

Connecticut Appropriations Committee RBA Template

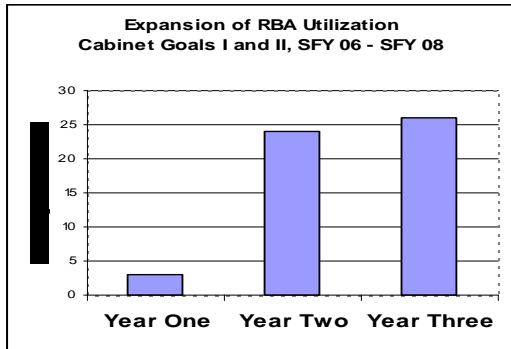
Part II, System Accountability Summary

System: Early Childhood Education Cabinet

Quality of Life Result: All children healthy and ready for school success at entry to K

System Purpose: Improve coordination within and across agencies serving children between the ages of birth to five, expand interagency access to essential information, and increase public accountability for existing expenditures and new investment

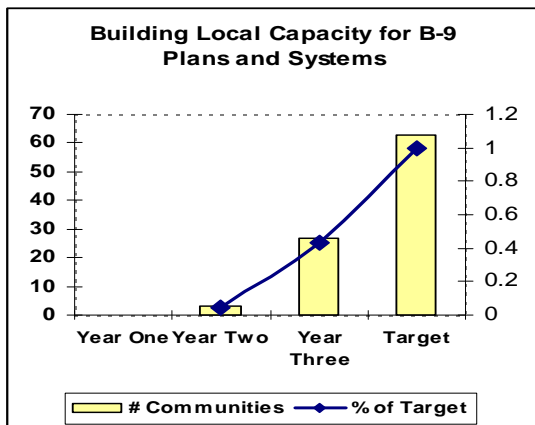
Performance Measure 1: RBA Expansion



Story Behind the Measure

In the 1st three years of RBA, Cabinet use of RBA methodology has increased dramatically, from 3 agencies to 9 (a 300% increase) and from 3 programs to 28 (an increase of 900%). In addition, we now have RBA templates for Goal II, *Fine by Nine*. Several state agencies have received extensive internal training on RBA, and an RBA approach is now being utilized at the community level, with funding support from Connecticut's philanthropic sector.

Performance Measure 2: Local Capacity



Story Behind Measure 2

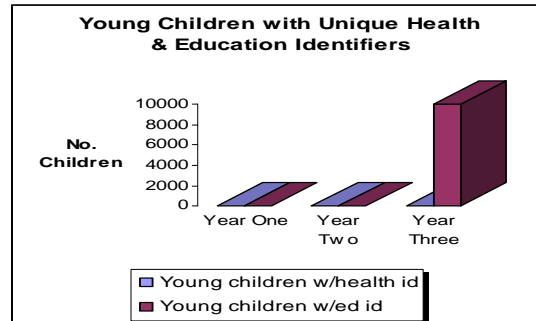
Sixty three communities have been identified by SDE as vulnerable to lower levels of student academic achievement: 19 Priority School Districts (PSD) and

44 Competitive Districts (CSD). With the Graustein Memorial Fund (GMF), the Cabinet will invest a total of \$1.6 million to support B-9 strategic planning in 27 of those communities over SFY 08 & 09.

The Cabinet's Standing Committee on Local Capacity will ensure accountability through a public-private Collaborative Management Team including Cabinet staff, SDE and GMF. In SFY 08, we will have engaged with 43% of the target communities through this public-private partnership. Our goal is to engage with all 63 over time.

The Cabinet also allocated \$200,000 over SFY 08 & 09, matched 1:1 by GMF, to support parent leadership development at the local level. These grant awards are not limited to Priority and Competitive Districts.

Performance Measure 3: Data Development



Story Behind Measure 3

Assignment of unique identifiers to children is essential for improved service delivery and accountability tracking. SDE has assigned 10,000 preschool-aged children unique educational identifiers called "SASIDs" as of mid-January. SASIDs will be assigned to additional preschoolers enrolled in early learning centers receiving state funding on an ongoing basis. A preliminary PreK Information System (PKIS) has been developed by SDE to assist in data analysis.

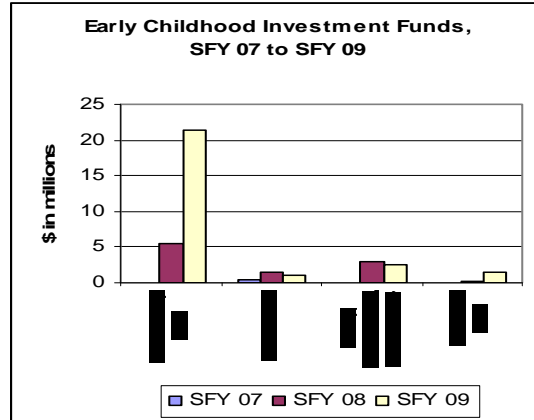
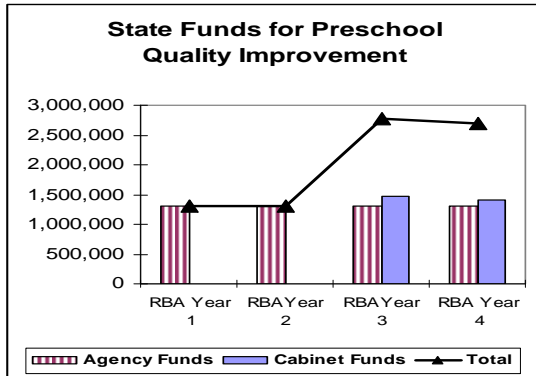
Also, last year the Cabinet identified 6 state agencies involved in cross-agency MOU development related to data sharing. Through the interagency Data

Interoperability Project, we have identified over 31 discrete data interoperability projects now under way in CT.

with national foundations and 7 with CT philanthropic entities.

