

Approved: 3/9/94
Date

MINUTES OF THE SENATE COMMITTEE ON EDUCATION

The meeting was called to order by Chairperson Dave Kerr at 1:30 p.m. on March 7, 1994 in Room 123-S of the Capitol.

All members were present except: Senator Anthony Hensley (Excused)

Committee staff present: Ben Barrett, Legislative Research Department
Avis Swartzman, Revisor of Statutes
LaVonne Mumert, Committee Secretary

Conferees appearing before the committee:
Jolene Grabill, Executive Director, The Corporation for Change

Others attending: See attached list

Jolene Grabill, Executive Director, The Corporation for Change, gave a presentation on education research and provided a copy of the agency's 1994 annual report (Attachment No. 1). Ms. Grabill noted that the third blueprint target for change is: Restructure Schools to Respond to Changing Educational and Developmental Needs of Children and said that, while the priorities established for the first year of the corporation were Greater Support to Children and Their Families and Modify Service Delivery Systems, there was a great deal of interaction with issues involved in the education setting. The three major activities of the corporation have been partnership building, research and planning and grantmaking. Ms. Grabill's outline of her remarks (Attachment No. 2) includes a list of corporation board appointees with an education connection. She discussed six 1992-93 research projects. Ms. Grabill mentioned that one of the outcomes of the Refinancing Child Welfare Services in Kansas study was that individual school districts are initiating efforts to seek Medicaid funding for services provided in the school setting. She reviewed the research projects planned for 1994, and she stated that the school breakfast attitudinal study is the only piece that is totally education related. Ms. Grabill discussed ongoing education-related work of the corporation. She talked about the principles to guide system reform and the desired outcomes for children and families and pointed out that two of the outcomes are specifically tied to education: that children are ready for school and children succeed in school (Attachment No. 3). She provided a flow chart of the vision of service delivery at the present (Attachment No. 4) and a flow chart of the outcomes and indicators of the community service system (Attachment No. 5). Ms. Grabill said the most important education research that happens in Kansas is the discussion that occurs in a local community about their own educational challenges and how they can pull resources together to meet those challenges. She described the community forum held by the Garden City/Finney County and the critical issues which were identified as well as the strategies suggested to deal with education issues. Ms. Grabill said that The Corporation for Change has historically focused on the front end of getting children ready for school and Kansas Inc. has concentrated on the school to work and workforce development system and that neither had focused on the area in between. She advised that the corporation's board had considered initiating an independent evaluation of Quality Performance Accreditation but had concluded it is not the time to do such a study.

Responding to questions from Committee members, Ms. Grabill said that the agency's budget for education research is \$5,000 to do the school breakfast attitudinal study. She said there is at least one county which has both a Court-Appointed Special Advocates (CASA) program and a Citizen Review Boards program, out of the total of 20 counties with a CASA program. Ms. Grabill stated that the charge to the corporation is to work from a systemic perspective, with local communities developing their own indicators and the state holding them accountable. She said that the corporation is in partnership with the Kansas Kids Count project and much of their statistical data is derived from that project.

The Committee was provided with a copy of HB 2482 and testimony of The Corporation for Change on the bill during the 1993 session (Attachments No. 6 and 7).

CONTINUATION SHEET

MINUTES OF THE SENATE COMMITTEE ON EDUCATION, Room 123-S Statehouse, at 1:30 p.m. on March 7, 1994.

HB 2188 - Establishing the KanLearn program of incentives for school attendance for certain recipients of aid to families with dependent children

HB 2060 - Parent education programs operated by school districts, grant eligibility

SB 725 - Kansas learning earning alliance development (Kan-Lead) program

Senator Walker asked why SB 783 (increase base state aid per pupil) should not be included in any discussion of priority for funding. Chairman Kerr responded that the committee has not yet held hearings on that bill and that each of these three bills could be funded with only about \$1 million and SB 783 would require much more money for an impact.

The Committee briefly reviewed the three bills and it was noted that HB 2060 would expand the Parents as Teachers program by raising the age limit. Dale Dennis (State Department of Education) advised that the program is currently in about 180-90 school districts.

Senator Oleen made a motion that the minutes of the February 25 meeting be approved. Senator Corbin seconded the motion, and the motion carried.

The meeting was adjourned at 2:30 p.m. The next meeting is scheduled for March 8, 1994.

SENATE EDUCATION COMMITTEE

TIME: 1:30 PLACE: 123-S DATE: 3/7/94

GUEST LIST

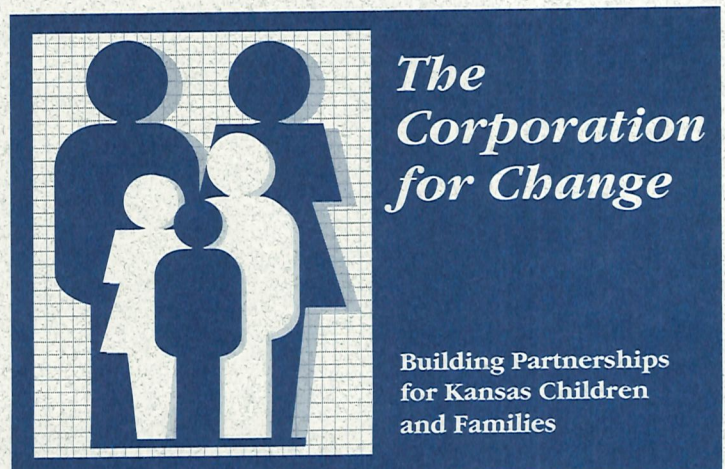
<u>NAME</u>	<u>ADDRESS</u>	<u>ORGANIZATION</u>
Mark Tallman	Topeka	KASB
Diane Anderson	Topeka	USA of KS
Brian Chan	Topeka	KUEA
Diane A. pt	Topeka	BKCK
Jacqueline	"	JOE
Diane McDiarmid	Topeka	Office of Gov. Joan Finney
Diane Gjerstad	Wichita	USD 259
Scott Hessel	Topeka	Kansas Inc.
Sharon Stringfellow	Topeka	Concerned Women for America of KS
DRVILLE JOHNSON	TOPEKA	SELF
Ann Yau Zandt	Topeka	KDHR
Cloth Renyer	Salvetha	Right to Life of KS

“...I regularly see the connections between how we value and support children and families today and the quality of life in our cities and towns tomorrow.”

John Moore

*Chairman of the Board of Directors, 1993-94
The Corporation for Change*

1994 ANNUAL REPORT



Sen. Ed.
3/7/94
Attachment 1

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Preface

The Importance of the Public-Private Partnership by John Moore

The systems which provide children and family services have never been successfully reformed. Unlike businesses which must constantly adapt to market dynamics, these systems remain focused on needs which existed when they were created even though society has dramatically changed. To accomplish necessary reform, the following new principles must be present.

- The importance of planning and problem identification.
- The importance of measurement and analysis to determine what works and what doesn't.
- The willingness to discard that which does not work.
- The importance of investment in people through training and empowerment.
- Removal of barriers to working together to accomplish goals.
- Recognition that improvement is a continuing process.
- Recognition of families as the focus of services and supports.

The public-private partnership is uniquely capable of achieving system reform. It combines those who are most knowledgeable of the systems and their shortcomings with others who are accustomed to achieving necessary changes. It also includes those who are ultimately responsible for the system and those who are intended to benefit from services the system provides.

But before any meaningful change can be implemented certain other premises must be in place. Families and communities must be willing and able to take responsibility for solving their own problems first, and only then should they be able to expect an appropriate level of support from government if they ask for it or when children are placed at risk of failure. Government should never be viewed as the only answer.

The work of the Corporation for Change is about building and designing new delivery systems in which children, parents, local communities, state agencies, private service providers, educators and others can function productively. The work of the Corporation is also about system accountability to service recipients, to elected officials and to taxpayers.

That is why the Corporation for Change is a "Partnership for Investing in the Future of Kansas Children and Families." It is a pragmatic as well as a moral challenge. The learning curve of system reform is steep and slippery. All the Corporation partners pool their resources and talents to discover what strategies will produce the desired outcomes and then redirect our spending accordingly. It's a large undertaking. But we have seen the results of the current system and concluded that the price of doing nothing is too high a price to pay.

John Moore is Chairman of the Board of Directors of the Corporation for Change, Chairman of the Board of the Kansas Chamber of Commerce and Industry and Senior Vice-President of Cessna Aircraft Company in Wichita.



Mission

KSA 38-1802 et. seq.

The Corporation for Change is a non-profit corporation organized by the State of Kansas to coordinate and implement reform of children's services in Kansas.

To accomplish this mission, the Corporation is building partnerships between government, business, labor, industry, parents, children's advocacy and service groups to develop and implement a comprehensive and coordinated strategy for investment in the future of Kansas children and their families.

Funding Sources

(In order of size of contribution)

Private

Annie E. Casey Foundation

One Lafayette Place, Greenwich, Connecticut 06830

United Methodist Health Ministry Fund

1803 Landon, PO Box 1384, Hutchinson Ks 67504-1384

Public

Birth Certificate Copy Fees

State of Kansas

Marriage License Fees

State of Kansas

Kansas State General Fund

State of Kansas

Child Abuse and Neglect Prevention Grant

National Center on Child Abuse & Neglect

History: Creation of the Children's Blueprint

In 1991, the Kansas Legislative Coordinating Council approved a Special Committee on Children's Initiatives to meet during the months between legislative sessions to explore in earnest the needs of Kansas children and families. Legislative leaders in the House of Representatives were particularly interested in making a significant step forward to confront the issues facing children and families in Kansas. They also believed that government alone did not have all the answers, and invited the state Chamber of Commerce and Industry to appoint five of their members to work with the legislative committee.

That Special Committee on Children's Issues worked throughout the summer and fall of 1991 to develop a plan that became known as the *Blueprint for Investing in the Future of Kansas Children and Families*. The seventy-two page committee report called for modification of service delivery systems to provide family-centered, community-based, decategorized services. It was based on seven issue areas they called "Targets for Change."

Blueprint Targets for Change

- I. Greater Support to Children and Their Families
- II. Invest in Young Children Ages 0 - 5
- III. Restructure Schools to Respond to Changing Educational and Developmental Needs of Children
- IV. Improve the Physical Health and Mental Health Status of Children
- V. Modify Service Delivery Systems
- VI. Make Business a Partner
- VII. Reduce High Risk Behavior in Children and Families

The *Blueprint* also called for a variety of general strategies, including a public awareness campaign, the development of local councils to implement *Blueprint* strategies at the local level, and the creation of a public/private partnership at the state level to guide implementation of the overall *Blueprint*. In 1992 the Kansas Legislature created the Corporation for Change to implement the *Blueprint* and to promote system reform in children and family services. The enacting legislation was modeled directly after that of Kansas, Inc., which was created in the 1980's when the state recognized that its economic development initiatives were fragmented, uncoordinated, poorly evaluated and less effective than they might otherwise be. The Corporation for Change was designed to do for children and family concerns what Kansas, Inc., does for economic development. Seventeen charter board members were appointed to represent the state level partners in the Corporation for Change and work began in July of 1992.

