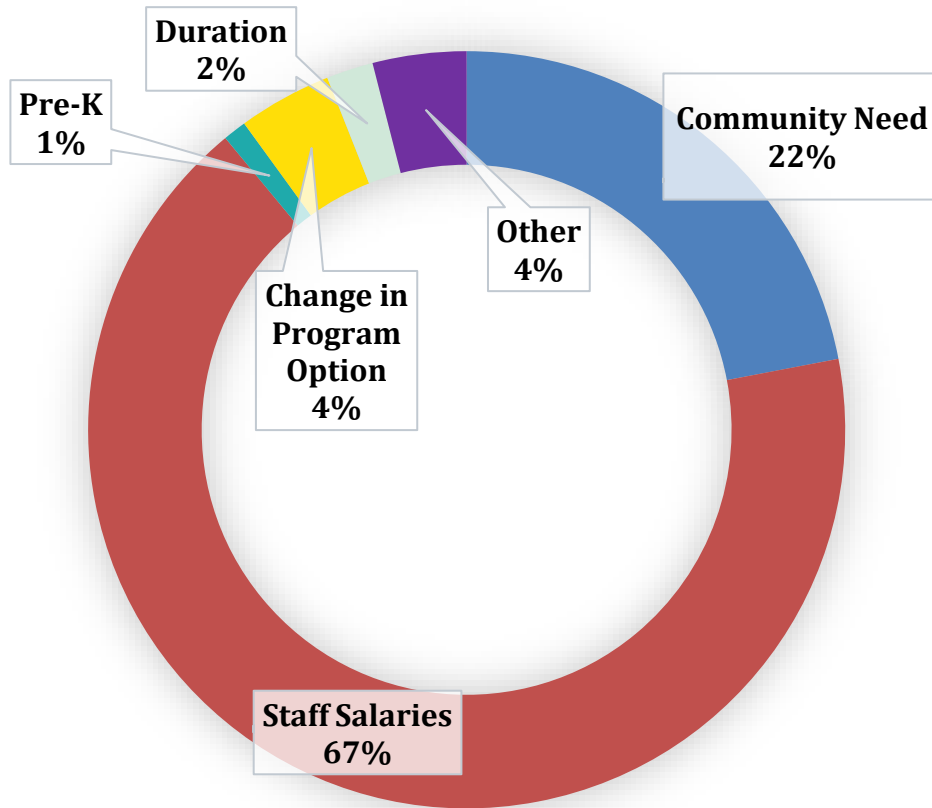
National Approved and Pending Slot Changes

FY 2023

	Approved Slot Changes	Pending Slot Changes
HS Slot Change	↓ 9,559	↓ 32,859
EHS Slot Change	↓ 614	↓ 2,694
Total HS/EHS Slot Change	↓ 10,173	↓ 35,553

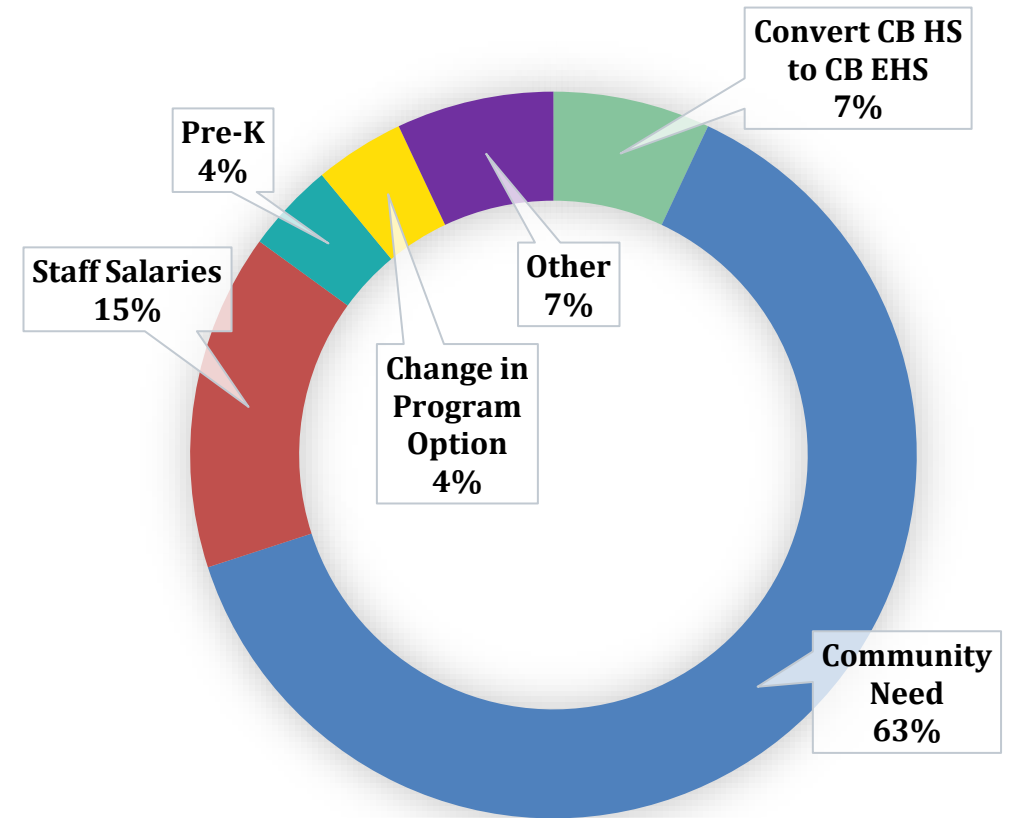
National Basis for Approved Change in Scope Requests FY 2023