Performance Measure 4: Increased Investment in Quality Improvements

Performance Measure 6. Investment Funds



Story Behind Measure 4

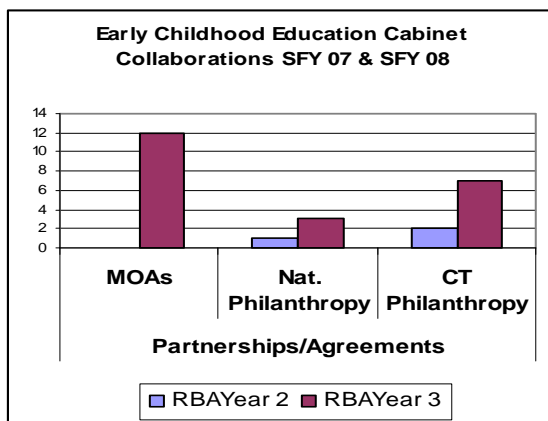
With funds appropriated by the CGA to the Cabinet for SFY 08 & SFY 09, we will be able to more than double quality enhancement monies for school readiness programs. In response to legislative mandates, the Cabinet has set minimum program standards for new funds, is providing quality improvement funds directly to preschool programs, and will produce its *Quality Rating & Improvement Systems Plan* by the end of calendar 2008.

Story Behind Measures 6

With the State Department of Education, the Cabinet is engaged in collaborative management of significant funding increases from SFY 07 to SFY 08/09. Budget reports are provided to the public quarterly.

Performance Measure 5: Collaboration

Turning the Curves Over the Next Two Years



Develop a multi-year plan for data development, analysis and sharing to ensure the information needed is available, for the Accountability Plan, QRIS Plan, research studies, and improved real time case management.

Story Behind Measure 5

The dramatic growth in collaborations from SFY 07 to 08 is reflected in \$1.5 million in foundation funds, 12 formal management agreements, 3 partnerships

*Assess the Cabinet’s development and operation over its first 3 years, through a formative organizational assessment. Recommend strategies to strengthen Cabinet functionality.

*Secure implementation agreements from Cabinet members when adopted policy requires new ways for agencies to work.

Revisit the SFY 07 fiscal scans (completed as part of RBA Year Two) further analysis.

System: Early Childhood Investment Initiative

System Purpose:

Improve coordination within and across agencies serving children between the ages of birth to five, expand interagency access to essential information, and increase public accountability for existing expenditures and new investment

Contribution to Population Result

No single state agency can accomplish the population result – all children healthy and ready for school success by entry to kindergarten – by working alone, or working at the state level only, or working with family involvement.

Over Year Two of the Cabinet’s RBA experience, we have begun to work increasingly as a team, with collaborative decision-making become more the norm than the exception. We are in the process of developing and adopting operational by-laws, with a special focus on delineating actions to be taken within agencies once a policy decision or strategy is adopted. Along with issues of the “ownership of funding and organizational structures,” implementing new ways of doing business present *within in agency* present hardest issues for a collaborative to resolve.

To work as a “system” requires a higher level of trust, commitment, flexibility, and access to information that is characteristic of state agencies. Working as a system requires a joint public commitment to common quality and accountability measures, data development and shared agreement on governance processes.

Finally, the systems work is at the core of quality improvement, essential to achieving the desired child outcomes for all of our young children. No single agency can accomplish this on its own.

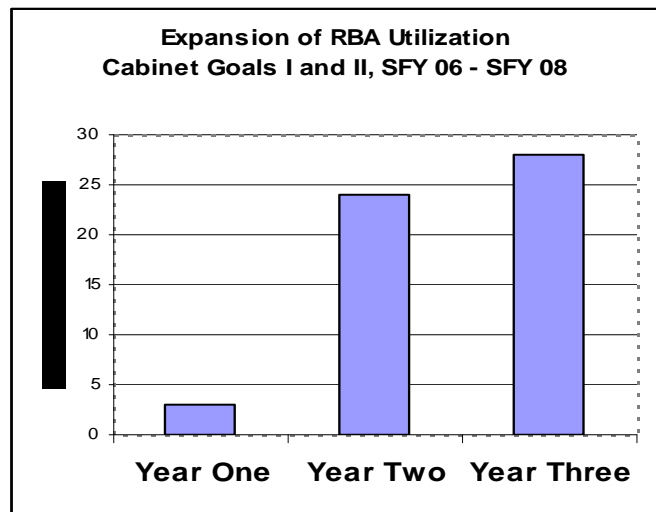
System Measure 1. Expanded Use of RBA

The Connecticut Early Childhood Education Cabinet, established in law in 2005, was the one of the first two Results-Based Accountability case studies undertaken by the CT General Assembly. We have now entered our third year of using RBA, with an expansion in both the breadth and depth of its use.

From Year One to Year Three (2008), the Cabinet’s use of RBA has increased dramatically, from 3 agencies to 9 (a 300% increase) and from 3 programs to 28 (an increase of 900%).

In addition, we have added – for the first time – a set of RBA templates for the Cabinet’s second goal (All children “fine by nine”) – to our ongoing work on Goal One (All children “ready by five”)

RBA to Guide Other Cabinet Systems’ Frameworks



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Beyond just the expansion across agencies, we have employed an RBA framework in development of the Cabinet's next two systems frameworks: *First Words, First Steps: CT's Infant-Toddler Systems Framework* and *Early School Success: CT's K-3 Systems Framework*. In addition to action agenda items for each, we have identified substantial data development and research agendas, which will be reviewed over the spring for inclusion in the Cabinet's legislatively-mandated *Accountability Plan*, due to the CT General Assembly by December of 2008.

RBA Use Improves Agency Program Accountability

Quite a few state agencies that produced program templates in the Cabinet's Year Two RBA expansion identified significant challenges in their ability to identify and report on program outcomes. *In fact, compilation of data development agendas across agencies after Year Two yielded a total of 56 discrete data development action items, involving 19 programs across 7 state agencies.*

For Year Three, several agencies have provided intensive RBA training to agency staff, most extensively the State Department of Education under new Commissioner Mark McQuillan. Others have taken challenges they found in their Year Two templates and have developed new and more effective data baselines, most specifically the Family Resource Center Program and several programs within the Department of Children and Families.