History of Blueprint Implementation: Phase One

The Corporation for Change: July 1992 - December 1993



State Level Partners in the Corporation for Change

Parents and Child Advocates
Business Community
Kansas State Board of Education
Governor of Kansas
Kansas Legislature
Kansas Supreme Court

The system reform work of the Corporation for Change was initially funded through an eighteen month grant from the Annie E. Casey Foundation. As envisioned in that original grant of \$660,000, the first stage of the Corporation for Change's work consisted of partnership building at both state and local levels; planning and research activities; grantmaking; and general organizational and administrative start-up responsibilities.

Partnership Building

The primary distinction between the Corporation for Change and previous efforts to reform Kansas services to children and families is the nature of the partnership itself. The Corporation is not a state agency, but rather a quasi-governmental body that brings together both public and private stakeholders in the well-being of children and families.

At the state level, 1993 was filled with a variety of partnership-building activity. Primary activities included work with the Judicial branch on the development of a family court proposal; work with the Joint Committee on Children and Families on child care policy; work with the Kansas Commission on Children, Youth and Families on the "Do It Right" project and expansion of the Kansas Family Initiative; work with the Kansas Board of Education on school-linked services, grant proposals and implementation of the school breakfast statute; and work with the Governor's Budget Office on the Children's Budget.

Local partnerships grew strong and more diverse in 1993. To nurture the leadership capacity in local partnerships, the Corporation provided a comprehensive leadership institute for local council leaders in the fall. A cross-section of our local partners participated in what will likely be an annual event for local councils. The strongest organizational partnership for local initiatives work is with the Kansas Extension Service. They have proven to be invaluable in reaching out to rural Kansas families and communities. The League of Kansas Municipalities and the Kansas Association of School Boards have provided important linkages between their members and local councils to ensure that local elected officials are included in the partnerships. Local Chambers of Commerce provide important linkage to the business community. Throughout 1993, a critical partner in our local initiative work continued to be Kansas Action for Children. Until November of 1993, when the Corporation assumed full administrative responsibility, KAC graciously loaned the staff and resources of the Blueprint Implementation Project to the Corporation as the core support for our local initiatives agenda. This rich collaboration produced both a public awareness campaign and a variety of technical assistance activities for the Kansas communities working to implement Blueprint strategies locally.

Research and Planning

The following research studies have been completed and are available to the public by contacting the Corporation for Change office:

"Refinancing Child Welfare Services in Kansas," by Linda Glenn of the Institute of Human Services Management, Baltimore, Maryland, and Judy Meltzer of the Center for the Study of Social Policy, Washington, D.C.

"Family Departments for the District Courts of Kansas," by E. Hunter Hurst and Jeff Kuhn, National Council of Juvenile and Family Court Judges, Reno, Nevada.

"Child Care Financing in Kansas," by Louise Stoney and Dennis Zeller, Stoney Associates, Albany, NY. (Financed by the National Conference of State Legislators through a grant from the Carnegie Foundation)

"Final Report: Sedgwick County Pilot Reunification Project," Dr. Chris Petr and Cindy Entriiken, KU School of Social Welfare, Lawrence, Kansas.

"Gatekeeping the Child Welfare System" by Dr. John Poertner, KU School of Social Welfare, Lawrence, Kansas.

"Interim Report on Interagency Collaboration Study" by Dave Topp, Topp Consulting, Lawrence, Kansas, through the auspices of the University of Kansas Affiliated Programs, Dr. Wayne Sailor, Director.

The most impressive result of Corporation research has been the collaborative efforts of SRS and Corporation staff and consultants to generate an estimated \$23.8 million in new federal revenues for the state of Kansas on an annualized basis. This is \$17 million more than SRS had predicted they could generate during the 1992 negotiations with the Legislature over the system reform measures financed in the SRS Family Agenda.

Grantmaking

Grantmaking is a technique through which the Corporation is able to provide financial support to programs that work and stimulate experimentation with new strategies for service delivery, primarily in the area of prevention. The Corporation has the statutory responsibility to operate two trust funds to be used for grantmaking purposes.

PERMANENT FAMILIES FUND

Established in 1992, the sole revenue source for this trust fund is revenue from copies of birth certificates purchased from the State Vital Statistics Bureau. The sole purpose of the Permanent Families Fund is to foster the development of Court-Appointed Special Advocates (CASA) and Citizen Review Boards (CRB) programs. CASA and CRB programs are two programs that have proven effective in working with children and families in the court.

Both programs use trained volunteers to assist families involved with the courts and share an ultimate goal of permanency for these children. In CASA, a volunteer works one-on-one with a child assigned by the court. In CRB, a panel of volunteers reviews a number of cases over a period of time. Both programs produce case recommendations which are given to the judge, who maintains final responsibility.

The first grants from the Permanent Families Fund were issued by the Corporation for Change in 1993 as follows:

- CASA Program Grants: \$118,352 in FY94 formula grants to the twenty CASA programs. This included three start-up grants of \$5,000 each.
- CRB Grants: \$53,087 to three demonstration sites
- Expansion of the existing program in Judicial District #28 (Saline)
- Expansion of the existing program in Judicial District #7 (Douglas County)
- Start-up grant to a joint project of Judicial Districts #11 and #31 (Crawford, Cherokee, Labette, Neosho, Allen, Wilson, and Woodson counties)

FAMILY AND CHILDREN TRUST FUND

This fund, the first of its kind in the nation, was created in 1981. Since that time Kansas has distributed over \$3.5 million statewide. Sources of revenues include: state general funds, a federal grant, and a portion of marriage license fees.

Twelve-month grants are awarded to local projects which address the broad range of child abuse and neglect prevention activities. Currently, thirty-two projects receive funding through these grants. All applicants must coordinate their efforts with strategies found in the *"Blueprint for Investing in the Future of Kansas Children and Families."* Finally, local *Blueprint* planning councils will review grant applications and comment upon "fit" with other collaborative efforts underway in their area.

FAMILY AND CHILDREN TRUST FUND GRANTS FY 94 DISTRIBUTION

Congressional Dist. #1	8 grants	\$ 94,099
Congressional Dist. #2	10 grants	\$ 91,865
Congressional Dist. #3	2 grants	\$ 40,129
Congressional Dist. #4	10 grants	\$148,551
Statewide Grants	3 grants	\$ 64,197

Blueprint Implementation: Phase Two

The Corporation for Change: 1994 Strategies

The *Blueprint for Investing in the Future of Kansas Children and Families* will always guide the activities of the Corporation. However, as the work of system reform progresses, it is vital that the *Blueprint* advance to the next stage so that it becomes an implementation document, as well as a planning vision. 1994 is the year in which this strategic transformation will occur. The Corporation is engaged in the following *Blueprint* implementation steps.

STEP ①

Build consensus on the principles of system reform; the desired outcomes for children and families; and the related indicators to use as measures of progress toward those goals.

Common agreement on what the system of services to Kansas children and families should look like is essential. This vision must be broadly understood and endorsed by partners of diverse viewpoints and perspectives at both state and local levels. Though our beliefs and priorities for individual strategies may vary, much common ground exists across the state about the outcomes desired for children and families. We begin then, by linking *Blueprint* targets and strategies to outcomes. This allows the accountability in an effort to refocus our discussions and our work on outcomes rather than programs or specific strategies.

The Corporation's Subcommittee on Common Ground will work actively this year to guide this consensus building process.

STEP ②

Identify what works and what doesn't to produce desired outcomes for children and families.

The Children's Budget Committee of the Corporation has worked hard over the past year to develop a process to identify what works and what doesn't. Led by our private sector partners, the committee learned that current state budgeting and administrative practice unfortunately do not produce the information necessary to make judgments about the relevant effectiveness of individual programs or service delivery strategies in meeting outcomes. Without this necessary information, the committee has been reluctant to target any existing programs or services for elimination and redeployment of the resources involved.

Without easy answers about what works and what doesn't, we are left with three categories of information. Strategies we think work; strategies we would like to test the effectiveness of through pilot programs; and system reform initiatives that are already underway and need evaluation in case mid-course corrections are needed.

The challenge, then, becomes to intentionally direct our state and local resources into these three categories in a way that systematically results in the comprehensive and coordinated service delivery system we are trying to build. In a small way, the Corporation has done this with the two trust funds we operate. The Permanent Families Fund of the Corporation is designed to support two specific programs that work for families in the courts. The Family and Children's Trust Fund is a resource for grants to local communities piloting strategies to prevent child abuse and neglect.

STEP ③

Translate the consensus on principles to guide system reform; desired outcomes; and what we know about what works and doesn't work into a coherent plan of system changes and corresponding budget proposals. This combined program and fiscal strategy will become the roadmap to system reform.

The Corporation Board of Directors has circulated a FY95 combined program and fiscal strategy for discussion among its partners. Final Board action on the FY95 program/fiscal plan will occur in early March. The Board will then resume work on the long term roadmap to system reform.

STEP ④

Secure the commitment of all the partners to buy into the common plan and reinvest resources accordingly.

A much greater challenge confronting the Corporation partners is to build the political and public consensus necessary to redirect state spending. This has significant implications for the state budget process. Rather than propose specific program initiatives and request line item funding for those programs, the Corporation has identified outcomes and will work "backward" to design programs that are funded based on their ability to achieve the outcomes. In other words, the Corporation is ready to supplement the traditional "initiative-based" budgeting with "outcomes-based" budgeting.

Unless we make this shift successfully, it will not be possible to secure the necessary commitment of state resources to support system reform.

STEP ⑤

Implement the combined program and fiscal strategy and evaluate success in achieving desired outcomes.

The technology of redirecting existing state revenues or generating new federal revenues is surprisingly much easier than it is to build the consensus on how to spend the revenues generated. We are reminded over and over that you must secure the political consensus for how to invest the revenues first, and then implement the plans that generate those revenues.

This lesson is especially sharp in the case of the Corporation's 1993 initiatives to refinance children and family services in Kansas. Through the diligent efforts of SRS staff and the wisdom of Corporation for Change refinancing consultants, the state is expected to receive \$23.8 million in additional federal revenues in FY 1995. This is a full \$17 million more than SRS anticipated in 1992 when they projected an additional \$6 million in new federal revenues to support the SRS Family Agenda.

