

**APPENDIX A**

**DRAFT ACF ENDORSEMENT LETTER**



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

330 C Street, S.W., Washington, DC 20201 | [www.acf.hhs.gov](http://www.acf.hhs.gov)

## Study Announcement from OHS Director to HS Program Directors -

**DRAFT**

[DATE]

Dear Head Start Program Director,

In the coming weeks, you will be hearing about an exciting Head Start research study. I want to take a moment and share why this study is so important to us in the Office of Head Start and encourage you to participate if your program is selected.

[Head Start Connects](#) is a multi-year study to understand how Head Start programs provide comprehensive support services for the parents and guardians of the children in our care. These services are fundamental to Head Start's mission, reflecting our focus not only on education and development of young children, but also on the well-being of their families and caregivers. Head Start programs are doing meaningful, innovative, and often difficult work with parents and guardians—assessing needs, setting goals, and connecting them with services and supports. You share valuable information in your regular reporting about the types of services Head Start programs provide to parents and guardians, but we know very little about *how* programs coordinate and individualize these services. Our knowledge about the staff who are doing this important work is also limited. To better support this workforce, we want to learn about who they are, their experiences, and their well-being.

That's why the Office of Planning, Research, and Evaluation in the Administration for Children and Families (ACF; U.S. Department of Health and Human Services) funded the *Head Start Connects* study.

This fall, the *Head Start Connects* team will be collecting data to better understand the range of practices for coordinating comprehensive family support services, highlight promising approaches, inform technical assistance, and strengthen our work with parents and guardians. This effort includes surveys for Head Start directors and family support staff, as well as focus groups with family support staff.

The data that the *Head Start Connects* team collects will reflect the experiences and perspectives of Head Start grant recipients across the country. Many—but not all—Head Start programs will be asked to participate in this study. If you receive an invitation for your program to be a part of the study, **I strongly encourage you to participate.** This is a unique opportunity for you and your staff to share your knowledge, your experiences, and your reflections about family support services with the Office of Head Start, ACF, and the field.



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330 C Street, S.W., Washington, DC 20201 | [www.acf.hhs.gov](http://www.acf.hhs.gov)

MDRC, an independent policy research firm, is conducting the study, along with its partners at the National Opinion Research Center (NORC) at the University of Chicago and MEF Associates. Contact information for the *Head Start Connects* team is included below. Please do not hesitate to reach out to them if you have any questions about the study.

As always, you have my deep gratitude for the important work that you do to support our nation's children and families.

Sincerely,

[Director of the Office of Head Start]

*Head Start Connects* Contacts:

**OPRE Contact**

Sarah Blankenship  
Child Care Program Specialist  
[sarah.blankenship@acf.hhs.gov](mailto:sarah.blankenship@acf.hhs.gov)

**MDRC Contact**

Michelle Maier, Project Director  
Senior Research Associate  
[michelle.maier@mdrc.org](mailto:michelle.maier@mdrc.org)

## **APPENDIX B**

### **ADVANCE MATERIALS: HEAD START DIRECTOR**

APPENDIX B-1: Advance Email Invitation

APPENDIX B-2: Worksheet

APPENDIX B-3: Reminder email

APPENDIX B-4: Reminder call script

APPENDIX B-5: Postcard

APPENDIX B-6: Follow-up Letter

APPENDIX B-7: Thank you

**Email Subject Line:** Invitation to participate in Head Start Connects: A Study of Family Support Services

Dear [FIRST NAME] [LAST NAME],

Your Head Start program has been selected to take part in a survey for **Head Start Connects: A Study of Family Support Services**. The goal of the study is to help the *Office of Head Start* build knowledge about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being.

***Your input is vital to improving Head Start programs for families, children, and staff.***

**Benefits of participating.**

We hope the information from the study will inform training and technical assistance offered by the Office of Head Start and help improve the experiences of families participating in, and staff members who work in, Head Start programs.

**More about the study.**

The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start. The [full study](#) aims to understand what service coordination looks like on the ground, learn more about the experiences of staff members providing these important services, and identify opportunities to better support Head Start programs and staff. The full study includes:

- 1) A web survey of Head Start Directors
- 2) A web survey of Family and Community Partnerships Managers
- 3) A web survey, up to 6 daily snapshot web surveys about workday activities, and focus groups of Family Support Services Staff



**What we are asking of you.**

Complete a 30-minute survey about your Head Start program and family support services staff. You may delegate survey completion to a knowledgeable administrative staff member.

***In appreciation of your time, we are happy to offer a \$25 honorarium.***

**Getting started.**

- 1) Review the attached worksheet to help prepare for the survey.
- 2) Type the secure URL into any browser or click the button and enter your program's unique PIN. *Information can be saved if you need to complete later.*

[Click Here to Get Started](#)

**URL:** <https://xxxxxxx>

**PIN:** [PIN]

**Protecting your information.**

Survey data is collected by [NORC at the University of Chicago](#). NORC follows strict rules to protect your data. Only members of the study team will see your responses.

**Head Start® is a registered trademark of HHS.**



**Questions about...**

- **Participating in the survey.** Please contact [NORC's data collection manager, Shannon Nelson](#), at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org).
- **The overall study or your rights as a research volunteer.** Please contact the Project Director, [Michelle Maier of MDRC](#), at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).