RBA Expansion at the Local Level

In Year Two of the Cabinet's RBA presentation, we identified several communities that had begun to develop and issue data-based local strategic plans to improve child outcomes (birth to age 9) as well as outcomes for the families within which they live. The cities of Hartford and Bridgeport were the first to produce formal plans (called "Blueprints" in each community). Following their lead, the city of Norwalk also produced a local strategic plan but then employed RBA to anchor that plan in child outcomes and program measures.

In RBA Year Three, private philanthropic funds will enable up to 27 Priority and Competitive School District communities to learn how to utilize an RBA framework for their community planning. Technical assistance and training in the use of RBA will be purchased from the Charter Oak Group (TA providers for both the Cabinet and the CGA Appropriations Committee) by the William Caspar Graustein Memorial Fund (GMF) as part of its public-private partnership with the Early Childhood Education Cabinet.

Also over this time period, the Cabinet's Leadership in Action Program effort with the City of Bridgeport – co-funded by the Graustein Memorial Fund, the Annie E. Casey Foundation, United Way of Eastern Fairfield County, and the Children's Fund – is utilizing an RBA approach to intensive community action directed at increasing the kindergarten readiness level of children who will enter kindergarten in September of 2008.

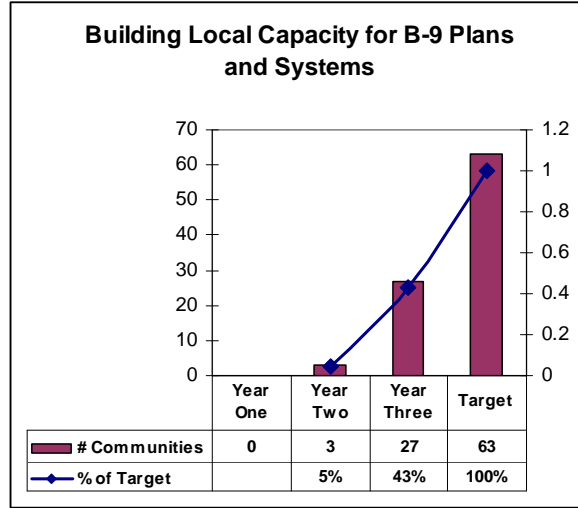
Cabinet Allocation of Fiscal Support for RBA

In July 2008, the Cabinet adopted a formal budget that allocated \$200,000 over SFY 08 and SFY 09 for continued TA, training and support in the expanded use of RBA. An RFP was issued and with a contract was awarded to the Charter Oak Group for this service. The contract will cover both the balance of SFY 08 and all of SFY 09.

Indicator 2. Increased Investment in Building Local Capacity

Story Behind Measure 2

Sixty three communities have been identified by SDE as vulnerable to lower levels of student academic achievement: 19 Priority School Districts (PSD) and 44 Competitive Districts (CSD). With the Graustein Memorial Fund (GMF), the Cabinet will invest a total of \$1.6 million to support B-9 strategic planning in 27 of those communities over SFY 08 & 09. It is the goal of this work to engage with all 63 of these communities as soon as funding can be made available.



The chart above shows the growth in communities with strategic B-9 plans and our progress in reaching all 63 (100%) of them.

School Readiness Program Priority School Districts N = 19 Towns			School Readiness Program Competitive Municipalities N = 44 Towns		
Ansonia, Bloomfield Bridgeport Bristol Danbury East Hartford	Hartford Meriden Middletown New Britain New London New Haven	Norwalk Norwich Putnam Stamford Waterbury West Haven Windham	Andover Ashford Branford Brooklyn Canterbury Chaplin Colchester Coventry Derby East Haven Eastford Enfield Greenwich Griswold Groton	Hamden Hampton Killingly Ledyard Lisbon Manchester Mansfield Milford Naugatuck North Canaan Plainfield Plymouth Preston Shelton Sprague	Stafford Stratford Scotland Seymour Thomaston Thompson Torrington Vernon Voluntown West Hartford Winchester/ Winsted Windsor Wolcott Woodstock

Why are we doing this?

The Cabinet’s *Ready by Five, Fine by Nine Systems Framework* (adopted in July 2006) is grounded in “four fundamental beliefs about children, families, communities, schools and the role of state government in achieving the goal of all children ready for early educational success.” The first of these core beliefs is that “families and communities raise children, with schools and the state as essential partners in early childhood investment.”

Recognizing that the state must invest at the local level with other partners, the Governor’s Early Childhood Research and Policy Council called for a substantial investment in local capacity building as part of the *Early Childhood Investment Plan, Part I*, presented to the Governor in December 2006. Specific funding was not appropriated in the final budget for this purpose, but the Biennial budget did

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appropriate \$ 3 million to the Cabinet with wording indicating that these funds could support local planning.

In our Year Two RBA (2007) presentation, the Cabinet reported that three communities had adopted formal strategic plans and that six communities reported having plans under development. To promote and support local community B-9 planning and accountability efforts, the Cabinet’s SFY 08 and SFY 09 budget included an allocation of \$525, 00 in each year for this work. The William Caspar Graustein Memorial Fund provided in excess of \$300,000 per year in matching funds, and a memorandum of agreement was signed between the Cabinet and the Memorial Fund establishing this new public-private Local Capacity Building Partnership for SFY 08 and SFY 09.

Interim work was guided by an ad hoc working group including the Memorial Fund, the State Department of Education, Department of Social Services, Department of Children and Families, Office of the Cabinet and the Commission on Children – all members of the Cabinet. A joint RFP was developed, and 18-month contracts have been awarded to 27 Priority and Competitive School District communities. The Memorial Fund has allocated funds for a Project Manager, contracted with a nationally-renowned TA organization (the Center for the Study of Social Policy), and engaged a resource for ongoing formative evaluation of this initiative. To ensure a high level of accountability for this work, the Cabinet established a Standing Committee on Building Local Capacity along with a formal Collaborative Management Team, including one staff member from the Office of the Cabinet, one from the State Department of Education, and one from the Graustein Memorial Fund.