STEP ⑥

Continue to build the capacity of all our partners to do this difficult work.

There are infrastructure costs to system reform initiatives. They include: technical assistance to local communities; re-training of service providers; public awareness campaigns; leadership training for local partners; research on what works and what doesn't; the costs of supporting new governance structures at the local level; and investment in the management information systems needed to produce information needed to hold the system accountable for producing results. The Corporation is committed to this capacity-building agenda.

Principles To Guide System Reform

Family-Focused Services

No one can raise a child as well as a “family,” however you define your family. Therefore, we must build the capacity of families to meet the needs of their children or to access services their children need. This must be our highest priority.

To decide what a system that works well for children and families looks like, we must put parents in the driver’s seat, listen to their needs, and make them equal partners in the decision-making process. The system must respond in the most appropriate manner to meet the actual need of the family, rather than offering the most easily-funded category of service available.

We must also build the capacity of frontline service workers to place a strong focus on families so that services are rendered respectfully and collaboratively.

Community-Based Decision-Making

The system must build the capacity of communities to develop community services that are comprehensive, high-quality, flexible, and responsive when and where families need them. Local public/private partnerships will provide new coherence for reform of service delivery and funding priorities at the local level.

In response to changing community responsibilities, the state, too, must assume new, more appropriate roles in planning, financing and service delivery. The capacity of the state to trust community decision-making must increase.

Respect for Differences

The system must exhibit a commitment to be responsive to and inclusive of ethnic, racial, cultural, disability, geographic and other diversities in all aspects of the design, delivery, and governance of services and supports.

Results-Oriented Accountability

Historically, public policy has been based on faith that greater “inputs” (more programs, more funding, more staff) to a system would produce positive results. That approach creates very little accountability for the system to produce results and, in fact, creates a climate in which mere existence of a program justifies funding. Those days must end. It is time to measure what works and what doesn’t, and to redirect spending accordingly.

Through policy and fiscal incentives, the state must foster both experimentation with new strategies of effective service delivery and community-specific strategies of collaboration and service integration. This work will vary from community to community and will be the core method of building the new more family-focused, community-based service delivery system. When communities pursue strategies that work, they must be rewarded with greater flexibility and increased decision-making authority.

Desired Outcomes for Kansas Children and Families

The Corporation for Change is building state-wide agreement on a set of outcomes which will shape reform of the entire service delivery system for children and families in our state. The use of the word “outcomes” should not concern anyone. The word itself is not important. The word “results” might just as easily be substituted, and who could disagree that we all desire that governmental policy and spending patterns produce positive results for children and families. However, in building state-wide consensus of the desired outcomes for Kansas children and families, all perspectives will be welcomed to the discussion.

The focus on outcomes is new for government. Unlike businesses, which must constantly adapt to market dynamics, most governmental systems focused on needs which existed when they were created. Many of these same systems have not changed over time, even though society has dramatically changed. Historically, public policy has been based on faith that greater “inputs” to a system (more programs, more funding, more staff) would produce positive results. That approach creates very little accountability for the system to produce results and, in fact, creates a climate in which mere existence justifies funding. Those days must end. It is time to measure what works and what doesn’t and to redirect spending accordingly.



Outcomes Create a Climate of Accountability

Outcomes-based budgeting can help to increase resources for effective services by assuring policy-makers, private funders, and the general public that investments are producing desired results.

Outcomes help to minimize ineffective expenditures that don’t produce results.

Consensus on desired outcomes will facilitate collaboration across systems.

Agencies, institutions and other entities will need to examine their own goals and missions to ensure they address outcomes.

The only way for this to work is for the outcomes to be agreed upon by all partners. The Corporation proposes the following outcomes as goals for our work and the related indicators as measures of progress toward those goals.

The following chart ties the Targets for Change from the *Blueprint for Investing in the Future of Kansas Children and Families* to the proposed outcomes. It also links Kansas Kids Count indicators, among others, to those same targets and outcomes. (Kids Count Indicators are listed in bold type.)

**Outcomes and Indicators for Children
Matched with Kansas Blueprint Targets for Change**

<u>Outcome</u>	<u>Indicators</u>	<u>Target</u>
<u>Healthy Births</u>	<ul style="list-style-type: none"> • lower infant mortality rate • lower rates of low birthweight births • lower rates of late or no prenatal care • lower rates of births to school-age mothers 	<ul style="list-style-type: none"> • <i>Target II: Investing in young children 0-5</i> • <i>Target IV: Improve the physical health and mental health status of children</i> • <i>Target VII: Reduce high risk behavior in children and families</i>
<u>Two-Year Olds Immunized</u>	<ul style="list-style-type: none"> • higher rates of two-year olds immunized 	<ul style="list-style-type: none"> • <i>Target II: Investing in young children 0-5</i> • <i>Target IV: Improve the physical health and mental health status of children</i>
<u>Children Ready For School</u>	<ul style="list-style-type: none"> • immunizations complete • no uncorrected vision or hearing defects • no preventable or untreated health problems • school-readiness traits as identified by kindergarten teacher observations • children who are not abused or neglected • children living in own family or stable foster care 	<ul style="list-style-type: none"> • <i>Target II: Investing in young children 0-5</i> • <i>Target III: Restructuring schools to respond to changing educational and developmental needs of children</i> • <i>Target IV: Improve the physical health and mental health status of children</i> • <i>Target VII: Reduce high risk behavior in children and families</i> • <i>Target I: Greater support for children and families</i> • <i>Target V: Modify service delivery system</i>
<u>Children Succeeding in Elementary School Middle School High School</u>	<ul style="list-style-type: none"> • higher rates of high school graduates pursuing post-secondary education/training • improved academic achievement measures • lower rates of school drop-out, truancy • higher rates of high school graduation • lower rates of placement in special education, retention in grade • lower rates of out-of-school suspensions 	<ul style="list-style-type: none"> • <i>Target III: Restructuring schools to respond to changing educational and developmental needs of children</i> • <i>Target VII: Reduce high risk behavior in children and families</i>
<u>Youngsters Avoiding High Risk Behavior</u>	<ul style="list-style-type: none"> • lower rates of school-age pregnancy • lower incidence of substance abuse • lower incidence of sexually transmitted diseases • lower levels of involvement in violence, as a victim or perpetrator, including child abuse, suicide, homicide, and arrests for violent crimes • less idleness: not in school and not employed 	<ul style="list-style-type: none"> • <i>Target VII: Reduce high risk behavior in children and families</i> • <i>Target IV: Improve the physical health and mental health status of children</i>
<u>Children in Families with Incomes Over The Poverty Line</u>	<ul style="list-style-type: none"> • reduced poverty rates for children 	<ul style="list-style-type: none"> • <i>Target I: Greater support for children and families</i> • <i>Target V: Modify service delivery system</i>
<u>Young Adults Who Are Self-Sufficient</u>	<ul style="list-style-type: none"> • reduced poverty rates for young adults • reduced unemployment rates for young adults 	<ul style="list-style-type: none"> • <i>Target III: Restructuring schools to respond to changing educational and developmental needs of children</i>
<u>Decreased Use of Inappropriate and Expensive Services</u>		<ul style="list-style-type: none"> • <i>Target V: Modify service delivery system</i>
<u>Safe Child and Stable Family</u>	<ul style="list-style-type: none"> • higher Head Start participation of children 3-4 living below poverty line • lower rates of out-of-home placement 	<ul style="list-style-type: none"> • <i>Target I: Greater support for children and families</i> • <i>Target V: Modify service delivery system</i>

Bold indicators represent Kids Count Data

Kansas Kids Count: An Outcomes Accountability Partner

An important partner in this accountability mission is the Kansas Kids Count Project at Kansas Action for Children. In particular, the Kansas Kids Count initiative is pivotal to local accountability efforts since it is defining, disseminating, and tracking indicators of progress toward reaching the proposed outcomes on a county-by-county basis.

The 1994 Kansas Kids Count Data Book, *Portrait of Tomorrow*, features nineteen indicators and demographic data which offer a clear vision of some of the problems that Kansas children live with every day—problems like poverty, teen pregnancy, death, educational failure, child abuse and neglect, arrest, out-of-home placement and alcohol and drug use. Only five of the 19 indicators in the 1994 Kansas Kids Count Data Book, the second annual, show improvement.

Areas of Improvement:

- Childhood Death Rate: 13% improvement from the base years
- Percent of High School Graduates Pursuing Post-Secondary Education/Training: 9% improvement
- Percent of Head Start Participation of Children 3-4 Living Below the Poverty Level: 6% improvement
- Percent of Births with Early Prenatal Care: 3% Improvement
- Reported Child Abuse/Neglect Rate per 1,000 Children Under Age 18: 1% improvement

New Indicators:

- Children in grades 5-12 who regularly use alcohol: one in 12 Kansas children use alcohol once a week or more often.
- Children in grades 5-12 who have used other drugs. 27% report that they have tried marijuana, cocaine, inhalants, LSD or steroids.
- Children receiving economic assistance: 18% of 119,079 Kansas children receive some type of economic assistance from the state.

Copies of *Portrait of the Future*, the 1994 Kansas Kids Count Data Book are available through:

Kansas Action for Children, Inc.
715 SW Tenth Street, PO Box 463
Topeka, Kansas 66601-0463
(Phone) 913-232-0550 • (Fax) 913-232-0699.

Kids Count Kansas is a project of Kansas Action for Children, made possible by a grant from the Annie E. Casey Foundation.

Areas of Decline:

- Percent of Births to Single Teens: increased to 8.6% of all births which is a 19% increase from the average of the past five years.
- Percent of Children in Poverty: increased 25 % between the 1980 and 1990 census. In 10 Kansas counties, at least half of the children living in poverty do not receive assistance.
- Kansas Out-Of-Home Placement Rate per 1000 children went from 7.5 for the base years to 8.8 in the current year.
- Teen Violent Deaths rate increased to 82.0 from the base year rate of 69.9.
- The Confirmed Child Abuse/Neglect rate increased from the base year.
- Percent of Kindergartners fully immunized by age 2 declined 6%.
- Percent of Low Birth Weight Babies increased by 4%.
- Percent of all Births to Mothers with Less than a High School Degree increased by 6%
- Percent of Students Graduating from High School declined 1%.
- Juvenile Arrest Rate per 1000 children ages 15-19 increased by 10%.
- The infant-mortality rate worsened by 2%.