Head Start® is a registered trademark of HHS.



## Preparing for the Head Start Connects Director Survey

As part of the Director Survey, we gather information about family support services staff members who **have primary responsibilities for family support services AND who work directly with families, that is, they carry a caseload.**

This information is used to create a roster of staff eligible to participate in the study. Depending on the size of your Head Start program, 2 to 6 family support services staff members will be selected and invited to participate.

**Before beginning the survey**, we suggest gathering the information below for your staff members who have responsibilities for family support services AND who work directly with families. An upload option is also available for the following file formats: xlsx, csv, word.

	First Name	Last Name	Staff Title	Contact Information	
				Work Email Address	Work Phone Number
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**Paperwork Reduction Act Statement**

The described collection of information is voluntary. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. The OMB number for the described information collection is XXXX-XXXX and the expiration date is XX/XX/XXXX.

**Email Subject Line:** Reminder to participate in Head Start Connects: A Study of Family Support Services Survey

Dear [FIRST NAME] [LAST NAME],

This is a friendly reminder to complete the **Head Start Connects: A Study of Family Support Services** survey to help the *Office of Head Start* build knowledge about how Head Start programs coordinate family support services.

***Your input is vital to improving Head Start programs for families, children, and staff.***

**We cannot do this without you.**

Please take 30 minutes to complete a web survey and provide contact information for your staff so they can share their experiences. You can delegate survey completion to an administrative staff member on your team.

**An opportunity to be heard.**

The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start. The [full study](#) aims to understand what service coordination looks like on the ground, learn more about the experiences of staff members providing these important services, and identify opportunities to better support Head Start programs and staff. The full study includes:

- 1) A web survey of Head Start Directors
- 2) A web survey of Family and Community Partnerships Managers
- 3) A web survey, up to 6 daily snapshot web surveys about workday activities, and focus groups of Family Support Services Staff

**Receive a \$25 honorarium as a thank you.**

Click the button and enter the PIN below to get started.

[Click Here to Get Started](#)

URL: <https://xxxxxxx>

PIN: [PIN]



**Start now. Finish later.**

The survey does not have to be completed all at once. You can save your responses and return.

**Protecting your information.**

Survey data is collected by [NORC at the University of Chicago](#). NORC follows strict rules to protect your data. Only members of the study team will see your responses.

**Head Start® is a registered trademark of HHS.**



**Questions about...**

- **Participating in the survey.** Please contact NORC's data collection manager, Shannon Nelson, at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org).
- **The overall study or your rights as a research volunteer.** Please contact the Project Director, Michelle Maier of MDRC, at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).



Hi. Is this [FIRST NAME] [LAST NAME]? [IF YES, CONTINUE] [IF NO, SORRY I MUST HAVE THE WRONG NUMBER. HAVE A GOOD DAY.]

My name is **[Name]**. I am calling from NORC at the University of Chicago to follow-up about the *Head Start Connects* survey. Have you received an email or letter from us inviting you to participate?

- **[IF NO, DID NOT RECEIVE INVITATION]:** As part of the larger study, we are counting on Head Start Directors to complete a 30-minute web survey. In appreciation of your time, we are happy to offer a \$25 honorarium. Can I please have the best email address for you so I can update our information and send you a link to the survey?
  - **[IF NO:** Well, I can provide you the link and your access code right now. Do you have a pen to write down the information?]
  - **[IF YES:** record the email address and repeat it to have R confirm it is correct.]
- **[ALL:** While I have you on the phone, I want to let you know that the goal of the study is to help the Office of Head Start build knowledge about how Head Start programs coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being. The study aims to understand what service coordination looks like on the ground, to learn more about the experiences of staff members providing these important services, and to identify opportunities to better support Head Start programs and staff in this work. While your participation is voluntary, we do hope that you will decide to contribute to this important study. We understand how busy everyone is, and we really appreciate your time. What questions can I answer for you about the study?
- **[ALL:** If you have any questions at any point, please email us at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org).]

Thank you for your time.

Good-bye.





Dear [FIRST NAME] [LAST NAME],

We recently emailed you requesting your participation in *Head Start Connects: A Study of Family Support Services*. The study will provide important information about how Head Start programs coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being. Your input is vital to improving Head Start programs for families, children, and staff.

The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start. MDRC and its partner NORC at the University of Chicago are conducting the study on behalf of the Office of Head Start. We hope the information from the study will inform training and technical assistance offered by the Office of Head Start and help improve the experiences of families participating in, and staff members who work in, Head Start programs.

We would like you to complete a 30-minute web survey. In appreciation of your time, we are happy to offer a \$25 honorarium. Participation is voluntary, and your responses will be kept private. You have the option to end the survey at any time or skip any question.

***To begin, please type the secure URL into any computer or mobile device's web browser and enter the unique PIN. The survey does not have to be completed all at once; you can save your responses and return to the survey later.***

***URL address: https:xxxxxxx***

***PIN: [PIN]***

You can call us toll free at 1-800-xxx-xxxx or email us at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org) if you have questions or need assistance.

Thank you for your help with this important research!