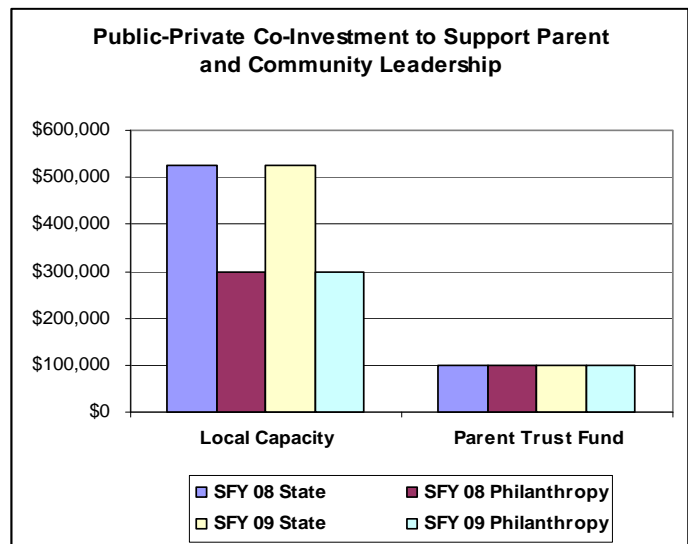
Parent Trust Fund Investment: PLTI

While the Building Local Capacity initiative was focused on communities, the Cabinet has also engaged in a co-investment partnership with the William Caspar Graustein Memorial Fund to expand resources for parent leadership development. During the spring of 2007, the Memorial Fund offered a match to the allocation of new state funds for expansion of the Parent Trust Fund’s Parent Leadership Training Institute (PLTI). Up to \$150,000 was offered in SFY 08 and up to \$200,000 as match in SFY 09.

In its July 2008 budget, the Cabinet allocated \$100,000 for each of SFY 08 and SFY 09 to be matched dollar for dollar with funds from the Memorial Fund. Agency partners in the SFY 08 initiative were the Office of the Cabinet, State Department of Education, Children’s Trust Fund, Commission on Children, and the Memorial Fund. An RFP was issued for SFY 08 and funds have been awarded for significant expansion of the Parent Leadership Training Institute (PLTI). An RFP for SFY 09 expansion is now under development.

Public-Private Funding Summary

Together, the Cabinet and the Graustein Memorial Fund have invested \$925,000 in each of SFY 08 and SFY 09 to (a) promote local capacity for strategic planning in the Priority and Competitive School District communities and (b) expand the Parent Leadership Training



Institute statewide.

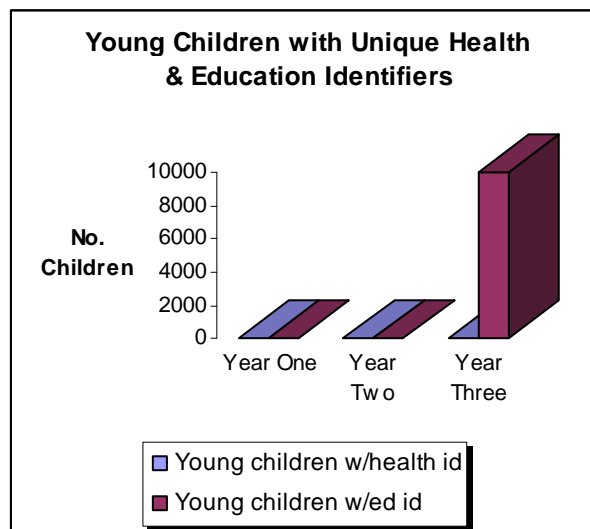
Systems Measure 3. Improved Data Development

Story Behind Measure 3

The Cabinet's Year Two RBA package had two systems measures related to improvements in data development, management and cross-agency data sharing. For the first measure, the Cabinet indicated at least six state agencies had been involved in cross-agency data MOU development related to data extraction and analysis.

Through participation in the Data Interoperability Initiative, we have identified over 31 discrete data interoperability projects now under way in Connecticut (although not all of them related to young children and/or their families).

Additionally, a new data system has been developed with the leadership of Connecticut Charts A Course and in partnership with the Cabinet and a number of state agencies. The Early Childhood Workforce Data Registry is operative at this time. Information is being entered now for all teaching staff in all preschool settings funded with any state dollars. This represents the first time that the State of Connecticut will have access to individualized workforce information.



A memorandum of agreement has been developed and signed between the Community College System and the Cabinet to continue development with Cabinet funding support. Over the coming year, data modules will also be developed in partnership with the United Way of Connecticut and the Department of Public Health to capture program information for these settings.

Data Interoperability Initiatives

The Co-Chair of the Early Childhood Education Cabinet has participated in a collaborative data development initiative, hosted by the Office for Workforce Competitiveness (OWC), Department of Social Services' Bureau of Rehabilitative Services (DSS-BRS), the Department of Mental Health and Addiction Services (DMHAS) and the United Way of Connecticut. Utilizing federal Medicaid Infrastructure funds within DSS, this working group engaged the services of the Public Consulting Group under an existing DAS blanket contract to review policy, statutory and regulator barriers to data sharing related to service provision for youth/ young adults with disabilities transitioning to employment and continued education. Over a 12-month period culminating at the end of January 2008, the working group:

- Hosted an interagency meeting to identify barriers to data sharing
- Conducted learning sessions with the evolving CT Health and Information Network (CHIN) and several out-of-state data interoperability initiatives
- Produced a summary of 12 (generally unrelated) data development initiatives related to children and youth across the executive, legislative and judicial branches of Connecticut government

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- Charted and summarized data challenges across efforts
- Guided the work of the Public Consulting Group in its review of perceived legal barriers to data sharing and identified of cross-agency data sharing MOAs.