Kansas Communities Supporting Families and Children

Universal Services for all Children and Families

Community Resources for Families:
Schools, Churches, School-Linked Family Centers
Parent Education, Community Education

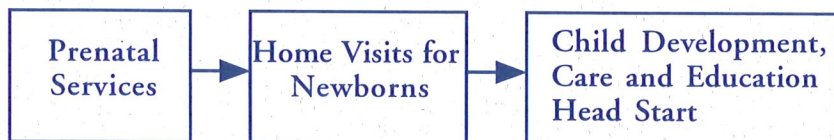
Universal Health Care for All Children and Families
Public Awareness/Education
Transportation

Family Friendly Employment Practices

Services and Support for the First Years of Life Ages 0 to 5

Milestone:
Healthy Births

Milestone:
Children Prepared to Succeed in School



Supports to Assure that All Children Succeed in School Ages 6 to 18

Milestone:
Children Ready for Adulthood

School-Linked Services

Education and Life Skills
Special Education
Career Development
School to Work Transition
Child Care including
Before and After School Care

Support Services
Counseling
Nutrition
Wellness etc.
Community Services

Student Assistance Teams

Supports to Preserve Families at Risk

Milestone: Safe Child and Stable Family

Family Courts Child Welfare Juvenile Justice Mental Health Developmental Disabilities Substance Abuse Services
Interagency Gatekeeping and Coordination

In-home Care
Respite Care
Preservation of Family
Wrap Around Services
Day Programs (Year Round)
Mental Health
Probation

Array of Community Based Supports

Out of Home
Services

Family Foster Care
Therapeutic Foster Care
Group Homes
Independent Living
Institutional Care

Income Support Programs: Public Assistance / Medicaid / Housing / Child Support / Employment and Training

Outcomes and Indicators for Kansas' Community Service System

Universal Services for all Children and Families

Services and Support for the First Years of Life Ages 0 to 5

OUTCOMES

- ✓ Healthy Births
- ✓ Two year-olds immunized
- ✓ Children ready for school

INDICATORS

- ✓ Lower infant mortality rate
- ✓ Lower rates of low birthweight births
- ✓ Lower rates of late or no prenatal care
- ✓ Lower rates of births to school-age mothers
- ✓ Higher rates of two year-olds immunized
- ✓ Immunizations complete
- ✓ No uncorrected vision, speech or hearing problems
- ✓ No preventable or untreated health problems
- ✓ School-readiness traits as identified by kindergarten teacher observations
- ✓ Children who are not abused or neglected
- ✓ Children living in their own family or stable foster care

Supports to Assure that All Children Succeed in School Ages 6 to 18

OUTCOMES

- ✓ Children succeeding in elementary, middle and high school
- ✓ Youngsters avoiding high risk behavior
- ✓ Young adults are self sufficient

INDICATORS

- ✓ Higher rates of high school graduates pursuing post-secondary education/training
- ✓ Improved academic achievement measures
- ✓ Lower rates of school drop-out and truancy
- ✓ Higher rates of high school graduation
- ✓ Lower rates of placements in special education and retention in grade
- ✓ Lower rates of out-of-school suspensions
- ✓ Lower rates of school-age pregnancy
- ✓ Lower incidence of substance abuse
- ✓ Lower incidence of sexually transmitted diseases
- ✓ Lower levels of involvement in violence, as a victim or perpetrator, including child abuse, suicide, homicide and arrests for violent crimes
- ✓ Less idleness; not in school and not employed
- ✓ Reduce poverty rates for young adults
- ✓ Reduce unemployment rates for young adults

Supports to Preserve Families at Risk

OUTCOMES

- ✓ Children and families with income over the poverty line
- ✓ Decreased use of inappropriate and expensive services
- ✓ Safe child and stable family

INDICATORS

- ✓ Reduce poverty rates for children
- ✓ Lower rates of out-of-home placement
- ✓ Higher Head Start participation of children ages 3 to 4 living below the poverty line

Governance: Changing State and Local Relationships

Forging a new relationship between the state and local communities and building the required trust is not easy work. In fact, changing the fundamental relationship between state and local entities will, by necessity, be an evolutionary process. We must use our new relationships to change the way we actually do business with children and families as well. These changes will take time. All stakeholders must be involved to build a foundation of mutual trust and respect. The goal of this new state and local partnership must be to share decision-making as well as responsibility for resource allocation and to change the way we actually do business with children and families.

Within the framework of the four principles of system reform, state and local officials are poised to help communities create a more unified and integrated service delivery system for families and children. While allowing communities more flexibility in attacking problems and designing their service system within broad state parameters, Kansas' approach requires outcomes that can be tracked on both a community and state level. In that regard, the Kansas Kids Count indicators are a good foundation to build upon. The Kansas plan for improving services assumes some form of local, collaborative governance entity that will provide new direction and coherence for service delivery at the local level. Where these collaboratives emerge and successfully pull together public and private partners, they are known as local *Blueprint* planning councils.

Our Approach: Local Governance

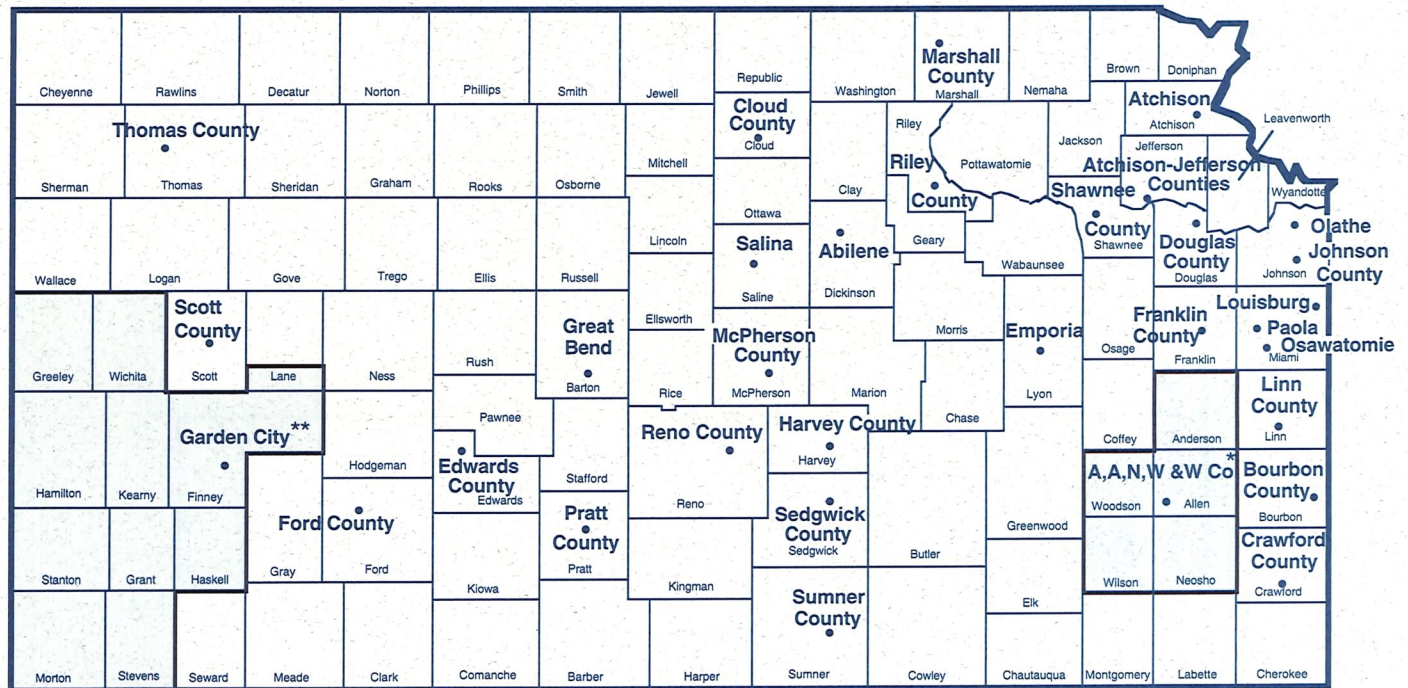
Two opposite problems can endanger local collaborative initiatives. On the one hand, state government can be too prescriptive about how local collaborative entities should be established, who should belong, and what they should do. When this occurs, the concept of local initiative and flexibility can be lost. Local collaborative entities are not given the freedom to have their work respond to local priorities, nor are they given the time to form the bonds of trust, common purpose, and ways of working together that make these entities successful.

The opposite problem occurs when no guidelines exist at all for these local entities. Local initiatives in some states have foundered because they lacked a clear sense of purpose, knowledge of what responsibilities the state wanted them to assume, or agreed-upon priorities for their work.

Kansas strikes a balance, avoiding the problems of either extreme. Our approach is to allow considerable flexibility to local communities about how and around what issues they develop these local collaborative entities. We are interested in building on successful efforts that have already emerged in some communities.

Local Partners in Place: The *Blueprint's* local planning councils are the state's local partners in reforming services to children and families. Currently, these councils are operating in 32 Kansas communities. Approximately five more communities are in the process of developing councils or deciding if their existing children's councils want to join the *Blueprint* network. There is neither funding, staff, nor statutory authority for these councils to do their work to implement the *Blueprint* in their community. They simply accepted the state's challenge to take the vision of the *Blueprint* and make it fit the needs of children and families in their community. Rather than state government mandating a certain form of local governance, our approach will be to let these "natural experiments" at the local level proceed, support them as necessary with planning resources and technical assistance, and recognize that the development of local governance is an evolving process.

Local Planning Councils



** Includes: Finney, Grant, Greeley, Hamilton, Kearny, part of Lane, Morton, Stevens, Stanton, and Wichita Counties

* Allen, Anderson, Neosho, Wilson & Woodson Counties

Abilene Family Affair

ANW Council (Allen, Anderson, Neosho, Wilson & Woodson Counties)

The Dream Team (Atchison County)

Early Childhood Coordinating Council (Atchison-Jefferson Counties)

Bourbon County Interagency Coalition

Cloud County Local Planning Council

Crawford County Interagency Council

Douglas County Children Initiative

Edwards County Local Planning Council

Emporia Interagency Council

Ford County Kids Count

Franklin County Children's Coalition

Great Bend Local Planning Council

Garden City Local Planning Council

The Partnership for Families in Harvey County

Johnson County Blueprint for Families & Children

Linn County Children's Coalition

Marshall County Local Planning Council

McPherson Council for Children & Families

Olathe Children's Initiatives

Caring For Kids (Osawatimie)

Paola Local Planning Council

Pratt Council for Children & Families

Planning Council for Families & Children (Reno)

Riley County Youth Task Force

The Planning Council for Children & Families (Salina)

Youth Council (Scott)

Sedgwick County Family & Youth Commission

Children Youth & Family Initiative Advisory Council (Shawnee)

Kids Initiatives (Sumner)

Thomas County Blueprint Initiative

Changes in governance at the local level are an evolutionary process.

