



Results-Based Accountability™ at a Glance

Connecticut Data Collaborative
(6/21/12)

Results-Based Accountability™ (RBA)



- RBA provides an accountability framework for policies and programs
- RBA is currently being used to
 - Build program accountability that incorporates best practices and continuous improvement
 - Monitor and evaluate programs
 - Policy and strategic planning at the population and program level
 - Bringing together partners for joint planning
 - And so on....

Who is using this framework



- Appropriations Committee
- Program Review and Investigations Committee
- Select Committee on Children
- Governor's Nonprofit Health and Human Services Cabinet
- CSDE, DCF, DOC, CSSD, DMHAS, and other state agencies
- 38 Discovery communities supported by Graustein Memorial Fund
- 99 Youth Service Bureaus
- 62 Family Resource Centers
- Capital Workforce Partners
- Connecticut Employment and Training Commission
- And the list goes on

Why are so many using RBA?



- Reduces complexity with simple language and a simple, common sense approach
- Reduces the burden of strategic planning from hundreds of pages of ideas to 10 or 20 pages of specific actions
- Ensures that partners are part of the process
- Supports implementation and assessment of best practice

Results Accountability is made up of two parts:



Population Accountability about the well-being of **WHOLE POPULATIONS**

For Communities – Cities – Counties – States - Nations

Results examples: All Connecticut residents are economically secure
All children grow up in a stable environment, safe, healthy, &
ready to succeed (from *CT Children's Report Card*)

Performance Accountability about the well-being of **CLIENT POPULATIONS**

For Programs – Agencies – and Service Systems

How well & better off examples:

Students graduate on time (better off)
Students receive tutoring from certified teacher (how well)

Program Accountability



If population accountability focuses on a result statement and indicators to describe the current state of things within the population, Program accountability focuses on the Answers to three questions:

- How much did we do?
- How well did we do it?
- Is anyone better off?

There are 7 questions for Population and Program Accountability



Population Accountability

- What are the quality of life condition we want for our community?
- What would these conditions look like if we could see them?
- How can we measure these conditions?
- How are we doing on the most important of these measures?
- Who are the partners that have a role to play in doing better?
- What works to do better, including no-cost and low-cost ideas?
- What do we propose to do?

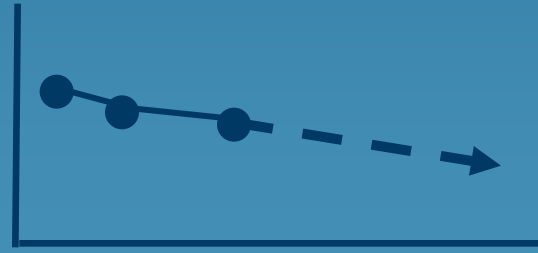
Program Accountability

- Who are our customers?
- How can we measure if our customers are better off?
- How can we measure if we are delivering services well?
- How are we doing on the most important of these measures?
- Who are the partners that have a role to play in doing better?
- What works to do better, including no-cost and low-cost ideas?
- What do we propose to do?

Turn-the-Curve Thinking™: **Talk to Action**

Result or Program:

Data
Baseline



Story behind the baseline

Partners *(with a role to play in turning the curve)*

What Works

Strategy and actions (w/ Budget)

How are we doing?

Why?

Help?

Options?

Propose to do?

Resources and Links



Connecticut General Assembly Appropriations Committee

<http://www.cga.ct.gov/app/rba/>

Office of Program Review and Investigations Committee

[Search RBA.] <http://www.cga.ct.gov/pri/index.asp>

Select Committee on Children, Children's RBA Report Card

Working Group <http://www.cga.ct.gov/kid/rba/default.asp>

Results Based Accountability (RBA) work of the Connecticut Department of Children and Families:

http://search.ct.gov/search?q=rba&btnG=Search&site=dcf_collection&client=dcf&output=xml_no_dtd&proxystylesheet=dcf

Results Based Accountability (RBA) Report Cards of Connecticut State Department of Education:

<http://www.sde.ct.gov/sde/cwp/view.asp?a=2711&Q=322618>

Results Based Accountability (RBA) Report Cards of the State Judicial Branch <http://jud.ct.gov/statistics/RBA.htm>

Quality-of-Life Result: All Connecticut working-age residents have jobs that provide financial self-sufficiency.