Very sincerely,

[NAME]

**Paperwork Reduction Act Statement**

The described collection of information is voluntary. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. The OMB number for the described information collection is XXXX-XXXX and the expiration date is XX/XX/XXXX.



4350 East-West Hwy 8th Floor  
Bethesda, MD 20814  
United States

NAME  
ADDRESS  
CITY, STATE, ZIP



Dear [FIRST AND LAST NAME]:

We recently sent you a letter asking you to complete a web survey for *Head Start Connects: A Study of Family Support Services*. The goal of the study is to help the Office of Head Start build knowledge about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being.

The survey will take about 30 minutes. In appreciation of your time, we are happy to offer a \$25 honorarium.

If you have already completed the survey, **thank you!** If not, please do so as soon as possible. We hope to wrap up the survey by [INSERT].

If you have any questions, please contact us at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org) or **1-xxx-xxx-xxx-xxxx**.

**Thank you!**

## Complete in 3 easy steps!

**1** <https://survey.norc.org>

**2** Enter your **PIN**

**3** Complete in 30 minutes

**Scratch off for your PIN:**

**PIN**

### Paperwork Reduction Act Statement

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[IF EMAIL REQUESTED:] **Email subject line:** Thank you for your participation!

[IF MAILING REQUESTED: MAIL\_ADDRESS]

[IF MAILING REQUESTED: MAIL\_CITY\_STATE\_ZIP]

Dear [NAME],

Thank you for participating in **Head Start Connects: A Study of Family Support Services**. The survey you completed will provide the Office of Head Start with information about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being. We sincerely hope the study will inform and improve training and technical assistance offered by the Office of Head Start and improve the experiences of families and staff members in Head Start programs.

[IF GIFT CODE HONORARIUM REQUESTED:]

In appreciation of your time and effort, we have enclosed your honorarium below:

**[Giftcode Vendor Name]**

**[Giftcode access link]**

**[Giftcode]**

If you have questions about redeeming your gift code, please send a message to [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org).

If you have any additional questions about the overall study, please contact the Project Director, Michelle Maier of MDRC, at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).

Thank you again for your assistance with this important research.

Sincerely,

[NAME]

Barcode

## **APPENDIX C**

### **ADVANCE MATERIALS: HEAD START FAMILY AND COMMUNITY PARTNERSHIPS MANAGERS**

APPENDIX C-1: Advance Email Invitation

APPENDIX C-2: Reminder email

APPENDIX C-3: Reminder call script

APPENDIX C-4: Postcard

APPENDIX C-5: Follow-up Letter

APPENDIX C-6: Thank you

**Email Subject Line:** Invitation to participate in Head Start Connects: A Study of Family Support Services

Dear [FIRST NAME] [LAST NAME],

You have been selected to take part in a survey for **Head Start Connects: A Study of Family Support Services**. The director of your program has already participated and provided us with your name as a manager.

The goal of the study is to help the *Office of Head Start* build knowledge about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being.

***Your input is vital to improving Head Start programs for families, children, and staff.***

**Benefits of participating.**

We hope the information from the study will inform training and technical assistance offered by the Office of Head Start and help improve the experiences of families and staff members in Head Start programs.

**We need you.**

The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start. The [full study](#) aims to understand what service coordination looks like on the ground, learn more about the experiences of staff members providing these important services, and identify opportunities to better support Head Start programs and staff. The full study includes:

- 1) A web survey of Head Start Directors
- 2) A web survey of Family and Community Partnerships Managers
- 3) A web survey, up to 6 daily snapshot web surveys about workday activities, and focus groups of Family Support Services Staff



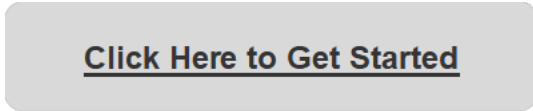
**What we are asking of you.**

*Complete a 45-minute web survey* about your Head Start program's structures and services for providing supports to parents and families and information about your background, well-being, and experiences as a family and community partnerships manager.

***In appreciation of your time, we are happy to offer a \$25 honorarium.***

**Getting started.**

Type the secure URL into any browser or click the button below and enter your unique PIN. *You can save your responses and return later to complete, if needed.*



**URL:** <https://xxxxxxx>

**PIN:** [PIN]

**Protecting your information.**

Survey data is collected by [NORC at the University of Chicago](#). NORC follows strict rules to protect your data. Only members of the study team will see your responses. Your director will not know whether you participated.

**Head Start® is a registered trademark of HHS.**



**Questions about...**

- **How to participate.** Please contact [NORC's data collection manager, Shannon Nelson](#), at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org).
- **The overall study or your rights as a research volunteer.** Please contact the Project Director, [Michelle Maier of MDRC](#), at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).

**Email Subject Line:** Reminder to participate in Head Start Connects: A Study of Family Support Services Survey

Dear [FIRST NAME] [LAST NAME],

This is a friendly reminder to complete the **Head Start Connects: A Study of Family Support Services** survey to help the *Office of Head Start* build knowledge about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services. The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start.