Enrollment Reduction



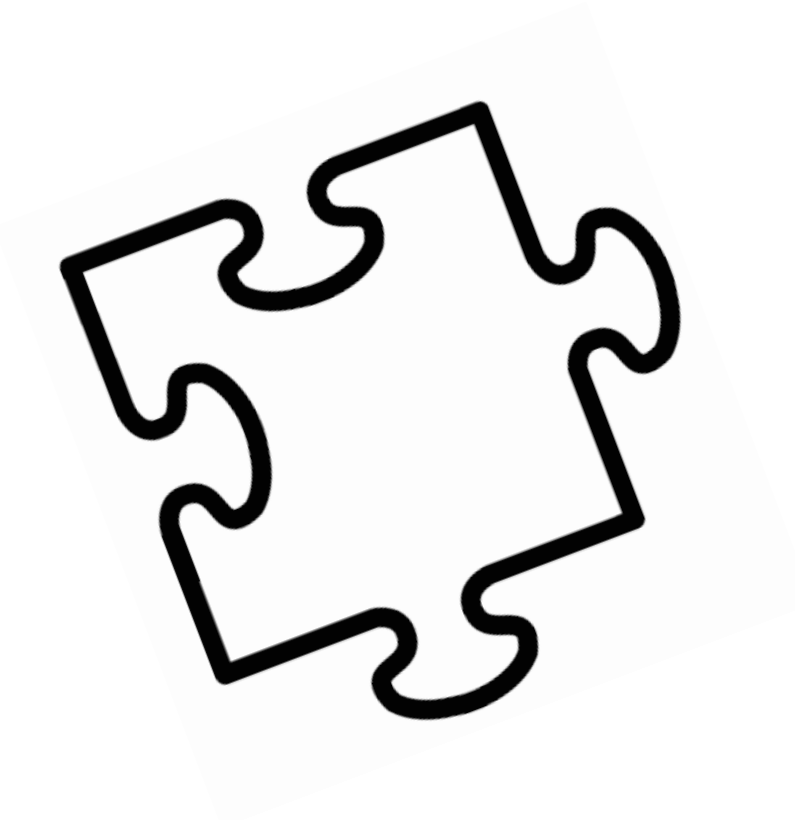
Note: This graphic represents basis for reduction request approved in FY2023.

Conversion



Note: This graphic represents basis for conversion request approved in FY2023.