Contribution to the Result: The five workforce boards provide adults, dislocated workers, and youth with job-search assistance and training to increase their success in finding and keeping work and in establishing careers.

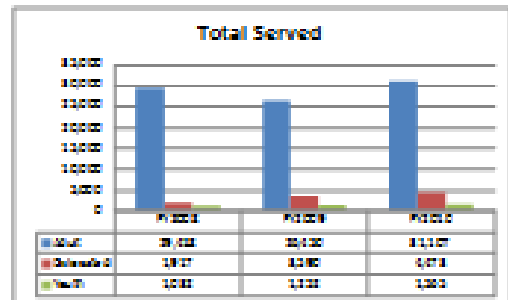
Program Expenditure ^a	State Fundings ^a	Federal Fundings ^a	Other Fundings ^a	Total Fundings ^a
FY 09 ^a	N/A ^a	22,957,988 ^a	N/A ^a	22,957,988 ^a
Actual FY-10 ^a	N/A ^a	30,454,160 ^a	N/A ^a	30,454,160 ^a
Actual FY-11 ^a	N/A ^a	28,619,579 ^a	N/A ^a	28,619,579 ^a

Partners: Employers, municipal government, state agencies, community agencies.

Section Break (Continuous)

How Much Did We Do?

Number of Participants Exited



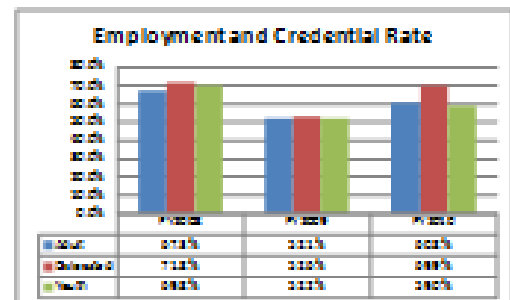
Story behind the baseline:

The services provided under Title I of the Workforce Investment Act of 1998, are designed to provide quality employment and training services to assist eligible individuals in finding and qualifying for meaningful employment. The three targeted populations are Adults, Dislocated Workers and Youth. Services are provided through One-Stop Career Centers. There are three levels of service: Core, Intensive, and Training provided based on individual needs. The numbers served and exiting the program has remained relatively constant due in part to consistent year-over-year funding, although the recession has increased the demand and the level of service as evident in changes from FY2008 to FY2010.

Trend: ▲

How Well Did We Do?

Percent of Participants Employed with a Credential



Story behind the baseline:

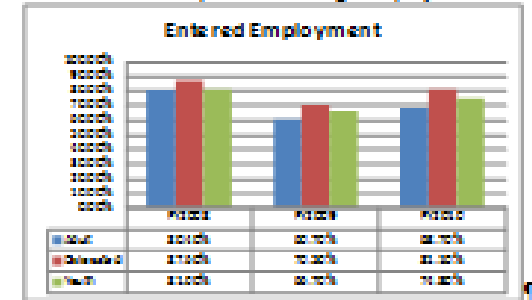
The sequence of services provided within the WIA program is predicated on the idea that those participants who are unable to obtain employment through core and intensive services will need some level of training and enhanced skills to return to work. Obtaining a job clearly makes someone better off, but the quality of the program is best seen when participants leave with a job and the attainment of a credential. The graph above demonstrates that a significant number of those exiting with jobs are those who received training and obtained a credential. The trend on this number is unclear given the dip in performance in FY2009.

Trend: ▲▶

..... Column Break

Is Anyone Better Off?

Percent of Participants Entering Employment



Story behind the baseline:

WIA is designed to improve the ability of the participants to return to work; the Entered Employment measure indicates how well WIA services have accomplished this primary outcome. The trend has decreased slightly but this is more likely to be indicative of the changes in the economy than a statement on the effectiveness of the program itself. In other words, with limited opportunities in the job market, it would be expected that the number of individuals entering employment would experience a slight dip. There is already evidence of improvement in FY2010 from the depth of the recession in FY2009.