***Your input is vital to improving Head Start programs for families, children, and staff.***

**Start Now. Finish Later.**

Click the button below or type the secure URL into any browser and enter the unique PIN. *You can save your responses and return later.*

**URL:** <https://xxxxxx>

**PIN:** [PIN]

[Click Here to Get Started](#)

**¿Necesita completarse en Español?**

Si necesita completar la encuesta en español, escriba la URL segura, seleccione español, luego ingrese su PIN.

**We cannot do this without you.**

Please take 45 minutes to complete a survey about your Head Start program's structures and services for providing supports to parents and families and information about your background, well-being, and experiences as a family and community partnerships manager.

***In appreciation of your time, we are happy to offer a \$25 honorarium.***



**Protecting your information.**

Survey data is collected by [NORC at the University of Chicago](#). NORC follows strict rules to protect your data. Only members of the study team will see your responses. Your director will not know whether you participated.

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**Head Start  
Connects**

**OPRE**

**NORC** at the University of Chicago

**mdrc**  
BUILDING KNOWLEDGE  
TO IMPROVE SOCIAL POLICY

**JMEF  
ASSOCIATES**

**Questions about...**

- **Participating in the survey.** Please contact NORC's data collection manager, Shannon Nelson, at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org).
- **The overall study or your rights as a research volunteer.** Please contact the Project Director, Michelle Maier of MDRC, at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).



Hi. Is this [FIRST NAME] [LAST NAME]? [IF YES, CONTINUE] [IF NO, SORRY I MUST HAVE THE WRONG NUMBER. HAVE A GOOD DAY.]

My name is **[Name]**. I am calling from NORC at the University of Chicago to follow-up about the *Head Start Connects* survey. Have you received an email or letter from us inviting you to participate?

- **[IF NO DID NOT RECEIVE INVITATION]:** As part of the larger study, we are counting on Head Start Directors to complete a 45-minute web survey. In appreciation of your time, we are happy to offer a \$25 gift code honorarium. Can I please have the best email address for you so I can update our information and send you a link to the survey?
  - **[IF NO:** Well, I can provide you the link and your access code right now. Do you have a pen to write down the information?]
  - **[IF YES:** record the email address and repeat it to have R confirm it is correct.]
- **[ALL:** While I have you on the phone, I want to let you know that the goal of the study is to help the Office of Head Start build knowledge about how Head Start programs coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being. The study aims to understand what service coordination looks like on the ground, to learn more about the experiences of staff members providing these important services, and to identify opportunities to better support Head Start programs and staff in this work. While your participation is voluntary, we do hope that you will decide to contribute to this important study. We understand how busy everyone is, and we really appreciate your time. What questions can I answer for you about the study?
- **[ALL:** If you have any questions at any point, please email us at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org).]

Thank you for your time.

Good-bye.





Dear [FIRST NAME] [LAST NAME],

We recently contacted you to ask for your participation in **Head Start Connects: A Study of Family Support Services**. The study is designed to provide important information about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being. Your input is vital to improving Head Start programs for families and children.

The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start. MDRC and its partner NORC at the University of Chicago are conducting the study on behalf of the Office of Head Start. We hope the information from the study will inform training and technical assistance offered by the Office of Head Start and help improve the experiences of families participating in, and staff members who work in, Head Start programs.

We would like you to complete a 45-minute web survey. To thank you for your participation, we will send you a \$25 honorarium for completing the survey. Participation is voluntary, and your responses will be kept private. You have the option to end the survey at any time or skip any question. A Spanish version is available if you prefer.

**To begin, please type the secure URL into any computer or mobile device's web browser and enter the unique PIN. The survey does not have to be completed all at once; you can save your responses and return to the survey later.**

**URL address: *https:xxxxxxx***

**PIN: *[PIN]***

You can call us toll free at 1-800-xxx-xxxx or email us at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org) if you have questions or need assistance.

Thank you for your help with this important research!

Very sincerely,

[NAME]

**Paperwork Reduction Act Statement**

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4350 East-West Hwy 8th Floor  
Bethesda, MD 20814  
United States

NAME  
ADDRESS  
CITY, STATE, ZIP



Dear [FIRST AND LAST NAME]:

We recently sent you a letter asking you to complete a web survey for *Head Start Connects: A Study of Family Support Services*. The goal of the study is to help the Office of Head Start build knowledge about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being.

The survey will take about 45 minutes. In appreciation of your time, we are happy to offer a \$25 honorarium.

If you have already completed the survey, **thank you!** If not, please do so as soon as possible. We hope to wrap up the survey by [INSERT].

If you have any questions, please contact us at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org) or **1-800-xxx-xxxx**.

**Thank you!**

## Complete in 3 easy steps!

**1** <https://survey.norc.org>

**2** Enter your **PIN**

**3** Complete in 45 minutes

**Scratch off for your PIN:**

**PIN**

### Paperwork Reduction Act Statement

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[IF EMAIL REQUESTED:] **Email subject line:** Thank you for your participation!

[IF MAILING REQUESTED: MAIL\_ADDRESS]

[IF MAILING REQUESTED: MAIL\_CITY\_STATE\_ZIP]

Dear [NAME],

Thank you for participating in ***Head Start Connects: A Study of Family Support Services***. The survey you completed will provide the Office of Head Start with information about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being. We sincerely hope the study will inform and improve training and technical assistance offered by the Office of Head Start and improve the experiences of families participating in Head Start programs and staff members working in Head Start programs.