CHANGE IN SCOPE REQUESTS



Change in Scope Requests

A request to **reduce funded enrollment or convert Head Start slots to Early Head Start slots** is considered a **change in scope request**

Authorities

- [Section 640\(g\)\(3\)](#) allows programs to propose a reduction to funded enrollment to maintain quality of program services
- [Section 645\(a\)\(5\)](#) permits programs to convert Head Start slots to Early Head Start slots to better meet community need

Recipients may submit a change in scope request **through the Head Start Enterprise System (HSES) at any time**

- Recipients may request to reduce funded enrollment **or** convert Head Start slots to Early Head Start slots **or both** as part of the same request
- **Request are submitted to the Regional Office for approval** and must be submitted a minimum of 90 days prior to the planned implementation date **however, requests on average take at least 120 days for processing**

Information Memoranda ACF-IM-HS-22-09

Enrollment Reductions and Conversion of Head Start Slots to Early Head Start Slots

Prior to submitting a change in scope request, recipient, at a minimum, must consider **and** respond to the following:

- **Community Assessment** data to demonstrate response to community need
- **Self-assessment** and ongoing oversight to inform planning
- **Staffing and training** need for the proposed program design
- Conduct a **wage comparability study**
- **Service delivery model** that is responsive to the needs of children and families
- Impact on **administrative and supervisory structure**
- Consider **equity** when determining proposed impacts
- Evaluate program design to aid in developing a **sustainable, ongoing budget**
- **Governing board or Tribal Council and Policy Council** input

Enrollment Reductions and Conversion of Head Start Slots to Early Head Start Slots ACF-IM-HS-22-09			
ACF Administration for Children and Families		U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES	
1. Log Number: ACF-IM-HS-22-09		2. Issuance Date: 11/07/2022	
3. Originating Office: Office of Head Start			
4. Key Words: Enrollment Reduction; Slot Conversion; Change in Scope Request			

INFORMATION MEMORANDUM

TO: All Head Start and Early Head Start Grant Recipients

SUBJECT: Enrollment Reductions and Conversion of Head Start Slots to Early Head Start Slots

INFORMATION:

The Head Start program is a national model in the field of early care and education (ECE) for providing high-quality services to children and families most in need. Head Start programs provide comprehensive services and promote progress in children's early learning outcomes in under-resourced communities and support positive family outcomes.

The Office of Head Start (OHS) recognizes that community needs shift over time for various reasons. These reasons may include changes during and after disasters and public health crises, changes in the availability of community resources relied upon to provide program services, and shifts in geographical location of eligible children and families. Section 640(j)(3) of the Head Start Act (the Act) allows programs to propose a reduction to their funded enrollment to maintain quality of program services. Additionally, Section 645(a)(5) permits a program to convert Head Start slots to Early Head Start slots to better meet community needs. Similarly, Section 640(f)(2) of the Act allows programs to convert part-day slots to full-working day slots to meet community needs.

A request to reduce funded enrollment or convert Head Start slots to Early Head Start slots is considered a change in scope request and requires OHS prior approval. Recipients may submit a change in scope request through a continuation application or as a separate application amendment in the Head Start Enterprise System (HSES). Change in scope requests must be submitted a minimum of 90 days prior to the planned implementation date. This Information Memorandum (IM) provides additional guidance for the development and submission of these requests.

Information Memoranda ACF-IM-HS-22-09

Enrollment Reductions and Conversion of Head Start Slots to Early Head Start Slots

Change in scope requests must include:

- SF-424
- SF-424A
- Governing board and Policy Council approvals
- Program narrative
- Budget narrative
- Proposed program schedule
- Supporting documents

Enrollment Reductions and Conversion of Head Start Slots to Early Head Start Slots ACF-IM-HS-22-09

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A request to reduce funded enrollment or convert Head Start slots to Early Head Start slots must be submitted a minimum of 90 days prior to the planned implementation date. This memorandum provides additional guidance for the development and submission of these requests.



Enrollment Reduction and Conversion Considerations

[eclkc.ohs.acf.hhs.gov/program-planning/articles/enrollment-reduction-conversion-considerations](#)

This resource supplements [ACF-IM-HS-22-09](#) and outlines critical questions and data to consider as part of the planning and development for both enrollment reduction and conversion requests.

Enrollment Reduction
[Sect. 640\(g\)\(3\) / ACF-IM-HS-22-09](#)
Reduce funded enrollment slots without a reduction in program operations funding.

Conversion
[Sect. 645\(a\)\(5\) / 45 CFR §1302.20\(c\) / ACF-IM-HS-22-09](#)
Existing Head Start slots converted into Early Head Start slots, which includes an enrollment reduction in the number of Head Start slots and an increase in the number of Early Head Start slots.