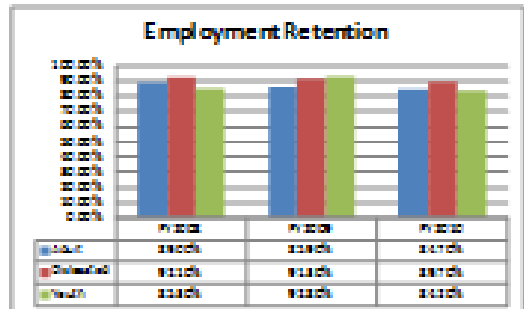
Trend: ◀▶

▶

Quality of Life Result: All Connecticut working-age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?-----

Percent of Participants Retaining Employment



Story behind the baseline:

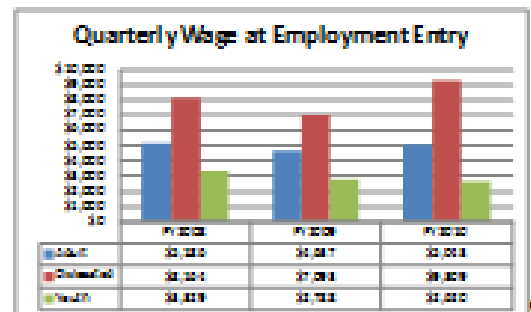
Employment Retention as a measure provides some very specific indicators of how well the Employment Services is meeting the needs of jobseekers and employers. One of the basic tenets of the program is to match jobseekers with employers. Retention for two calendar quarters clearly demonstrates that the match between the two was sufficient for the employment relationship to continue. It was a good fit for employer and worker. The trend in this measure illustrates that the assessment and employment planning process for participants in the WIA program has been successful in matching the participant with appropriate services, including training, ultimately leading to an appropriate match between job seeker and employment opportunity. The recession has clearly impacted many individuals, especially young workers.

Trend: -



Is Anyone Better Off?--

Change in Weekly Wages from pre- to post-program services



Story behind the baseline:

Tracking of wages is a solid indicator of the future ability of the all participants to become self-sufficient, whether it is individually or as part of a family unit. WIA prioritizes the low-income worker for participation in the adult program. This population tends to have a weaker attachment to the job market and lower wages; the Dislocated Worker, in contrast, tends to have a strong connection to the labor market and higher wages at the time of separation from employment. Youth present a different challenge in that they may have little or no attachment to the labor market and thus very low wages if any at all. This measure provides a picture of how well the program is doing in meeting the self-sufficiency goal of all three populations, in that the trend remains fairly level. If we look at the self-sufficiency standard of \$10,000 per quarter, only dislocated workers approach that standard.

Trend: -



Proposed Actions to Turn the Curve:

To better support the objectives in the WIA program the agency is combining the efforts of the Talent Tracking and Identification Task Force that has been commissioned to develop short, mid and long term solutions to improve the matching capabilities of the Employment Services and the entire Workforce Development System.

A three-pronged approach will be taken to achieve desired outcomes -- 1) internal agency planning, 2) external partnership development and strengthening and 3) increased employer participation to ensure the planned approaches will meet the identification of jobseekers that meet their workforce needs.

Labor Market Information will be compiled and utilized to target employer outreach and services to growing industries and occupations using regional business service teams.

Data Development Agenda:

Several efforts to improve data collection and analysis are underway. The Employment and Training Division has realigned and a Performance and Accountability unit has been created and will be dedicated a number of staff to performance reporting.

In addition, our Employment and Training Division is in the Business Requirements gathering phase for procuring a new MIS for Employment and Training programs. This phase is projected to be complete by the end of March 2012.

Program Report Card: Recycling in Connecticut, CT DEP

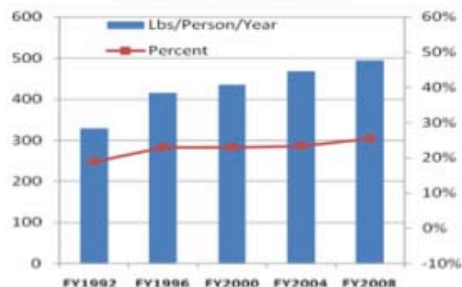
Quality of Life Result: All Connecticut residents live in a "clean and wholesome" environment in which natural resources are conserved and protected.