[IF GIFT CODE HONORARIUM REQUESTED:]

In appreciation of your time and effort, we have enclosed your honorarium below:

**[Giftcode Vendor Name]**

**[Giftcode access link]**

**[Giftcode]**

If you have questions about redeeming your gift code, please send a message to [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org).]

If you have any additional questions about the overall study, please contact the Project Director, Michelle Maier of MDRC, at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).

Thank you again for your assistance with this important research.

Sincerely,

[NAME]

Barcode

**APPENDIX D**

**ADVANCE MATERIALS: SURVEY OF HEAD START FAMILY SUPPORT SERVICES STAFF MEMBERS (PART A)**

*(All materials will be translated and sent in Spanish)*

APPENDIX D-1: Advance Email Invitation

APPENDIX D-2: Reminder email

APPENDIX D-3: Reminder call script

APPENDIX D-4: Postcard

APPENDIX D-5: Follow-up Letter

APPENDIX D-6: Thank you

**Email Subject Line:** Invitation to participate in Head Start Connects: A Study of Family Support Services

Dear [FIRST NAME] [LAST NAME],

We are pleased to invite you to take part in a survey for **Head Start Connects: A Study of Family Support Services**. The director of your program has already participated in this study and provided us with your name.

The goal of the study is to help the Office of Head Start build knowledge about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being.

***Your input is vital to improving Head Start programs for families, children, and staff.***

**Benefits of participating.**

We hope the information from the study will inform training and technical assistance offered by the Office of Head Start and help improve the experiences of families and staff members in Head Start programs.

**More about the study.**

The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start. The [full study](#) aims to understand what service coordination looks like on the ground, learn more about the experiences of staff members providing these important services, and identify opportunities to better support Head Start programs and staff. The full study includes:

- 1) A web survey of Head Start Directors
- 2) A web survey of Family and Community Partnerships Managers
- 3) A web survey, up to 6 daily snapshot web surveys about workday activities, and focus groups of Family Support Services Staff

***We will reach out to you at a later time regarding other ways to participate in the study.***



**Please complete a 45-minute web survey.** The survey asks for your views about Head Start family support services and your background, well-being, and experiences as a family support services staff member in your program.

***In appreciation of your time, we are happy to offer a \$25 honorarium.***

**Getting started.**

Click the button below or type the secure URL into any browser and enter the unique PIN. *You can save your responses and return later.*

[Click Here to Get Started](#)

**URL:** <https://xxxxxxx>

**PIN:** [PIN]

**¿Necesita completarse en Español?**

Escriba la URL segura, <https://xxxxxxx>, seleccione español, luego ingrese su PIN.

**Protecting your information.**

Survey data is collected by [NORC at the University of Chicago](#). NORC follows strict rules to protect your data. Only members of the study team will see your responses. Your director will not know whether you participated.

**Head Start® is a registered trademark of HHS.**



**Questions about...**

- **How to participate.** Please contact [NORC's data collection manager, Shannon Nelson](#), at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org).
- **The overall study or your rights as a research volunteer.** Please contact the Project Director, [Michelle Maier of MDRC](#), at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).

**Email Subject Line:** Reminder to participate in Head Start Connects: A Study of Family Support Services Survey

Dear [FIRST NAME] [LAST NAME],

This is a friendly reminder to complete the **Head Start Connects: A Study of Family Support Services** survey to help the Office of Head Start build knowledge about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services. The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start.

**Your input is vital to improving Head Start programs for families, children, and staff.**

**Start Now. Finish Later.**

Click the button below or type the secure URL into any browser and enter the unique PIN. *You can save your responses and return later.*

URL: <https://xxxxxx>

PIN: [PIN]

[Click Here to Get Started](#)

**¿Necesita completarse en Español?**

Si necesita completar la encuesta en español, escriba la URL segura, seleccione español, luego ingrese su PIN.

**We cannot do this without you.**

*Please take 45 minutes* to complete a survey about your views about Head Start family support services and your background, well-being, and experiences as a family support services staff member.

***In appreciation of your time, we are happy to offer a \$25 honorarium.***



**Protecting your information.**

Survey data is collected by [NORC at the University of Chicago](#). NORC follows strict rules to protect your data. Only members of the study team will see your responses. Your director will not know whether you participated.

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**Head Start Connects**

**OPRE**

**NORC** at the University of Chicago

**mdrc**  
BUILDING KNOWLEDGE  
TO IMPROVE SOCIAL POLICY

**JMEF**  
ASSOCIATES

**Questions about...**

- **Participating in the survey.** Please contact [NORC's data collection manager, Shannon Nelson](#), at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org).
- **The overall study or your rights as a research volunteer.** Please contact the Project Director, [Michelle Maier of MDRC](#), at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).



Hi. Is this [FIRST NAME] [LAST NAME]? [IF YES, CONTINUE] [IF NO, SORRY I MUST HAVE THE WRONG NUMBER. HAVE A GOOD DAY.]