Despite great differences among individual communities, similar processes are used by all those engaged in system reform and the corresponding changes in governance strategies.

It takes time for local collaborative entities to develop a clear sense of purpose, to develop working relationships that are focused and productive, and to gain the familiarity with the complexities of current needs and services that are necessary to achieve real change. These processes will be accomplished in any one community over several years time.



Evolving Responsibilities of Local Councils

Phase ①

Sharing Information
Assessing Community Problems
Seeking Consumer Input from Families/Youth/Parents

Phase ②

Developing Strategies
Disseminating Outcomes Measures

Phase ③

Advising Agencies
Developing Creative Financing Strategies

Phase ④

Allocating Discretionary Funds
Holding Agencies Accountable

Our Approach: State Governance

The Public/Private Partnership

At the state level, The Corporation for Change is uniquely situated. By statute, the Corporation's Board of Directors consists of public and private partners who have a stake in the restructuring of the service system. Private sector partners include representatives of the business community, child advocates and parents. Public sector partners include executive, legislative and judicial branches of state government as well as the State Board of Education. The Corporation for Change is in a uniquely powerful position to broker collaborative initiatives coming into the state with all these partners.

The Corporation works closely with the Kansas Commission on Children, Youth, and Families. The Commission includes cabinet secretaries of all state agencies providing services to children and families as well as members of the public and the Executive Director of the Corporation for Change. It is an arm of the executive branch which can facilitate program and funding cooperation and coordination, and eliminate duplication of finances and services to Kansas children and families as appropriate.

The Joint Committee on Children and Families is the key link between the Corporation and the legislative branch of government. This joint legislative committee allows legislators the opportunity to view children and family issues from a comprehensive perspective.

There are a variety of other entities and organizations with which the Corporation works at the state level to maintain the partnership. They include: the Children's Coalition which includes parents, advocates, service providers and the religious community; the Kansas Association of Commerce and Industry; the Judicial Council, the Permanency Planning Task Force and the Office of Judicial Administration; the Family Law Branch of the Kansas Bar Association; and the Commissioner and staff of the State Department of Education.

Collaborating strategies at the state level and the new relationship between the state and local communities both require that state government function in different ways. First and most important, attitudes must change. We must also change the way policies are developed and disseminated. The state must also exhibit greater trust in local decision-making change the way funds are provided to local communities. Over time, state agency roles will become:

- Building consensus on the desired outcomes for children and families;
- Identifying the minimal standards for service access and service quality that all communities must meet;
- Establishing innovative initiatives that can help local communities achieve their goals;
- Building capacity (training, leadership development, and so forth) at the community level to design and implement these systems.

State agencies must work together to give consistent signals to local communities about the type of community service system that must be developed. In order to do so, state government needs to ensure that key planning, budget development, policy dissemination, and local funding decisions of individual agencies are consistent with the common strategic direction. This will ensure that all state partners are "singing out of the same songbook" of system reform.



State Governance Roles

Planning

State agencies need a clear, consistent, and ongoing interagency forum at the state level where individual agency plans are discussed for consistency with this direction and where cross-agency initiatives are planned.

Budgeting

Budget decisions should also be framed in ways that analyze their impact for developing the new type of community delivery system. Are funds provided for highest priority services? How does any new program relate to others, and to the overall state strategies for achieving outcomes?

Policy Dissemination

Whenever possible, policy statements should be made across-agency, so that they are understood not just by one part of the community service system but by all. This effort will involve joint statements of policy or simultaneous transmission of policy by several systems. State partners will set guidelines for interagency policy development and dissemination.

Local Funding to Communities

Any new state funding to local communities should be reviewed to ensure that it encourages cross-agency planning and collaborative service. Possible examples: requests for proposals from state agencies should require collaboration at the community level; new financing mechanisms - e.g., use of Medicaid by schools - should be implemented only when a clear interagency plan is established.

Removing Barriers to Comprehensive System Reform

This barrier removal agenda may emerge as one of the biggest and most important pieces of our work in building a more comprehensive system. Sources of information concerning barriers, gaps, and general systems failures are local planning councils, local grant recipients, and the Corporation's research agenda.

Resources for Local Communities

Technical Assistance:

The Corporation for Change and its state level partners provide technical assistance to our local partners as they develop their local governance mechanisms and as they develop and implement their local strategy for system reform. Common areas of technical assistance include strategic planning, consulting on creative financing strategies, training in collaboration and mediation of “turf” disputes. When feasible, state government will also provide staff support to these evolving local governing entities. The cost of these supports is modest, but the pay-off in terms of greater local understanding, ownership, and involvement in the community service system is great.

Grants to Local Communities:

The Corporation operates two trust funds which provide financial support for innovative strategies. In addition, other Corporation resources are directed to support pilot governance projects in local communities.

- **Local Initiative Governance Grants:** A pilot governance project is in the third year in Sedgwick County. A Finney County governance grant is in development.
- **Child and Family Trust Fund Grants:** The Corporation for Change identifies, develops, and evaluates programs which test components of the comprehensive, coordinated service delivery system for investing in the future of Kansas children and families. Grants from this trust fund are made to programs which prevent child abuse and neglect and implement *Blueprint* targets. Funded programs can test a truly innovative approach or modify a proven program to fit a new targeted population.
- **Court Appointed Special Advocate Grants:** Currently twenty local CASA programs are funded. New and existing programs receive funding.
- **Citizen Review Board Grants:** Four judicial districts currently receive funds to operate citizen review boards. Expansion to other judicial districts is planned.

Barrier Removal:

When local communities identify barriers to comprehensive system reform, they must first marshall all their efforts to remove the barrier and then, if needed, state partners will work to remove the identified barrier.

Information on Programs that Work:

The model projects staff of the Corporation identify programs and techniques at local, state and federal levels which are successful in producing desired outcomes for children and families. An inventory of the programs that work is maintained to provide communities a menu of successful programs and strategies to choose from and test in our communities.

The Combined Program and Fiscal Strategy to Improve Outcomes for Kansas Children and Families

The primary goal of the Corporation's work in defining a program and fiscal strategy for reforming children's services is to shift emphasis to preventive, community-based, family-focused, decategorized services for children and families in Kansas. The first and most important principle of that work is that desired outcomes for children and families must define our program agenda and drive our fiscal strategy.

We must be sure that the money now spent on children is put to the best possible use and that new plans for the children's service system are adequately financed. Financial planning for children's services must proceed in parallel with planning for improved outcomes. By combining program and fiscal strategies, it is possible to develop plans that make the best use of redeployed current funding as well as new federal funding, and new public and private revenues to pay for improved services for children. The Corporation for Change is committed to reinvest revenue gained through refinancing into improved children's services. To accomplish this goal, the Corporation is building the commitment of our partners to a "rolling refinancing plan." Simply put, this is a plan to reinvest redeployed, refinanced, and new revenues for children and family services into strategies that will produce the desired outcomes agreed to by the partners.

It is no longer acceptable to simply add a few dollars to existing programs, particularly when we don't know if those programs are working.

Our business partners have been particularly clear about the conditions of their participation in system reform initiatives. As stated in the report of the Business Advisory Committee Report to the 1991 Special Committee on Children's Initiatives, "The basis for a commitment by business to participate and assume a leadership role is the state's willingness to examine present programs and make necessary changes. The Children's Initiatives Committee has fully supported identifying and eliminating duplication, inefficiencies, and unsound policies so that current funds can be redirected to better achieve the targets found in the *Blueprint*."

- The report went further to indicate the effort must go beyond this to an entire examination of the present delivery system which leads to the creation of a cost-effective, flexible system which converts present administrative costs to improved services to those in need. Only after this analysis of current spending and redirecting of existing resources into more productive directions had occurred, the business partners indicated the state should discuss or pursue new tax revenues.

The Structural Side of Financing Reform

In addition to the technology regarding “claiming” of new federal funds and “redeploying” existing state funds, there is a structural side to refinancing children and family services. We must change the techniques through which we manage funds in order to achieve our desired outcomes.

These structural changes can be employed with existing funds, but caution should be exercised to pair them with outcome-oriented accountability mechanisms so the results can be measured. The following structural changes should be considered and applied in state management of funds wherever possible.

Financing Structures Which Support Service Goals

- Seamless Services: Financial claiming invisible to families and children
- Funding Pools: Breaking the lock of agency ownership of funds
- Flexible Dollars: Removing the barriers to meeting the unique needs of families
- Incentives: Rewarding good practice

Regardless of how much money is in the “Rolling Refinancing Plan,” we can and should aggressively pursue the above financing structures. Changing the way we do business with our money largely costs only trust — and perhaps small expenditures on accountability mechanisms needed to determine if the money spent produces the desired results. Pursuit of some of these strategies will, in fact, result in savings that can be made available for redeployment into more productive initiatives.

The Process of Refinancing

The process of refinancing should be paired with a firm commitment to refinancing ethics. In other words, the intent of refinancing is not to chase federal dollars for the sake of shifting costs, but rather for the sake of improving outcomes for children and families. By refinancing current services, state and local funds can be freed up for reinvestment in service improvements. In general, new federal funds that result from refinancing cover services that were already being paid for with state general funds. For example, instead of paying for family preservation services with 100 percent state funds, refinancing allows Kansas to bill the federal government for 50 to 60 percent of the costs for eligible children. The state funds that would otherwise have been spent can be reinvested in expanding family preservation or in other components of children and family system reform. These funds can even be used as a match to claim additional federal funds, such as new funding for new improved management information systems.

Failure to reinvest refinanced earnings in children and family system reform, i.e. diverting all of the released state general funds into other purposes, amounts to simple shifting of costs from the state to the federal government. This provides no benefits to anyone because state taxpayers are also federal taxpayers. The goal of refinancing is to secure resources to invest in long term cost-reducing strategies that can improve the well-being of children and families.

Kansas Refinancing Efforts

Kansas has already pursued a number of options for increasing claims of federal funds for children's services now being provided in the education, social services, and health systems. Approximately \$23.8 million has been generated in annualized funds that show up within the SRS budget under Titles IV-A, IV-E, and XIX (Medicaid) of the Social Security Act. The refinancing work is on-going.

History:

In January, 1993, representatives of the Annie E. Casey Foundation, the Center for the Study of Social Policy and the Institute for Human Services Management briefed a group of legislators and executive branch representatives on the potential for securing additional federal funding for children and family programs in Kansas. They also discussed the desirability of creating a "rolling refinancing plan" through which those new funds would be reinvested in preventive, family-focused, community-based, flexible services for which measurable outcomes would be defined and monitored. As a result of that meeting, the Board of Directors of the Corporation for Change took action to create a "Rolling Refinancing Plan" for Kansas children and family services. Work began immediately. Most of the efforts were concentrated in the Department of Social and Rehabilitation Services, which is responsible for administration of the largest federal programs. As a result of the recommendations of the consultants and the able follow-through of SRS personnel, the state of Kansas has realized significant increases in federal funding in three major programs, all of which are part of the Social Security Act.