Contribution to Result: Waste minimization and prevention programs (source reduction, materials reuse, recycling, composting) optimize the percentage of solid wastes diverted from disposal, thereby minimizing the volume of waste burned or disposed. This saves energy, prevents greenhouse gases, conserves natural resources, saves landfill space, reduces pollutants and toxicity, and lowers the potential for degradation of air and water. *Less waste means less waste problems and a better environment.*

Partners: Municipalities, CRRRA, regional resources recovery and solid waste authorities, DECD, OPM, CT General Assembly, regional solid waste and recycling operating committees, academic institutions, environmental advocacy groups, property tax reform advocates.

Performance Measure 1: STATEWIDE RECYCLING RATE

CT Recycling Rate



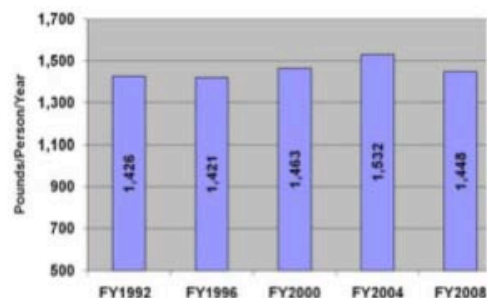
Story behind the baseline:

Mandatory recycling was put into place in 1989 to decrease the amount of waste disposed. CGS 22a-220(f) set a 40% recycling goal for the year 2000. While total tons have risen, the percent of Municipal Solid Waste ("MSW") recycled has stalled at 25% due to an overall increase in waste generation and disposal. This trend could require public expenditures for additional disposal capacity. Locating, permitting, and building new RRFs and landfills is a costly and time-consuming process. If all municipalities reached 40% recycling, the cost savings would be about \$35 million dollars statewide in avoided disposal fees.

Proposed actions to turn the curve: Ensure partners' actions conform to state solid waste management plan: Focus on municipal compliance; support legislation to improve recycling of certain wastes; target enforcement in key sectors; improve collectors' registrations and ensure collectors act on their enforcement role.

Performance Measure 2: PER CAPITA DISPOSAL RATE

Pounds/Person/Year MSW Disposed



Story behind the baseline: Data in chart includes residential and commercial waste. DEP estimates each CT person annually accounts for 900 lbs residential MSW. US EPA estimates that 500 pounds residential MSW per person annually is a sustainable disposal rate. The general lack of an economic signal at the individual level on the costs of disposal results in a failure to properly value recycling. Statewide education is limited due to the variety of collection services and recycling practices resulting from municipal, rather than regional, control of solid waste management.

Proposed actions to turn the curve:

DEP will improve data reporting and post data on website to aid municipalities in measuring their progress toward the goal. Recognize exemplary municipal recycling rates. Encourage collectors and municipalities to use unit-based pricing for solid waste disposal to change how residents value recycling. Encourage partners to act regionally.

Performance Measure 3: CLOSING THE GAPS IN INFRASTRUCTURE PERMITTED CAPACITY

Recycling Infrastructure

Waste type	Permitted facilities (#)	Capacity meeting current need (%)
Bottles, cans, paper	6+	100%
Food Waste	1	10%
Electronics	6	varying
Soil	0	marginal

Story behind the baseline: Current infrastructure has sufficient capacity to process current tonnages of commodity recyclables [paper, bottles, cans]. Infrastructure is lacking for processing certain significant sectors such as electronics, food waste, other organics, and soil] and for marketing and using processed recyclables. CT food waste is 13% of all waste disposed or 331,468 tons annually. There is one permitted food waste recycler in CT.

Proposed actions to turn the curve: Prioritize permit applications that close the capacity gap in specific sectors. Revise regulations to clarify reuse of soils and construction materials. Focus on permitting of collectors, processors, and waste streams with lagging recycling rates. Encourage partners to invest in making home composting units widely available. Ensure partners assist in development of industries, technologies, and commercial enterprises within the state that are based upon recycling, reuse, treatment, or processing of solid waste. Ensure partners encourage private investment in local recycled materials industries and marketing as part of green jobs promotion.