All change in scope requests must be submitted, at a minimum, 90 days before planned implementation. The application is submitted via the Head Start Enterprise System (HSES) as a change in scope, either within a baseline or continuation application, or as an Amendment: change in scope. The application must include the following documents:

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In instances where both an enrollment reduction and conversion are requested, the enrollment reduction must be determined first. Then, the data from the reduction (e.g., cost per child, budget, funded slots, etc.) are used to determine the conversion.

Link to [Enrollment Reduction and Conversion Appendix](#)

COMMON CHALLENGES AND TIPS



Data Considerations

Programs should review the following data to justify their request:

- Community Assessment results which describes community strengths, needs, and resources and ensures the program remains responsive to the needs of the children and families they serve ([45 CFR §1302.11\(b\)\(1-2\)](#))
 - Key data include:
 - Needs of currently enrolled families
 - Other community risk factors
 - Population of children 0–3 and 3–5 vs. Head Start-eligible children 0–3 and 3–5
 - Availability of slots in community early childhood programming (e.g., Head Start and Early Head Start programs, child care, local schools, etc.)
- Self-assessment results from most recent annual self-assessment to make sure internal systems will support proposed request ([45 CFR §1302.102\(b\)\(2\)](#))
- Waitlist data
- Input from Policy Council and Board of Directors
- Other existing resources such as PIR, parent or staff survey results, etc.



Service Delivery Model

Programs must carefully review data related to:

- Enrollment and recruitment of families
- Demographic changes in the community
- Geography of poverty in service area
- Other factors presenting challenges in meeting community need or providing high-quality services



Programs proposing changes to the existing service delivery model must:

- **Explain** how the proposed changes will meet community need
- **Address** the underlying issues causing identified challenges
- **Discuss** changes by program option, center and service duration in terms of slots
- **Update** program schedule to reflect proposed changes
- **Meet** service duration requirements ([Program Structure, 45 CFR §1302 Subpart B](#)), including comprehensive year-round services in Early Head Start

Wage Comparability

Programs requesting to use freed up funds to increase staff compensation should:

- Focus on positions for which staffing challenges are most pressing and are impacting the program's ability to provide high-quality services to their funded enrollment
- Consider equity issues in pay and benefits for staff
- Support proposed staff compensation with findings from the wage comparability study

Programs are encouraged to use findings from wage comparability studies completed within the last three years that:

- Reflect the recipients' service area (not the entire state)
- Take into consideration roles and responsibilities
- Reflect entry level positions
- Include school district wages
- Utilize consistent formats (hourly, salary) when making comparisons



Budget Considerations

Budgets should:

- Be built on vision, need and in response to data
- Be reasonable, allowable and allocable
- Follow the cost allocation plan
- Reflect cost savings and reinvestment associated with the request
- Include a detailed description of each line item
- Support the justification(s) for the proposed change

Budgets should not:

- Be built on cost per child
- Demonstrate only net differences from last years budget



Budget & Budget Narrative

The budget narrative should:

- **Reflect ALL** changes in each object class category, some object class categories will have positive and negative values
- **Describe** the savings and reinvestment for each category and for conversions, describe the Head Start cost savings and the Early Head Start reinvestment for each object class category
- **Provide** a description of each change, for example:
 - The savings of \$111,523 for teachers is due to the reduction of five FTEs
 - The reinvestment of \$98,723 in the teacher line is due to wage increases of \$3.00 per hour for teachers