On January 31, Commissioners met from the following agencies and agreed to engage in a pilot data interoperability initiative related to young adults: DMHAS, DSS, SDE, Department of Public Health, Department of Developmental Services, Court Support Services Division (Judicial Branch), Office for Workforce Competitiveness, and Department of Information Technology. The Phase II Data Interoperability Project at the young adult level will continue to be funded through federal Managed Medicaid resources as well as through a new commitment of federal Mental Health Systems Transformation funding.

The young adult Data Interoperability Project will link as well with the work of the Early Childhood Education Cabinet's SFY 09 data interoperability initiative related to young children. The Cabinet has allocated \$200,000 of its own funds in each of SFY 08 and SFY 09 to support data improvement across Cabinet agencies as well as within them. A contract has been entered into with the Public Consulting Group, for the period February 2008 through June 2009 for technical support in this process.

Initial work of the Public Consulting Group (PCG) will involve RBA generated Early Childhood Investment Initiative reports, agendas and systems frameworks. PCG will also conduct a review of Cabinet member existing cross-agency MOAs related to data development, data sharing and case management.

Unique Young Child Health & Education Identifiers

The second measure involved reporting on the number of young children with unique health and education identifier(s). In SFY 08, the State Department of Education has assigned 10,000 preschool-aged children unique educational identifiers (called SASIDs) as of January 15, 2008. Although there is some legal confusion over how broadly the State Department of Education may require School Readiness Programs to assign and utilize SASIDS with students enrolled in their programs, assignment to preschoolers enrolled in state-funded early learning centers will continue through SFY 08.

It was and is the intent of this work to assign a SASID for every child who is enrolled in any Connecticut preschool program that receives state or federal funding. This will include: the School Readiness Program centers; Department of Social Services Child Development Centers serving preschoolers; local Head Start programs throughout Connecticut; and eventually all centers that accept state Care 4 Kids child subsidy funding for preschool-aged children. In addition to the assignment of unique education identifiers to preschool children, a MOA has been developed between SDE and the Department of Developmental Services' Birth to Three Program to assign a SASID to each child being served in the B-3 program.

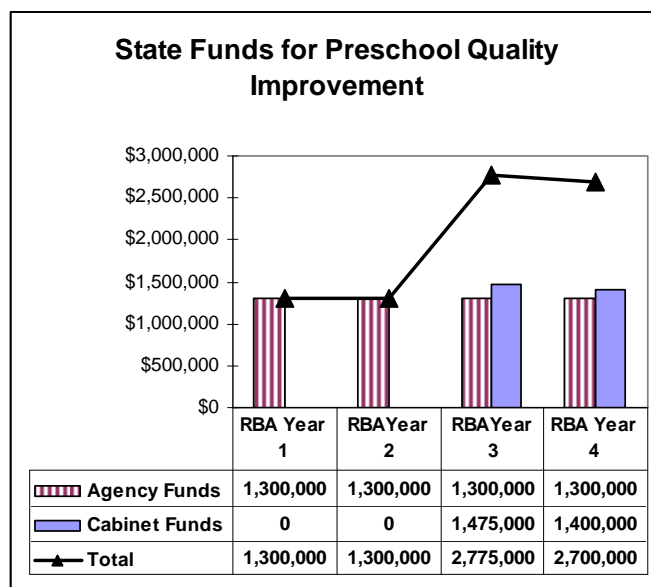
As the present time, the State Department of Education has established an interim database, called the Pre-Kindergarten Information System (PKIS) -- to serve as a repository for preschool SASIDs along with a limited set of child and program information elements. The Department of Education and the Office of the Cabinet will meet over the balance of SFY 08, with assistance from the Public Consulting Group (now under contract to the Cabinet for data TA and support), to come to some collaborative agreements about data elements needed within the PKIS as well as whether all of the data required can and should be included in the migration of the PKIS into the Department's Public School Information System (PSIS).

System Measure 4. Increased Investment in Preschool Quality Improvements

Story Behind Measure 4

All of the literature on early care and education point to the critical role of program quality on child safety and learning outcomes. Most recently, the National Scientific Council on the Developing Child (2007) has reported that “Center-based programs that have positive impacts on young children’s development provide some combination of the following features:

- Highly skilled staff
- Small class sizes and high adult-to-child ratios
- A language-rich environment
- Age-appropriate curricula and stimulating materials in a safe physical setting
- Warm responsive interactions between staff and children, and
- High and consistent levels of child participation.”



The Council also states that “Programs that cost less because they employ less skilled staff are a waste of money if they [staff] do not have the expertise needed to produce measurable results. Scaling up successful, model interventions into effective, multi-site programs is a formidable challenge that can be addressed, at least in part, by establishing quality standards and monitoring service delivery on a routine basis.”

Based in part on recommendations from the Governor’s Early Childhood Research and Policy Council’s Investment Plan (2006), the Connecticut General Assembly appropriated funding to the Cabinet to advance a systematic quality improvement agenda for SFY 08 and SFY 09, directed at center-based preschool learning environments. In addition, the General Assembly mandated in law that the Cabinet produce and submit, by December 2008: (a) a Quality Rating & Improvement Systems Plan, including a Quality Rating Scale for preschool; (b) an Early Care and Education Workforce Development Plan; and (c) an Early Childhood Cabinet Accountability Plan, including data interoperability recommendations). A plan for Preschool Facility Development was also required, and the first Interim Report was submitted on December 31, 2007. A final Plan will be prepared and submitted by June 2008. Finally, the legislature mandated that the Cabinet establish “minimum and higher quality” standards for use with expanding preschool funding.

Quality Improvement for Expanding Preschool Slots/ Programs

At its July 2007 meeting, the Cabinet allocated funding as follows for the assessment of classroom quality in School Readiness Programs that wish to expand with new SFY 08 state funding:

- \$400,000 to conduct ECERS classrooms assessments where new programs or new slots will open (excluding programs that are already accredited under the new NAEYC standards, have already

- had an ECERS within the last six months, or are expanding their programs by five or fewer students)
- \$500,000 for the immediate allocation of quality improvement funds (up to \$5,000) per center when an ECERS score below 5.0 is rendered by raters
- \$400,000 for quality improvement at the communities (specific initiatives not yet specified as of February 1, 2008)

A memorandum of agreement was signed between the Cabinet and Charter Oak State College which will administer the ECERS and local program quality funding.