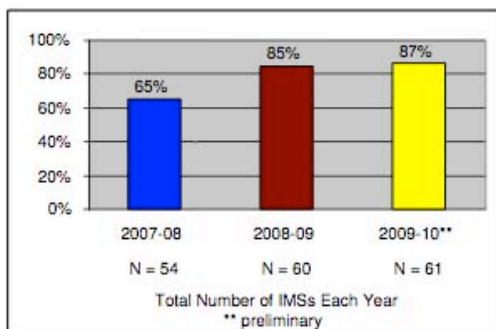
Program Report Card: Interdistrict Magnet School Program (Connecticut State Department of Education)

Quality of Life Result: All Connecticut students have a successful transition to adulthood, assume a contributing role in a world-class workforce, and become productive members of their community and society at large.

Contribution to Result: Interdistrict Magnet Schools (IMSS) are one of the public school choice options that are raising the educational attainment level of participating students throughout the state through high-quality, racially/economically integrated education. These schools directly provide educational choices that contribute to a more highly educated work force and reduce racial, ethnic and economic isolation. IMSS maximize the opportunity for each student to achieve his or her highest potential by offering challenging, relevant and rigorous curriculum and instruction. In addition, these programs provide a creative and flexible environment that values each student's unique abilities, talents, interests and learning styles. Greater student learning and engagement in school lead directly to a more prosperous adulthood with greater contributions to the economy and society.

Partners: Institutions of higher education, business and industry, theme-specific associations/groups, educational researchers and parents.

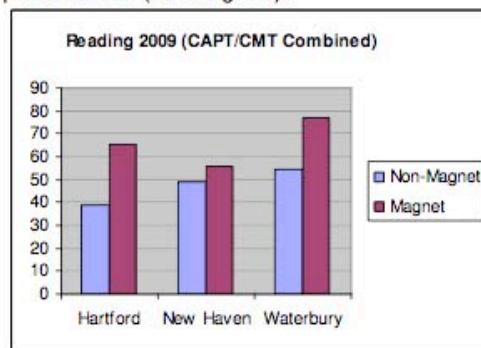
Performance Measure 1: Number and percentage of IMSS meeting statutory racial isolation target of at least 20% white students.



Story behind the baseline: The percentage of IMSS meeting the standard (at least 20% white) is continually growing, currently at 87%, up from 65% two years earlier. However, approximately 40% of the schools meeting the standard are only *marginally* above it, thus risking falling below the standard with only a slight shift in white student enrollment from year to year. Enhanced marketing, better recruitment strategies and the influence of specific requirements resulting from the *Sheff* decision (requiring Hartford-area IMSS to meet a specific student diversity standard) help explain the two-year improvement in this measure. The number of IMSS increased from 54 to 61 between 2007-08 and 2009-10.

Proposed actions to turn the curve: The Connecticut State Department of Education (CSDE) will build upon existing enrollment management plans (EMPs) in assisting IMSS that are below or marginally above the threshold with expanding and improving their recruitment strategies. An EMP is a school-level mechanism designed to ensure sufficient enrollment, equitable access, and that student systems to support success and retention are in place. Recruitment strategies may include greater interaction between IMSS administrators and potential feeder school children and families, action videos, and other methods beyond program literature.

Performance Measure 2: Percentage of Hartford, New Haven and Waterbury resident students at or above proficiency in reading in both IMSS and the city public schools (non-magnets).



of Students Tested in Reading (2009 CMT/ CAPT)

	Hartford	New Haven	Waterbury
Magnet	1955	2216	628
Non-magnet	7560	5443	7697

Note: These data reflect students in *tested* grades only. These three cities are chosen as they are the only urban areas with at least three IMSS serving significant numbers of city students from which to base valid comparisons.

Story behind the baseline: Resident students of urban centers who attend IMSS outperform students in the city public schools in reading. The distinction between magnet and non-magnet schools is nearly identical for mathematics. To control for differences in the baseline of students when they enter IMSS, an analysis of student academic *growth* between 2008 and 2009 yielded nearly identical results – IMSS students grew at a greater rate than non-IMSS students, and New Haven's IMSS student growth lagged behind that of Hartford and Waterbury.

Beyond the reading data shown, a recent UCONN study of Hartford-area IMSS found a *statistically significant* positive impact of the IMSS program on mathematics and reading achievement of urban middle and high school students. It is unclear if the difference in IMSS student performance across cities is related to the number or percentage of city resident students attending IMSS.

Thank You



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