My name is **[Name]**. I am calling from NORC at the University of Chicago to follow-up about the *Head Start Connects* survey. Have you received an email or letter from us inviting you to participate?

- **[IF NO DID NOT RECEIVE INVITATION]:** As part of the larger study, we are counting on family support services staff members to complete a 45-minute web survey. In appreciation of your time, we are happy to offer a \$25 gift code honorarium. Can I please have the best email address for you so I can update our information and send you a link to the survey?
  - **[IF NO:** Well, I can provide you the link and your access code right now. Do you have a pen to write down the information?]
  - **[IF YES:** record the email address and repeat it to have R confirm it is correct.]
- **[ALL:** While I have you on the phone, I want to let you know that the goal of the study is to help the Office of Head Start build knowledge about how Head Start programs coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being. The study aims to understand what service coordination looks like on the ground, to learn more about the experiences of staff members providing these important services, and to identify opportunities to better support Head Start programs and staff in this work. While your participation is voluntary, we do hope that you will decide to contribute to this important study. We understand how busy everyone is, and we really appreciate your time. What questions can I answer for you about the study?
- **[ALL:** If you have any questions at any point, please email us at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org).]

Thank you for your time.

Good-bye.





Dear [FIRST NAME] [LAST NAME],

We recently contacted you to ask for your participation in **Head Start Connects: A Study of Family Support Services**. The study will provide important information about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being. Your input is vital to improving Head Start programs for families and children.

The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start. MDRC and its partner NORC at the University of Chicago are conducting the study on behalf of the Office of Head Start. We hope the information from the study will inform training and technical assistance offered by the Office of Head Start and help improve the experiences of families participating in, and staff members who work in, Head Start programs.

We would like you to complete a 45-minute web survey. To thank you for your participation, we will send you a \$25 honorarium for completing the survey. Participation is voluntary, and your responses will be kept private. You have the option to end the survey at any time or skip any question. A Spanish version is available if you prefer.

**To begin, please type the secure URL into any computer or mobile device's web browser and enter the unique PIN. The survey does not have to be completed all at once; you can save your responses and return to the survey later.**

<b>URL address: <i>https:xxxxxxx</i></b>
<b>PIN: [PIN]</b>

You can call us toll free at 1-800-xxx-xxxx or email us at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org) if you have questions or need assistance.

Thank you for your help with this important research!

Very sincerely,

[NAME]

<b>Paperwork Reduction Act Statement</b>
The described collection of information is voluntary. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. The OMB number for the described information collection is XXXX-XXXX and the expiration date is XX/XX/XXXX.



4350 East-West Hwy 8th Floor  
Bethesda, MD 20814  
United States

NAME  
ADDRESS  
CITY, STATE, ZIP



Dear [FIRST AND LAST NAME]:

We recently sent you a letter asking you to complete a web survey for *Head Start Connects: A Study of Family Support Services*. The goal of the study is to help the Office of Head Start build knowledge about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being.

The survey will take about 45 minutes. In appreciation of your time, we are happy to offer a \$25 honorarium.

If you have already completed the survey, **thank you!** If not, please do so as soon as possible. We hope to wrap up the survey by [INSERT].

If you have any questions, please contact us at [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org) or **1-800-xxx-xxxx**.

**Thank you!**

## Complete in 3 easy steps!

**1** <https://survey.norc.org>

**2** Enter your **PIN**

**3** Complete in 45 minutes

**Scratch off for your PIN:**

**PIN**

### Paperwork Reduction Act Statement

The described collection of information is voluntary. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. The OMB number for the described information collection is XXXX-XXXX and the expiration date is XX/XX/XXXX.



[IF EMAIL REQUESTED:] **Email subject line:** Thank you for your participation!

[IF MAILING REQUESTED: MAIL\_ADDRESS]

[IF MAILING REQUESTED: MAIL\_CITY\_STATE\_ZIP]

Dear [NAME],

Thank you for participating in ***Head Start Connects: A Study of Family Support Services***. The survey you completed will provide the Office of Head Start with information about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being. We sincerely hope the study will inform and improve training and technical assistance offered by the Office of Head Start and improve the experiences of families participating in Head Start programs and staff members working in Head Start programs.

[IF GIFT CODE HONORARIUM REQUESTED:]

In appreciation of your time and effort, we have enclosed your honorarium below:

**[Giftcode Vendor Name]**

**[Giftcode access link]**

**[Giftcode]**

If you have questions about redeeming your gift code, please send a message to [HeadStartConnects@norc.org](mailto:HeadStartConnects@norc.org).

Please be on the lookout for another email from the Head Start Connects team with the potential to participate in another exciting aspect of this study!

If you have any additional questions about the overall study, please contact the Project Director, Michelle Maier of MDRC, at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).

Thank you again for your assistance with this important research.

Sincerely,

[NAME]

Barcode

## **APPENDIX E**

### **ADVANCE MATERIALS: DAILY SNAPSHOT SURVEY OF HEAD START FAMILY SUPPORT SERVICES STAFF MEMBERS**

APPENDIX E-1: Email Invitation

APPENDIX E-2: First follow-up email

APPENDIX E-3: Second follow-up email

**Email Subject Line:** Invitation to participate in brief surveys about your workdays in Head Start Connects: A Study of Family Support Services

Dear [FIRST NAME] [LAST NAME],

We are pleased to invite you to take part in another part of ***Head Start Connects: A Study of Family Support Services!***

The goal of the study is to help the Office of Head Start build knowledge about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being. In this part of the study, the goal is to understand the kinds of activities you do in a typical workday, and also the kinds of stress and opportunities you may experience. We will invite you to share information about three of your workdays this week.