Quality Rating & Improvement Systems (QRIS) Plan and Rating Scale

In July 2008, the Cabinet requested that the Governor's Early Childhood Research and Policy Council take on responsibility for development of the legislatively mandated QRIS plan and funds were allocated for that purpose. The QRIS planning process will launch on February 7th with national technical assistance and support from Anne Mitchell and Louise Stoney, and from Reeva Murphy of the National Child Care Information Center (NCCIC). Additionally, Office of the Cabinet staff have met with Professor Lynn Kagan of Columbia University Teachers College and Co-Chair of the National Task Force on Accountability to secure guidance and assistance. A working group of the Early Childhood Research and Policy Council will participate in development of the QRIS plan and a full-time project manager will be hired as soon as possible and through June 2009.

The Cabinet expects to receive a final draft of the proposed QRIS Plan and Preschool Quality Rating Scale by October 2008 for adoption and transmittal to the CT General Assembly by the end of December 2008, as required by law.

ECE Workforce Plan

A preliminary plan for ECE workforce development was provided in the Early Childhood Investment Plan, Part I (November 2000) that would bring us into compliance with the statutory provision that each school readiness classroom have at least one bachelor level teacher. That requirement is effective in 2015. Legislation passed in the 2007 General Assembly session required the submittal of a full early care and education workforce plan by December 2008.

Two members of the Early Childhood Research and Policy Council – the Director of the Office for Workforce Competitiveness and the Commissioner of Higher Education -- have been leading the work to finalize a workforce plan, aided by a national consultant. The Cabinet supported this work with an allocation of \$50,000 in SFY 08.

Performance Measure 5. Collaborations

Story Behind the Measure

From its establishment, the Early Childhood Education Cabinet has been committed to the development of collaborative relations integral to high quality management of its resource and integrated systems development.

Its co-investment partners have committed significant funds to assist in local capacity building, health systems articulation, parent leadership development, community PreK space development, and birth to three knowledge dissemination.

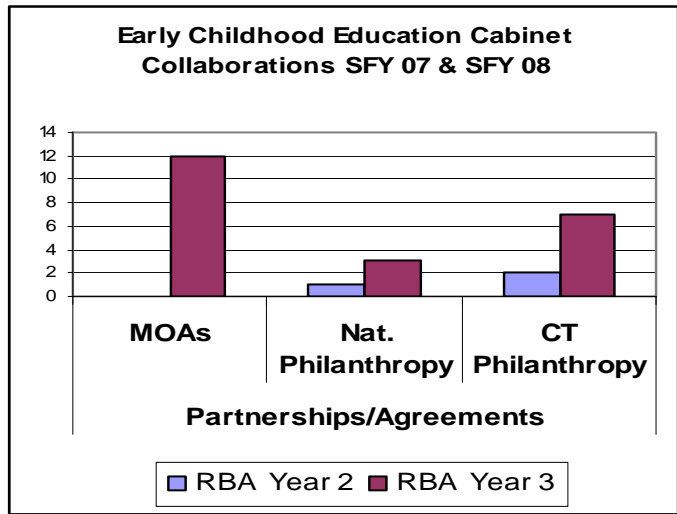
The Office of the Cabinet has established 10 formal memoranda of agreement for both service and fiscal management and serves on two Collaborative Management Teams.

Public Access and Inclusion

The Cabinet opens its meetings to public participation, and some 50-75 citizens and organizational representatives attend the monthly meetings. These meetings are often broadcast by the CT Network and all notes, reports and analyses are posted online at – www.ecpolicycouncil.org. A Cabinet/Council newsletter is in development with the assistance of the CT Economic Resource Center. Formal public comment was sought on Ready by Five, Fine by Nine; 14 Local Listening Forums attended by 950 citizens were held in the fall of 2007. This fall, 10 Local Listening Forums were held across the state, attended by 450 citizens, to provide input on the Cabinet’s draft Infant and Toddler Systems Framework. Cabinet funds have been allocated for both SFY 08 and SFY 09 to develop and implement a Cabinet/Council newsletter and a series of annual reports.

Higher Education Research Network

Conversations are underway with university researchers from both the public and private Connecticut university system, to assist in establishment of the Connecticut Early Childhood Research Network. Specific studies are now required by statute as well as by Executive Order #13 which created the Early Childhood Research and Policy Council. In addition, researchers will be involved in evaluating the many research questions raised by state agencies in their 2007 and 2008 RBA program templates. Funds have been allocated by the Cabinet to support both the network and to launch several studies.



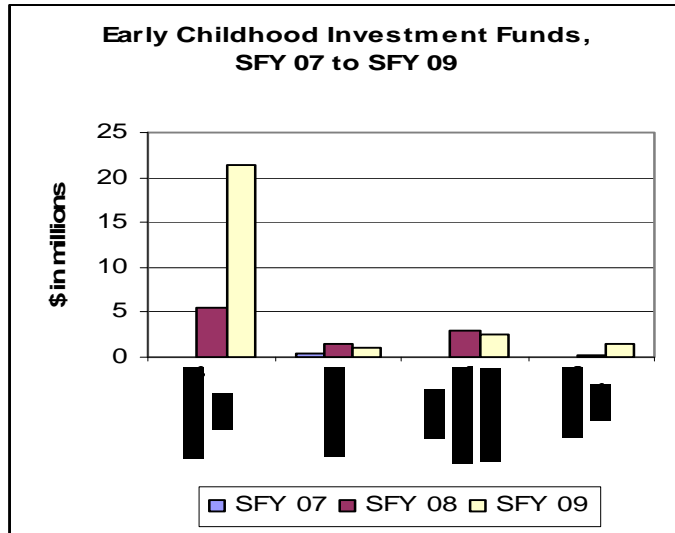
Performance Measure 6. Early Childhood Investment Funds

Story Behind the Measure

Resources for Connecticut’s preschool expansion and for Cabinet work on quality, management, strategic planning, local capacity investment, data and research were both increased dramatically in the SFY 08 & SFY 09 biennium.