SAMPLE BUDGET NARRATIVE DETAIL

Budget Category	Budget Category Section	Line Item Description	Savings	Reinvestment	Net Changes
Personnel	Child Health and Development	Program Managers and Content Area Experts	\$ (37,250.00)	\$ 44,682.00	\$ 7,432.00
Personnel	Child Health and Development	Teachers	\$ (111,523.00)	\$ 98,723.00	\$ (12,800.00)
Personnel	Child Health and Development	Home Visitors	\$ (27,567.00)	\$ 17,596.00	\$ (9,971.00)
Personnel	Child Health and Development	Teacher Aides and Other Education Personnel	\$ (29,063.00)	\$ 44,012.00	\$ 14,949.00
Personnel	Child Health and Development	Health / Mental Health Services Personnel	\$ -	\$ 12,681.00	\$ 12,681.00
Personnel	Child Health and Development	Disabilities Services Personnel	\$ (9,888.00)	\$ 15,433.00	\$ 5,545.00
Personnel	Child Health and Development	Nutrition Services Personnel	\$ (9,120.00)	\$ 21,745.00	\$ 12,625.00
Personnel	Family and Community Partnership	Family Advocates	\$ (31,004.00)	\$ 23,511.00	\$ (7,493.00)
Personnel	Program Design and Management	Executive Director / Other Supervisor of HS	\$ -	\$ -	\$ -
Personnel	Program Design and Management	Managers	\$ (18,632.00)	\$ 13,903.00	\$ (4,729.00)
Personnel	Program Design and Management	Clerical Personnel	\$ (690.00)	\$ 9,642.00	\$ 8,952.00
Personnel	Program Design and Management	Fiscal Personnel	\$ -	\$ -	\$ -
Personnel	Program Design and Management	Other Administrative Personnel	\$ (9,024.00)	\$ 13,603.00	\$ 4,579.00
Personnel	Other Personnel	Transportation Personnel	\$ (21,086.00)	\$ 54,908.00	\$ 33,822.00
Personnel	Other Personnel	Maintenance Personnel	\$ (12,670.00)	\$ 11,307.00	\$ (1,363.00)
		Total Personnel	\$ (317,517.00)	\$ 381,746.00	\$ 64,229.00

Additional Tips



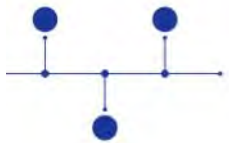
Collaborate across program and fiscal to plan and develop request



Clearly articulate request



Clearly label charts and graphs used to display large amounts of data **and include a narrative** to ensure important points are clear



Include proposed implementation timeline



Address critical questions and data considerations outlined in the [Enrollment Reduction and Conversion Appendix](#) as part of the planning and development of requests



Resources

ACF-IM-HS-22-09 Enrollment Reductions and Conversion of Head Start Slots to Early Head Start Slots

Enrollment Reductions and Conversion of Head Start Slots to Early Head Start Slots
ACF-IM-HS-22-09

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Enrollment Reduction and Conversion Considerations Appendix


Early Childhood Learning & Knowledge Center

Enrollment Reduction and Conversion Considerations

ecls.o.hhs.gov/program-planning/article/enrollment-reduction-conversion-considerations

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Strategies to Stabilize the Head Start Workforce

Strategies to Stabilize the Head Start Workforce
ACF-IM-HS-22-06

ACF Administration for Children and Families	U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES	
	1. Log Number: ACF-IM-HS-22-06	2. Issuance Date: 09/12/2022
	3. Originating Office: Office of Head Start	
	4. Key Words: Head Start Workforce; Compensation; Wages; Benefits; Bonuses; Recruitment and Retention; Apprenticeship; Career Pathways; Teacher Qualifications Waiver	

INFORMATION MEMORANDUM

TO: All Head Start and Early Head Start Grant Recipients

SUBJECT: Strategies to Stabilize the Head Start Workforce

INFORMATION:

The federal Head Start program is a nationally recognized leader in the field of early childhood education for providing innovative, high-quality services to the children and families who will most benefit from early education and comprehensive services. In this memo, "Head Start" refers to Head Start, Early Head Start, Migrant and Seasonal Head Start, and American Indian and Alaska Native Head Start programs, services, and staff, unless otherwise specified. The credentials and qualifications of Head Start staff have significantly increased over the past decade, while their compensation has been persistently low. Stagnant wages and lack of comprehensive benefits and wellness supports make it difficult to recruit and retain staff, which contributes to classroom closures and high caseloads for current staff. A well-compensated and supported workforce is essential to providing high-quality services to promote children's optimal development and family well-being. The Office of Head Start (OHS) draws upon the legacy of Head Start leadership in the early childhood field to encourage programs to appropriately compensate and support their staff.

Head Start staff are deeply committed to the mission of the program and are highly qualified professionals. OHS encourages programs to look holistically at their organizational structure and identify sustainable ways to support and compensate staff accordingly. As needed, OHS encourages grant recipients to consider restructuring their programs as a sustainable mechanism for providing increased compensation and other necessary supports to staff. This requires a balance of effectively providing high-quality, comprehensive services to the highest need children and families while improving staff compensation and supports. This may include consolidating grants, restructuring management or organizations, or requesting a reduction in the overall number of funded slots while continuing to prioritize services to the children and families who are most in need.

THANK YOU!