***Your input is vital to improving Head Start programs for families, children, and staff.***

**Benefits of participating.**

We hope the information from the study will inform training and technical assistance offered by the Office of Head Start and help improve the experiences of families and staff members in Head Start programs.

**More about the study.**

The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start. The [full study](#) aims to understand what service coordination looks like on the ground, learn more about the experiences of staff members providing these important services, and identify opportunities to better support Head Start programs and staff. The full study includes:

- 1) A survey of Head Start Directors
- 2) A survey of Family and Community Partnerships Managers
- 3) A web survey, up to 6 daily snapshot web surveys about workday activities, and focus groups of Family Support Services Staff



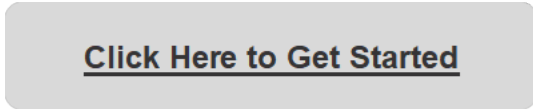
***Please complete a brief, 6-minute web survey now*** that asks about your work activities and your well-being today, [DATE].

***In appreciation of your time, you can receive a \$5 honorarium for completing today's survey.***

***And if you complete all 3 brief surveys about your workdays this week, you can receive \$20!***

**Getting started.**

Click the button below or type the secure URL into any browser. *You can save your responses and return later.*



**URL:** <https://xxxxxxx>

**Protecting your information.**

Survey data is collected by [MDRC](#). MDRC follows strict rules to protect your data. Only members of study team will see your individual responses. Your director will not know whether you participated.

**Head Start® is a registered trademark of HHS.**



**Questions...**

- Please contact the Project Director, [Michelle Maier of MDRC](#), at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).

**Email Subject Line:** Reminder to participate in a brief survey for Head Start Connects: A Study of Family Support Services

Dear [FIRST NAME] [LAST NAME],

This is a friendly reminder to complete a brief **Head Start Connects: A Study of Family Support Services** survey about your workday on [date]. The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start.

***Your input is vital to improving Head Start programs for families, children, and staff.***

**Start Now. Finish Later.**

Click the button below or type the secure URL into any browser.  
*You can save your responses and return later.*

[Click Here to Get Started](#)

URL: <https://xxxxxxx>

**We cannot do this without you.**

*Please take 6 minutes* now to complete a brief survey about your work activities and well-being on [date].

***In appreciation of your time, we are happy to offer a \$5 honorarium for completing today's survey.***

***And if you complete all 3 brief surveys about your workdays this week, you can receive \$20!***



**Protecting your information.**

Survey data is collected by [MDRC](#). MDRC follows strict rules to protect your data. Only members of the study team will see your individual responses. Your director will not know whether you participated.

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**Questions about...**

- Please contact the Project Director, [Michelle Maier of MDRC](#), at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).

**Email Subject Line:** Last reminder to participate in [date] brief survey for Head Start Connects: A Study of Family Support Services

Dear [FIRST NAME] [LAST NAME],

This is a final reminder to complete a brief **Head Start Connects: A Study of Family Support Services** survey about your workday on [date]. The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start.

***Your input is vital to improving Head Start programs for families, children, and staff.***

**Start Now. Finish Later.**

Click the button below or type the secure URL into any browser.  
*You can save your responses and return later.*

[Click Here to Get Started](#)

URL: <https://xxxxxxx>

**We cannot do this without you.**

*Please take 6 minutes now* to complete a brief survey about your work activities and well-being on [date].

***In appreciation of your time, we are happy to offer a \$5 honorarium for completing today's survey.***

***And if you complete all 3 brief surveys about your workdays this week, you can receive \$20!***



**Protecting your information.**

Survey data is collected by [MDRC](#). MDRC follows strict rules to protect your data. Only members of the study team will see your responses. Your director will not know whether you participated.

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Connects**

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TO IMPROVE SOCIAL POLICY

**JMEF  
ASSOCIATES**

**Questions about...**

- Please contact the Project Director, [Michelle Maier](#) of MDRC, at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).



## **APPENDIX F**

### **ADVANCE MATERIALS: FOCUS GROUPS OF HEAD START FAMILY SUPPORT SERVICES STAFF MEMBERS**

APPENDIX F-1: Email Invitation

APPENDIX F-2: First follow-up email

APPENDIX F-3: Second follow-up email

**Email Subject Line:** Invitation to participate in Focus Groups for Head Start Connects: A Study of Family Support Services

Dear [FIRST NAME] [LAST NAME],

We are pleased to invite you to participate in a focus group for ***Head Start Connects: A Study of Family Support Services.***

The goal of the study is to help the Office of Head Start build knowledge about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services for parents/guardians and the practices used to ensure that service coordination is aligned with individual family needs and fosters family well-being.