In addition, the Cabinet has been successful in developing co-investment opportunities in partnership with the philanthropic community at both the state and national levels.

Cabinet funds are managed by the Office of the Cabinet, with administrative support from the State Department of Education. Public accountability is ensured through open Cabinet decision-making and quarterly fiscal updates. All reports are posted online as well. The following summary of funding status was presented at the January 14, 2008 Cabinet meeting:



Budget Items	Budget Status	Second Quarter Update and Target Dates
Cabinet Staffing	Complete	Cabinet staff on board: Joyce Staples, Marcus Rivera, Jessica Andrews
Strategic Communications	Complete	Scope of work/purchase order in place with the CT Economic Resource Center under existing DAS contract.
Parent Trust Fund	Complete	MOU completed. Funds transferred to the Children’s Trust Fund. RFP process complete. Funds awarded and announced.
Bridgeport Leadership in Action Program (LAP)	Complete	Funds transferred.
Building Local Capacity	Complete	Joint agreement signed. RFP issues. Grant awards made. Year one funds to be released to communities shortly.
Quality: ECERS and Preschool Program Funds	Complete	MOU with Charter Oak State College complete. Funds being transferred as per schedule.
Early Care and Education Data Registry	Complete	MOU with Community College System signed. Funds transfer in process per schedule.
ECE Workforce Plan	Complete	MOU with OWC complete. Consultant at work. Funds being transferred.
PreK-K Facilities Plan/TA	Complete	MOU with CHEFA complete. Interim report filed with Governor and CGA. Funds being transferred per schedule.
Summit	Complete	MOU signed. Funds transfer being completed.
Council Staffing & Support	Contract to be awarded in January	RFP issued in December. Application under review by Council Chairs. Target decision date: By the 3 rd week of January. Target start date: Immediately upon selection.
RBA/Accountability Plan	In process	RFP issued. Contract awarded. Returned several times from the AG’s office. In process at AG’s Office
QRIS Plan and Rating Scale	In process	Dr. Peg Oliveira under contract to prepare CT Quality Improvement Resource Notebook for February 7 th open QRIS

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		forum. Anne Mitchell and Louise Stoney (national experts) under contract for TA. Determination of how to provide project management under discussion.
Data Interoperability	In process	Purchase of service being explored with the Public Consulting Group under existing DAS contract
Early Childhood Research Network	In process	MOU to Higher Ed complete to secure design for Cabinet's required PreK-3 rd study. NIEER staff to design. Discussions under way with CT Higher Ed institutions about research consortium and other study design per Executive Order #13 and RBA.
Quality Improvement Community	Not begun	Proposals might include: preschool professional development, preschool consultation network (Cabinet SFY 07 top priority).
Child Poverty and Prevention Council Cost-Modeling	Not begun	MOU to be developed between the Cabinet and OPM.

Preschool Expansion

Together with the new State Department of Education and the Early Childhood Research and Policy Council, the Office of the Cabinet is working on a series of preschool expansion components, including:

- Slot expansion analyses and a January recommendation to the CT Appropriations Committee that proposes (a) rate increases for existing and new providers; (b) parity in reimbursement across the 19 Priority School Districts and 44 Competitive School Districts; (c) increases in administrative support funding for School Readiness Councils; and (d) eventual funding for 1000 available but as yet unfunded slots than can readily be opened in the Competitive School Districts. Over the period SFY 08 and SFY 09, 2,000 new School Readiness slots will be opened, meeting legislative and funding expectations.
- ECE Workforce Plan, mandated in legislation and due December 2008
- PreK-K Facilities Plan, mandated in legislation; Interim Report completed December 2007; Final report June 2008
- Quality Rating & Improvement System, mandated in legislation and due by December 2008.

Partners and Their Roles

Cabinet agencies: This group holds resources of many types (fiscal, human, data) necessary to achieve the population outcomes in a five to eight year period

Early Childhood Research and Policy Council: This group brings significant business, philanthropic, education, local government, workforce and economic development assets to the Systems Development table.

CT Child Poverty and Prevention Council: This group has selected two target cohorts that match up with child and family cohorts that constitute the focal points of Cabinet work. Over time, 10% of key agency budgets will be shifted away from “back-end” services to prevention. Positive child development is a key component in all prevention strategies.

Data Interoperability Project: This group, of which the Cabinet is a member, is now authorized across the executive and judicial branches to establish a pilot data interoperability initiative. The Cabinet will be utilizing the same national consultation for its data development work, ensuring a close working partnership between like efforts.

School Readiness Councils and other local community coordinating entities: Through the Local Capacity Building grants and better resources for Councils in the School Readiness Program, more significant work can be done in state-local partnership and collaborative management.

Parents: The Cabinet again seeks to have statutory change in its membership to seat two representatives from the parent community.

Early Childhood Alliance: This group represents a broad base of provider organizations and advocates whose support and services are an integral part of building a true B-9 “system” of services for young children and their families.

Early Childhood Research Network: This entity, when formed, will enable the Cabinet to participate in intentional knowledge development and dissemination related to its *Ready by Five, Fine by Nine* agenda.

What do you propose to do to improve performance in the next two years and why?

The Cabinet’s 2007 RBA package proposed several key actions to be completed over the SFY 08 & 09 biennium. The status of these is shown below:

1. MOU Research. The Cabinet will undertake a survey of state agencies serving vulnerable young children and their families to identify and analyze existing case management MOU’s and identify other areas of formal cross-agency program and practice agreements.

STATUS: The Cabinet has contracted with Public Consulting Group to conduct the MOU research across agencies over the period March through August 2008. This will be completed as part of a larger and more

comprehensive look at data development and interoperability issues. This work has begun under the aegis of the Cabinet's Standing Committee on Accountability.