Title IV-A (Emergency Assistance):

By redefining an "emergency" to include the risk of a child being removed from a family, SRS is now able to claim federal Title IV-A Emergency Assistance to cover many of the costs of intake, investigation and assessment that had previously been funded by state general fund dollars. Estimates for fiscal year 1995 are \$6 million. Actual FY93 revenue for IV-A Emergency Assistance was \$175,000.

Title IV-E (Foster Care):

Title IV-E provides assistance for foster care, adoption assistance and independent living. By improving eligibility determination, by training field workers in the federal definitions of terms such as "direct service" and "case management," and other efforts, Title IV-E claims are expected to increase \$8 million.

Further refinancing under this title is possible if a proposed statutory change is made in the juvenile code which would allow the judicial branch to claim federal reimbursements under Title IV-E of the Social Security Act for services they now provide for juvenile offenders. Court, education and SRS partners have specifically asked for a plan to spend the estimated \$1.7 million dollars in refinancing revenues under this strategy before the refinancing is actually done.

Title XIX (Medicaid):

Much of the expense for treatment of children in Level V and Level VI Foster Care is covered by Medicaid. By shifting these costs, SRS forecasts an additional \$9.8 million in Medicaid in FY95. In addition to the work of SRS, the Kansas Department of Health and Environment has begun efforts to increase the amount of federal Part H funds. Finally, SRS and school districts have been working together to use certain school district purchases of special education services as a match for federal Medicaid claims. There is also potential for school districts to charge a portion of their non-instructional activities to Medicaid for Early Periodic Screening, Diagnosis and Treatment (EPSDT or KanBeHealthy) administration. No dollar figure is currently available on this initiative.

Implementing the Rolling Refinancing Plan:

The goal of the refinancing project is to identify flexible funds that can be used to support systematic change in children and family services. It is essential to maintain our investment in children and families in order to reap long-term gains. It is not acceptable to simply add a few dollars to existing programs. An overall shift in emphasis to preventive, community-based, family-focused, child-centered, decategorized services is the goal of the Corporation for Change.

It is the position of the Corporation For Change Board of Directors and the partners they represent that a fair share of these state general fund revenues freed up by SRS and Corporation for Change refinancing efforts should be reinvested in the program initiatives that will implement system reform and build the desired comprehensive service system for children and families. This action would, in fact, bring into reality the concept of the “rolling refinancing plan.”

To take that next step of implementation, the Corporation has assessed the costs of the various initiatives already proposed, established priorities, developed a timeline and identified realistic funding mechanisms. The format used to do this is a combined program/fiscal strategy. It ensures that any programmatic initiatives include a budgetary strategy and relate to desired outcomes.

Combined Program/Fiscal Strategy: A Two-Sided Chart

The easiest way to present a combined program and fiscal strategy is with a two-sided chart. The right side lays out the infrastructure costs and program initiatives needed to implement reform. These program initiatives should be the advocacy agenda items that have fiscal implications or require fiscal redeployment strategies. The left side is the fiscal strategy to fund those initiatives.

The first step in any combined program and fiscal strategy is to determine which infrastructure costs and programs initiatives are necessary to major progress toward the desired outcomes for children and families. Desired outcomes for children and families must define our program agenda and, in so doing, drive our fiscal strategy.

When expenditure estimates are applied to the right side and revenue estimates are applied to the left side, the right and left hand sides must balance. The point of preparing a combined program/fiscal strategy is that there be sufficient resources to support the proposed programs.

COMBINED PROGRAM AND FISCAL STRATEGY

FISCAL

REDEPLOYMENT

Using the money we already spend more effectively.

REFINANCING

Generating new money by increasing federal claims for services we now provide with SGF.

NEW REVENUE

Raising other revenue from both public and private sources.

Left and right side totals are equal.

Total

PROGRAM

GENERAL STRATEGIES/ INFRASTRUCTURE COSTS

Examples of necessary tools are

- Management and Information Systems that allow improved program management and evaluation
- Public Awareness
- Training and professional development in the capacity of state government to implement system reform
- Research to find what works and what does not
- Technical Assistance to respond to the needs in system reform

PROGRAM INITIATIVES

SUPPORT CURRENT REFORM INITIATIVES

Where system reform has begun, see that they have the opportunity to produce long-term benefits.

EXPAND WHAT WORKS

When research has confirmed that a program meets its objectives in a cost-effective manner, expand the program.

PILOT PROGRAMS

Test innovative and new ideas on a smaller scale, controlled level before committing to larger implementation strategies.

Total

Development of the Advocacy and Public Policy Agenda: In Search of Common Ground

The advocacy and public policy agenda of the Corporation for Change is set by the Board of Directors and guided by the Subcommittee on Common Ground which is chaired by Dawn Merriman of Salina. Ms. Merriman is a parent representative on the Board of Directors of the Corporation for Change.

The Subcommittee on Common Ground of the Corporation for Change is composed of Corporation board members, legislators, and members of the public who work to build a common sense advocacy and public policy agenda through which the Corporation pursues its statutory mission. This Common Ground Agenda has three components: legislative, administrative, and public awareness strategies.

The advocacy agenda is generated from the following sources:

- Recommendations and policy options from research studies
- Recommendations from local councils and local grantees
- Strategies outlined in the *Blueprint for Investing in the Future of Kansas Children and Families*
- Barriers to system reform identified by state and local levels partners

A copy of the 1994 Common Ground Agenda is available from:
The Corporation for Change
700 SW Jackson Suite #902
Topeka, Kansas 66603
913-296-4300

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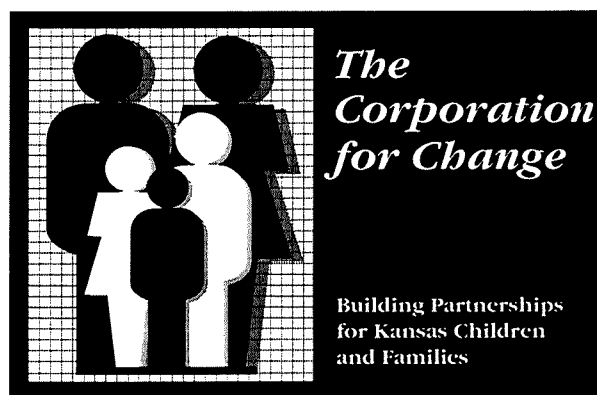
Marjorie VanBuren, MA

Research Associate:

Chris Gnau, MEM

Board Appointees (with an education connection)

- Tim Emert: Charter Member as chair of State Board. Resigned fall 1992.
- Dr. Paul Adams, Chair of the State Board of Education. Replaced Emert.
- Dawn Merriman, parent of a child with disability from Salina who was appointed by Senator Emert.
- Eva Tucker, teacher and employee of the USD 500 and specialist in the "efficacy" model in education. Has been a Great Expectations Fellow at the Learning Exchange, a public/private education project of Greater Kansas City. She is a Governor's appointee.
- Fran Jackson, Wichita. Another Governor's appointee, who runs a tutoring and counseling service, Youth Development Services, in Northeast Wichita.



1992-1993 Research Projects

1. **Refinancing Child Welfare Services in Kansas** by Linda Glenn of the Institute of Human Services Management, Baltimore, Maryland and Judy Meltzer of the Center for the Study of Social Policy, Washington, D.C. (Conducted August 1992 -January 1993)
Cost: \$10,000 - \$12,000 (estimated). Paid directly by Annie E. Casey Foundation
2. **Family Departments for the District Courts of Kansas**” by E. Hunter Hurst and Jeff Kuhn, National /Council of Juvenile and Family Court Judges. Reno, Nevada.
Cost: \$30,000 (included costs of the advisory committee and printing) direct appropriation to the Corporation for Change out of Judicial Education Fund.
3. **“Child Care Financing in Kansas,”** by Louise Stoney and Dennis Zeller, Stoney Associates, Albany, NY. The Department of Education did a brief summary of child care funding issues within the Department of Education as a companion document.
Cost: Approximately \$11,000. Financed directly by the National Conference of State Legislators through a grant from the Carnegie Foundation.
4. **Final Report: Sedgwick County Pilot Reunification Project,”** by Dr. Chris Petr and Cindy Entriken, KU School of Social Welfare, Lawrence, Kansas.
Cost: \$50,719 Private Research Funds
5. **Gatekeeping the Child Welfare System”,** by Dr. John Poertner, KU School of Social Welfare, Lawrence, Kansas. (Preliminary report available)
Cost: \$22,704. Private Research Funds.
6. **Interim Report on Interagency Collaboration Study”** by Dave Topp, Topp Consulting, Lawrence, Kansas. Through the auspices of the University of Kansas Affiliated Programs, Dr. Wayne Sailor, Director.
Cost: \$18,000. \$3,000 Private Research Funds. \$15,000 funded directly by KU-UAP.

1994 Research Agenda

1. **Continue Refinancing/Redeployment/Reinvestment work, including work with the Children’s Budget Committee.** Extend the consulting contract with the Center for the Study of Social Policy. Focus on redeployment of existing resources.
Cost Estimate: \$30,000 Private Research Funds. Plus substantial reliance on Corporation staff.
2. **School Breakfast Attitudinal Study:** This study will be conducted in collaboration with the State Board of Education and other education partners. Local administrators, teachers, and parents in local school districts will be surveyed regarding their attitudes on the benefits of and the implementation of the school breakfast program under the 1992 law.
Cost Estimate: \$5,000 in Private Research Funds (to cover phone calls and mailing expenses.)

3. Evaluate the first two years of implementation of the SRS Family Agenda. (Three Part Study)

Part I Comparisons with other states. How does Kansas's effort compare to Family Preservation in other states. What do other states experiences tell us to expect about continuing on the same course outlined in the Family Agenda and about what our policy choices are for the future of family preservation in Kansas. Michigan and Illinois, in particular, will be studied.

Part II Implementation. Many of the strategies under Blueprint Target Five, "Modify Service Delivery" are contained in the Family Agenda. This study would focus on policy implementation and would utilize field interviews with caseworkers, families, judges, etc. in addition to a possible case reading. The study should generate information on the progress made, the validity of the Kansas family preservation strategy and the roadblocks encountered.