In this part of the study, we will ask you and family support staff from other Head Start programs around the country to share innovative approaches related to family support services and practices that could strengthen or broaden family support services. We will conduct the focus groups virtually using a videoconferencing platform like Zoom, so you will need a computer or a phone. The focus group will last for approximately 75 minutes.

***Your input is vital to improving Head Start programs for families, children, and staff.***

**Benefits of participating.**

We hope the information from the study will inform training and technical assistance offered by the Office of Head Start and help improve the experiences of families and staff members in Head Start programs.

**More about the study.**

The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start. The [full study](#) aims to understand what service coordination looks like on the ground, learn more about the experiences of staff members providing these important services, and identify opportunities to better support Head Start programs and staff. The full study includes:

- 1) A survey of Head Start Directors
- 2) A survey of Family and Community Partnerships Managers
- 3) A web survey, up to 6 daily snapshot web surveys about workday activities, and focus groups of Family Support Services Staff



***In appreciation of your time, we are happy to offer a \$25 honorarium.***

**Getting started.**

To confirm that you will join the focus group, ***please respond to this email letting our study team know!*** We will respond to you with scheduling information and instructions for joining the virtual meeting. While your participation is voluntary, we hope you will decide to contribute to this important study.

**Protecting your information.**

We follow strict rules to protect your data. Only members of the study team will see your individual responses. Your director will not know whether you participated.

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**OPRE**

**NORC** at the University of Chicago

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TO IMPROVE SOCIAL POLICY

**JMEF  
ASSOCIATES**

**Questions about...**

- **How to participate.** Please contact [Kate Stepleton of MEF](#) at 206-653-0222 or [kate.stepleton@mefassociates.com](mailto:kate.stepleton@mefassociates.com).
- **The overall study or your rights as a research volunteer.** Please contact the Project Director, [Michelle Maier of MDRC](#), at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).

**Email Subject Line:** Reminder to participate in a focus group for Head Start Connects: A Study of Family Support Services Survey

Dear [FIRST NAME] [LAST NAME],

This is a friendly reminder that you have been invited to participate in a 75-minute focus group for **Head Start Connects: A Study of Family Support Services** to help the *Office of Head Start* build knowledge about how Head Start programs (inclusive of Head Start and Early Head Start services) coordinate family support services. The focus group will take place [timeframe; e.g., “in the next week” or “the week of January 10th”]. We are waiting to hear from you about whether or not you would like to participate. The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start.

***Your input is vital to improving Head Start programs for families, children, and staff.***

**We cannot do this without you.**

During the focus group, we will ask you and up to 9 family support staff from other Head Start programs around the country to share innovative approaches related to family support services and practices that could strengthen or broaden family support services. We will conduct the focus group virtually using a videoconferencing platform like Zoom, so you will need a computer or a phone.

***In appreciation of your time, we are happy to offer a \$25 honorarium.***



**What to do.**

To confirm that you will join the focus group, ***please respond to this email letting our study team know!*** We will respond to you with scheduling information and instructions for joining the virtual meeting. While your participation is voluntary, we hope you will decide to contribute to this important study.

**Protecting your information.**

We follow strict rules to protect your data. Only members of the study team will see your individual responses. Your director will not know whether you participated.

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**Questions about...**

- **How to participate.** Please contact [Kate Stepleton of MEF](#) at 206-653-0222 or [kate.stepleton@mefassociates.com](mailto:kate.stepleton@mefassociates.com).
- **The overall study or your rights as a research volunteer.** Please contact the Project Director, [Michelle Maier of MDRC](#), at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).

**Email Subject Line:** Last reminder to participate in the focus group for Head Start Connects: A Study of Family Support Services

Dear [FIRST NAME] [LAST NAME],

This is a final reminder that you have been invited to participate in a 75-minute focus group for **Head Start Connects: A Study of Family Support Services!** The focus group will take place [timeframe; e.g., “in the next week” or “the week of January 10th”]. The study is sponsored by the Administration for Children and Families Office of Planning, Research, and Evaluation in collaboration with the Office of Head Start.

***Your input is vital to improving Head Start programs for families, children, and staff.***

#### About the focus group.

During the focus group, we will ask you and up to 9 family support staff from other Head Start programs around the country to share innovative approaches related to family support services and practices that could strengthen or broaden family support services. We will conduct the focus groups virtually using a videoconferencing platform like Zoom, so you will need a computer or a phone.



***In appreciation of your time, we are happy to offer a \$25 honorarium for your participation in our focus group!***

#### We cannot do this without you.

To confirm that you will join the focus group, ***please respond to this email letting our study team know!*** We will respond to you with scheduling information and instructions for joining the virtual meeting. While your participation is voluntary, we hope you will decide to contribute to this important study.

#### Protecting your information.

We follow strict rules to protect your data. Only members of the study team will see your individual responses. Your director will not know whether you participated.

#### Questions about...

- **How to participate.** Please contact [Kate Stepleton of MEF](#) at 206-653-0222 or [kate.stepleton@mefassociates.com](mailto:kate.stepleton@mefassociates.com).
- **The overall study or your rights as a research volunteer.** Please contact the Project Director, [Michelle Maier of MDRC](#), at 212-340-4517 or [Michelle.Maier@mdrc.org](mailto:Michelle.Maier@mdrc.org).



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