2. Systems Accountability Improvements. Implement vastly improved data processes for regular public accountability, including forms review.

STATUS: The Cabinet (with the support of the Governor's Early Childhood Research and Policy Council) has taken 5 steps to move this challenge forward.

- The Cabinet has applied an RBA framework to both the *Infant-Toddler Systems Framework* (adopted in January 2008) and the *K-3 Systems Framework* (under review by the Cabinet now), identifying core and secondary data elements not currently available or timely.
- Consolidation and analyses of the 2007 and 2008 RBA Data and Research Agenda items is presently under way.
- The Public Consulting Group will review all relevant documents, meet with agencies to identify current data barriers, and propose solutions to existing data development barriers.
- The Cabinet will complete its required *Accountability Plan* in the fall of 2008, including significant opportunities for public participation.
- Work on the Quality Rating & Improvement Systems begins on February 7th, and will be linked to all of the data development work cited above.

3. Cohort Ownership. Identify and track at least one specific cohort of children served across Cabinet agencies.

STATUS: The Cabinet is presently working on this in 3 contexts.

- Legislative action in the 2007 session requires the Cabinet, in consultation with SDE and DSS, to conduct a longitudinal PreK-3 study. A contract has been let to the National Institute of Early Education Research to design that study. Their report is expected back in March 2008. The study is to begin in SFY 08.
- The Cabinet has formally partnered with the Child Poverty and Prevention Council, by awarding the Council \$50,000 to support some of its financial/costing analyses. Cabinet members are reviewing the 3 target cohorts identified by the Child Poverty Council for collaborative work.
- Cabinet members are in conversation with a number of foundations to identify one or more specific cohorts of young children for tracking outcomes and examining systems challenges.

4. RBA Resource Analysis and Recommendations. Review state and federal resources identified in Year One and Year Two of RBA, to identify population outcomes and program performance measures, and to identify funds that can re-located or re-allocated.

STATUS: The first phase of this work is ready to begin with the following steps:

- At the July 2007, the Cabinet allocated \$100,000 to the Governor's Early Childhood Research and Policy Council to assist in fiscal analyses and cost modeling requested by the Cabinet.
- Following issuance of an RFP in December 2007, the CT Economic Resource Center has been identified as the Council's support and consultation entity.
- Contract development in process now. The contract will run from March 1, 2008 through June 30, 2009.
- Following the recommendation of the National Scientific Council on the Developing Child, Connecticut will focus on the top priority programs identified in the Cabinet's *First Words, First*

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Steps: Infant-Toddler Systems Framework, adopted in January 2008. These action items focus on assuring that all children ages birth through three are healthy and achieving age-appropriate developmental benchmarks.

5.Goal II Implementation. Utilize RBA to create a set of accountability templates related to Goal II (Fine by Nine) and add additional programs to the Cabinet's RBA presentation for Year Three (2208).

STATUS: As much of this work centers in the delivery of educational services to children in the early elementary years, the Cabinet has worked closely with the new SDE C Commissioner. Commissioner McQuillan directed that an intensive period of RBA training be undertaken within SDE over the period fall 2007 through January 2008. An RBA framework was used to development the draft The Cabinet is reviewing for adoption a K-3 Systems Framework that was developed utilizing RBA methodology. This work was ably led by SDE and the Commission on Children and supported by the Charter Oak Group. Cabinet Co-Chair and SDE Commissioner McQuillan will present our first-time Goal II RBA templates to Appropriations on February 7th, 2008. The Goal II RBA templates include programs not previously included in Year One and Year Two of the Cabinet's RBA work.

6. Data Infrastructure Partnership, B-21. Participate in the Youth Vision Team /Youth Futures Committee to educate policy leaders on data interoperability efforts, explore cross-agency data development, and solicit agency support.

STATUS. The Cabinet Co-Chair has participated as a working member of the Data Interoperability Project, hosted by the Office for Workforce Competitiveness, DSS Bureau of Rehabilitation Services, and DMHAS. Public Consulting Group was contracted, using federal Medicaid funds, to analyze all policy, regulatory and statutory barriers to data and information sharing across agencies (related to youth transitional services). On January 31, 2008, Commissioners came together to review the results of this work and authorize the development of a pilot data interoperability initiative, in which the Cabinet will participate. Agencies are: SDE, DMHAS, DSS, Higher Ed, DOIT, DDS, DPH, and Court Support Services from the Judicial Branch.

7. Plan for and Manage Expansion Funds. STATUS: The Cabinet received an appropriation of \$ 4 million in SFY 08 and an expanded legislative mandate. On July 30, 2008 the Cabinet adopted a budget allocating those funds for: (a) staffing support for the Cabinet, (b) support for the Governor's Early Childhood Research & Policy Council, (c) development of mandated plans, including ECE Workforce, PreK Facilities Expansion, Quality Improvement Plan and Accountability Plan (with data recommendations). In 4 months, the Cabinet completed 10 MOUs, issued 3 RFPs, and awarded a series of contracts to utilize these funds. Quarterly fiscal reports are provided to the Cabinet and are posted online.

***8. Biannual Council Reports.** STATUS. The Cabinet and Council will report twice annually on (a) the Accountability Plan and (b) the Quality Rating & Improvement System. STATUS: The Cabinet has contracted with the CT Economic Resource Center (CERC) to prepare a series of newsletters outlining progress on Cabinet initiatives. The first of these will be issued in the spring of 2008. In addition, the Council has contracted with CERC to (a) redesign and expand the Cabinet-Council website by April 2008 and (b) develop a strategic communications plan for implementation in SFY 09.

***9. Expanded Cabinet Membership.** Expansion of Cabinet membership to include 5 additional agencies and parent representatives. STATUS: A request was made by the Co-Chair of the Cabinet to the

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Select Committee on Children during the 2007 legislative session. It was adopted and legislation drafted. The bill passed in the Select Committee on Children but died in the Education Committee.