Part III Client Expenditure Changes. This would be an evaluation of "How SRS spends its Youth Services budget on individual clients and to determine if there have been any changes in the allocation of resources and expenditure patterns since the initiation of the Family Agenda. NOTE: The House SRS House Appropriations Committee has recommended this study be conducted by the Corporation for Change independent of the Corporation's identification of the study as a high priority for 1994. During committee consideration of this study by the full House Appropriations Committee, an evaluation of the Child Protective Services system was added to the scope of study.

Cost Estimate: \$100,000 -\$150,000. House Appropriations Committee has approved \$100,000 for this line item. An increased appropriation will be sought to cover the additional Child Protective Services research.

4. Evaluate the Cost of the Status Quo/Cost of Failure: This is an evaluation of the costs to the state if no further system reform initiatives are carried out and a five-year projection of the impact of those costs on the state budget. Questions answered will include: what will be the spending patterns, caseloads, numbers of special needs children in the schools, etc. driving the system if no further system reform occurs? What outcomes will likely be achieved? This would include a review of all system components: education, child welfare, juvenile justice, health, etc.

Cost Estimate: Reserve \$15,000 in Corporation Research funds for unanticipated expenses. Request state budget office take a lead role in this study and work with Corporation for Change staff using budget information and caseload data provided by the agencies as well as other relevant data.

5. Citizen Review Board Research: The 1992 Legislature created a funding mechanism for the expansion of Citizen Review Boards in Children in Need of Care cases before the court. The Corporation is responsible for distribution of these funds and technical assistance to grantees. The two existing boards and the new FY 94 grantee will all be studied to determine what works and what doesn't work about this strategy to guide further development of Citizen Review Boards in Kansas.

Costs Estimate/Funds Available: \$10,131 (Source: Unspent FY93 Permanent Families Funds) Some of these monies may be used for technical assistance to CRB grantees.

6. **Review of the statutory codes related to children and families.** This would be a complete code review to identify "clean-up" necessary to bring statutes up to date and consistent with current state policy.

Cost Estimate: \$0.00 This is an appropriate research project for a law student to conduct. OJA partners will take the lead in identifying researchers.

7. **Collaborate closely with SRS Youth Services and their contract researchers on the research underway to comply with the Settlement Agreement on the ACLU lawsuit.** Collaborate closely in the needs assessments research to avoid duplication of effort, expenditures, and unmatched strategies.

Cost Estimate: There should be no added cost for collaboration. Corporation staff should be able to handle this assignment.

Ongoing Education-Related Work of the Corporation for Change

1992: Collaborated with the Education Restructuring Commission

1993: Executive Director served on the School Breakfast Waiver Review Committee at the request of KSBE.

1993-1994:

Service on the Department of Education's Stakeholders Advisory Group on Early Childhood.

Service on the National Association of State Boards of Education Health Action Network as part of the Kansas team.

Coordination with Education, SRS Youth Services, SRS Mental Health Services, and Parents to make needed changes in the Regional Interagency Councils statute to provide wrap-around services to children and families.

1992-Ongoing:

Identify principles to guide system reform.

Define outcomes desired for children and families.

Achieve state level and community-based consensus about desired principles and outcomes.

Develop a vision of what the service-delivery system should look like and how it should operate to produce those outcomes.

Identify and remove systemic barriers to achieving desired outcomes.

Redirect resources away from strategies that don't produce those outcomes and toward strategies that do produce positive movement toward achieving those outcomes.

Key 1994 Education Strategy

Stimulate discussion and work toward state consensus on what supports are necessary to assure that all children succeed in school. Does Kansas wish to pursue a strategy of school support centers as part of education restructuring based on the Kentucky model? Would we prefer a school based family resource center modeled after Project Attention here in Topeka? Are we willing to let individual communities devise their own strategies for linkage of health, social, and community services to the school sites?

Strategic Tools:

- Stimulate discussion through proposed Roundtable of Key Education and Social Service leaders.
- Work with Garden City/Finney County, "Community Vision Now!" demonstration project.

Resources/Interested Partners:

- Center for the Study of Social Policy and through them the Improved Outcomes for Education Team at Harvard (Lizbeth Schorr, Frank Farrow, David Hornbeck)
- United Methodist Health Ministry Fund, Kim Moore, President.
- NASBE Health Action Team - Kansas. Dr. Paul Adams, Connie Hubbell, Ken Gentry, Jolene Grabill

Community-Based Research & Planning conducted by Local Blueprint Planning Councils

An Example: Garden City/Finney County "Community Vision Now"

(This is a county-wide demonstration of the development of a comprehensive approach to children and family services. A joint project of the Kansas Commission on Children, Youth, and Families; the Corporation for Change; and Community Vision Now of Finney County.)

Saturday, March 5th a community forum was held to establish community priorities for improving the future for Finney County children and families. The following priorities were the result of the work of 80 community members who participated. Among the participants were the Superintendent of Schools of both Garden City and Holcomb districts; Sonny Rundell of the State Board of Education; Dr. James Tangeman - President of Garden City Community College; a couple teachers; and one high school junior.

Critical Issues facing Children & Families in Finney County

1. Teen Pregnancy
2. Education: (See detail below)
3. Parent factors: responsibility; need for parent education; need greater involvement in education and children's lives, generally.
4. Violence & Gang Activity
5. Access to Health Care

To expand on the Education issues raised. There were eight small groups, and almost without exception, each of them raised education related issues as a critical issue in their county. Here is a summary of the suggested strategies they offered to address these issues.

1. Increase the school year; have longer school days. Schedule extended breaks.
2. Coordinate school calendar with rest of community, businesses, holidays, etc.
3. Redesign and refocus the educational system.
4. Ask businesses to require parents to take off for parent-teacher conferences. If employees go, they get their regular pay. If they don't go, they get docked pay.
5. Close lunch hours, in part to reduce the non-acceptable sexual activity of students on school grounds and during school hours.
6. Increase the opportunities for earlier track development within the educational system. This was related to the strategy of supporting the regional Tech Center.
7. Provide more supports for single parent families.
8. Make a community-contract that the business community will value education and will demonstrate that commitment by not hiring workers who have neither a diploma or a GED.
9. Develop programs that demonstrate there is no path to success that involves dropping out of school.
10. Mandate curriculum that teaches life skills and parental responsibility.
11. Expand latch key programs.
12. Expand business based day care services.
13. Offer other leisure time activities outside of team sports that tend to involve only a few students.
14. Develop an education vision.

PRINCIPLES TO GUIDE SYSTEM REFORM

1. Family-Focused Services
2. Community-Based Decision-Making
3. Respect for Differences
4. Results- Oriented Accountability

DESIRED OUTCOMES FOR KANSAS CHILDREN AND FAMILIES

1. Safe Child and Stable Family
2. Safe and Supportive Communities
3. Healthy Births
4. Two-Year Olds Immunized
5. Children Ready For School
6. Children Succeeding in Elementary School, Middle School, High School
7. Youngsters Avoiding High Risk Behavior
8. Children in Families with Incomes Over the Poverty Line
9. Young Adults who are Self-Sufficient
10. Decreased Use of Inappropriate and Expensive Services

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Attachment 4

Universal Services for all Children and Families

Community Resources for Families:
Schools, Churches, School-Linked Family Centers, Parent Education,
Community Education, Child Support, Safe Communities

Universal Health Care for All Children and Families
Public Awareness/Education, Transportation, Affordable Housing
Job Opportunities, Family Friendly Employment Practices

Services and Support for the First Years of Life

Milestone:
Healthy Births

Ages 0 to 5

Milestone:
Children Prepared to Succeed in School

Prenatal Services

Home Visits for Newborns

Immunizations

Child Development, Care and Education Head Start

Health Assessments at School Entry

Supports to Assure that All Children Succeed in School

Ages 6 to 18

Milestone:
Children Ready for Adulthood

School-Linked Services

Education and Life Skills
Special Education
Career Development
School to Work Transition
Child Care including Before and After School Care

Community Services
Support Services
Counseling
Nutrition
Wellness etc.

Interagency Gatekeeping

Wraparound Services

Supports to Preserve Families at Risk

Milestone: *Safe Child and Stable Family*

Income Supports

- Child Support Enforcement
- Employment and Training
 - Public Housing
 - Public Assistance
 - Medicaid

Service Supports

- Developmental Disabilities
- Substance Abuse Services
- Family Courts • Child Welfare
- Juvenile Justice
- Mental Health

Array of Community Based Supports

- Day Programs (Year Round) • Respite Care
- In-home Care • Preservation of Family
 - Mental Health • Probation
 - Day Reporting

Out of Home Services

- Therapeutic Foster Care
- Independent Living
- Family Foster Care
- Institutional Care
- Group Homes

This Is A Draft Document Being Circulated For The Purpose Of Discussion.
To Suggest Revisions Please Call The Corporation for Change.
Voice: 913-296-4300 Fax: 913-296-4880

Corporation for Change
Service-Flow-Model 01/27/94

Kansas Communities Supporting Families and Children

Universal Services for all Children and Families

Services and Support for the First Years of Life
Ages 0 to 5

OUTCOMES

- Healthy Births
- Two year-olds immunized
- Children ready for school

INDICATORS

- Children living in their own family or stable foster care
- No uncorrected vision, speech or hearing problems
- No preventable or untreated health problems
- Lower rates of births to school-age mothers
- School-readiness traits as identified by kindergarten teacher observations
- Children who are not abused or neglected
- Higher rates of two year-olds immunized
- Lower rates of low birthweight births
- Lower rates of late or no prenatal care
- Immunizations complete
- Lower infant mortality rate

Supports to Assure that All Children Succeed in School
Ages 6 to 18

OUTCOMES

- Children succeeding in elementary, middle and high school
- Youngsters avoiding high risk behavior
- Young adults are self sufficient

INDICATORS

- Lower levels of involvement in violence, as a victim or perpetrator, including child abuse, suicide, homicide and arrests for violent crimes
- Lower rates of placements in special education
- Lower incidence of sexually transmitted diseases
- Reduce unemployment rates for young adults
- Higher rates of high school graduates pursuing post-secondary education/training
- Less idleness; not in school and not employed
- Improved academic achievement measures
- Lower rates of school drop-out and truancy
- Lower rates of out-of-school suspensions and retentions in grade
- Higher rates of high school graduation
- Reduce poverty rates for young adults
- Lower incidence of substance abuse
- Lower rates of school-age pregnancy

Interagency Gatekeeping

Wraparound Services

Supports to Preserve Families at Risk

OUTCOMES

- Children and families with income over the poverty line
- Decreased use of inappropriate and expensive services
- Safe child and stable family

INDICATORS

- Lower rates of out-of-home placement
- Reduce poverty rates for children
- Higher Head Start participation of children ages 3 to 4 living below the poverty line

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Corporation for Change
Outcome-Indicator-Model 01/27/94

Outcomes and Indicators for Kansas' Community Service System

Sen. Ed.
3/7/94
Attachment 5

HOUSE BILL No. 2482

By Committee on Education

2-16

8 AN ACT concerning Kansas, Inc.; providing for expansion of its
9 purpose; amending K.S.A. 74-8001, 74-8002, 74-8004, 74-8007,
10 74-8009a and 74-8010 and repealing the existing sections; also
11 repealing K.S.A. 74-8011.

12
13 *Be it enacted by the Legislature of the State of Kansas:*

14 Section 1. K.S.A. 74-8001 is hereby amended to read as follows:
15 74-8001. (a) There is hereby created a body politic and corporate to
16 be known as Kansas, Inc. Kansas, Inc. is hereby constituted a public
17 instrumentality and the exercise of the authority and powers conferred by this act shall be deemed and held to be the performance
18 of an essential governmental function. Kansas, Inc. shall consist of
19 ~~15~~ 17 predominately private sector members as follows:

20
21 (1) The governor of Kansas;
22 (2) the secretary of the Kansas department of commerce;
23 (3) seven members who are appointed by the governor, subject
24 to confirmation by the senate as provided in K.S.A. 75-4315b, and
25 amendments thereto, as follows:

26 (A) One member from each of the primary economic sectors in
27 the state—agriculture, oil and gas, *professional business services* and
28 aviation—who are recognized for outstanding knowledge and leadership
29 in their fields;

30 (B) one member from one other primary, job creating, value
31 added business sector who is recognized for outstanding knowledge
32 and leadership in the member's field;

33 (C) two members from the private financial sector, one of whom
34 shall have experience in the area of high-risk venture investments,
35 and one of whom shall have commercial banking experience in an
36 industry of special importance to the Kansas economy, and both of
37 whom are recognized for outstanding knowledge and leadership in
38 their fields;

39 (D) one member representing labor who is recognized for outstanding knowledge and leadership in the member's field;

40 (4) one member who serves as the commanding general of the
41 Kansas cavalry;

42 (5) one member who is appointed by the state board of regents

Sen. Ed.
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Attachment 6

1 from a Kansas university and who is recognized for outstanding
2 knowledge and leadership in the field of economic development;

3 (6) *one member is appointed by the state board of education*
4 *from an institution under the board's jurisdiction, who is recognized*
5 *for outstanding knowledge in the field of education;*

6 ~~(6)~~ (7) the speaker of the house, the house minority leader, the
7 president of the senate, and the senate minority leader or legislators
8 who are appointed to represent them and who will provide continuity
9 by virtue of their membership on the house or senate committees
10 on economic development or the joint committee on economic
11 development.

12 (b) (1) State officers who are designated as members of Kansas,
13 Inc. under subsection (a)(1), (a)(2), (a)(4) and (a)(6) shall serve by
14 virtue of office or position.

15 (2) Members appointed under subsection (a)(6) shall be appointed
16 for a term ending on the first day of the regular legislative session
17 in odd-numbered years.

18 (3) The member appointed under subsection (a)(5) shall serve for
19 a term of four years.

20 (4) Members appointed under subsection (a)(3) shall serve for a
21 term of four years, except that, of the members first appointed, two
22 shall serve for a term of two years, three shall serve for a term of
23 three years, and two shall serve for a term of four years.

24 (5) In case of a vacancy in the appointive membership of Kansas,
25 Inc., a successor shall be appointed in like manner and subject to
26 the same qualifications and conditions as the original appointment
27 of the member creating the vacancy.

28 Sec. 2. K.S.A. 74-8002 is hereby amended to read as follows:
29 74-8002. (a) The purpose of Kansas, Inc. shall be to:

30 (1) Undertake ongoing strategic analysis in order to determine
31 the state's areas of potential and continuing competitive economic
32 advantage and disadvantage;

33 (2) oversee the formulation of economic development policy and
34 strategic planning for the state;

35 (3) oversee the targeting of scarce state resources by size and
36 sector of economic activity and by geographic location within the
37 state in order to enhance the state's potential comparative economic
38 advantages;

39 (4) undertake continuing strategic planning for the improvements
40 of the state's tax, regulatory and expenditure policies to enhance the
41 state's potential comparative economic advantages;

42 (5) oversee crisis management and opportunity management of
43 short term potential gains or losses in economic activity through

- 1 impact analysis;
- 2 (6) *engage in the collection, research and analysis of data related*
- 3 *to educational issues and policy;*
- 4 ~~(6)~~ (7) serve in an advisory capacity to the Kansas department
- 5 of commerce;
- 6 ~~(7)~~ (8) provide appropriate oversight to ensure the successful
- 7 implementation of Kansas venture capital, Inc.;
- 8 ~~(8)~~ (9) forge a supportive partnership with the legislative stand-
- 9 ~~ing and joint committees on economic development senate com-~~
- 10 ~~mittee on commerce, the house committee on economic development,~~
- 11 ~~the education committees, the joint committee on economic devel-~~
- 12 ~~opment, the legislative educational planning committee, the governor~~
- 13 ~~and the secretary of commerce and housing, the Kansas technology~~
- 14 ~~enterprise corporation, Kansas venture capital, Inc., Kansas certified~~
- 15 ~~development companies, Kansas small business development centers,~~
- 16 ~~the board of education, the board of regents, Kansas public and~~
- 17 ~~private educational institutions, and other appropriate private and~~
- 18 ~~public sector organizations in achieving the economic goals of the~~
- 19 ~~state;~~
- 20 ~~(9)~~ (10) establish goals, priorities and program standards, and
- 21 evaluate the effectiveness of state economic development programs
- 22 and policies according to the goals, priorities and standards
- 23 established;
- 24 (11) *assist the board of education in establishing goals, priorities*
- 25 *and program standards; evaluate the effectiveness of education pro-*
- 26 *grams and policies, upon direction of the Kansas, Inc. board or in*
- 27 *accordance with other provisions of law;*
- 28 ~~(10)~~ (12) institutionalize ongoing means of collaboration between
- 29 the executive and legislative branches, the business, agricultural and
- 30 financial sectors, educational institutions ~~and~~, local communities ~~and~~
- 31 ~~the board of education~~ to create a developing Kansas economy the
- 32 increasing innovation, creativity, diversity and productivity of which
- 33 is greater than any one sector can achieve acting alone; and
- 34 ~~(11)~~ (13) review and evaluate the Kansas technology enterprise
- 35 corporation, the major programs and activities of the department of
- 36 commerce *and housing*, the statewide risk capital system, the venture
- 37 capital tax credit, and the investments in research and development
- 38 activities tax credit.
- 39 Sec. 3. K.S.A. 74-8004 is hereby amended to read as follows:
- 40 74-8004. (a) In order to achieve its purpose as provided in this act,
- 41 Kansas, Inc. shall:
- 42 (1) Serve in an advisory capacity to the governor, the Kansas
- 43 department of commerce and the standing and joint legislative com-

1 mittees on economic development.

2 (2) Assume central responsibility to develop, with the guidance
3 of both the private and public sectors, all facets of a comprehensive
4 long term economic development strategy.

5 (3) Coordinate the strategy development with all other state and
6 local agencies and offices and state educational institutions which do
7 research work, develop materials and programs, gather statistics, or
8 which perform functions related to economic development; and such
9 state and local agencies and offices and state educational institutions
10 shall advise and cooperate with Kansas, Inc. in the planning and
11 accomplishment of the strategy.

12 (4) Evaluate and analyze the state's economy to guide the di-
13 rection of future public and private actions, and report and make
14 recommendations to the governor, the department of commerce, and
15 the standing and joint legislative committees on economic devel-
16 opment with respect to the state's economy.

17 (5) Oversee and evaluate the state's economic development ac-
18 tivities on an ongoing basis through the establishment of goals, pri-
19 orities performance standards and the periodic program audit of those
20 goals, priorities and performance standards.

21 (6) Oversee the implementation of the state's economic devel-
22 opment plan and monitor updates of that plan.

23 (7) Provide appropriate oversight to ensure the successful im-
24 plementation of Kansas venture capital, Inc.

25 (8) Oversee the targeting of scarce state resources by size and
26 sector of economic activity and by geographic location within the
27 state in order to enhance the state's potential comparative economic
28 advantages.

29 (9) Review and evaluate the state economic development plan
30 developed by the department of commerce. Updates of the plan
31 shall be submitted to Kansas, Inc. by the department no later than
32 July 15 of each year. Kansas, Inc. shall review, evaluate and make
33 recommendations concerning the plan and updates thereof before
34 transmitting the same to the governor and the legislature no later
35 than September 1 of each year.

36 (10) Review and evaluate the annual reports of the department
37 of commerce *and housing*, Kansas technology enterprise corporation
38 and Kansas venture capital, Inc. Kansas, Inc. shall transmit rec-
39 ommendations concerning the agencies' activities to the governor
40 and the legislature no later than September 1 of each year.

41 (b) Kansas, Inc. shall seek advice from the general public and
42 from professional associations, academic groups and institutions and
43 individuals with knowledge of and interest in areas of economic

1 development and planning.

2 (c) The department of commerce *and housing* and all other in-
3 terested state agencies shall cooperate with Kansas, Inc. in providing
4 information and other assistance as may be requested for the per-
5 formance of its duties with respect to the state's economic devel-
6 opment plan.

7 Sec. 4. K.S.A. 74-8007 is hereby amended to read as follows:
8 74-8007. The secretary of commerce *and housing, the department*
9 *of education and the board of regents* shall provide to Kansas, Inc.
10 such staff and other assistance as may be requested thereby.

11 Sec. 5. K.S.A. 74-8009a is hereby amended to read as follows:
12 74-8009a. (a) Kansas Inc. is a public-private partnership. Its annual
13 budget shall be financed 67% with state funds and 33% with funds
14 raised from the private sector. The state shall provide an annual
15 appropriation to fund the salaries and operating expenses of the
16 agency, as well as research and evaluation activities conducted at
17 the request of the executive or legislative branches. Private funds
18 shall be raised to support the economic development research and
19 ~~education~~ *public awareness* programs and related activities. *Re-*
20 *search pertaining to educational issues shall be financed 80% with*
21 *state funds and 20% with funds raised from the private sector.*

22 (b) Kansas Inc. is authorized to enter into contracts with, and to
23 receive donations, contributions and grants from individuals, cor-
24 porations, private foundations and other governmental and non-gov-
25 ernmental entities for the purpose of fulfilling its mission and duties.
26 It may also receive in-kind contributions in the form of personnel,
27 services, equipment or other items of value. The fair market value
28 of property or services received by donations in kind to Kansas,
29 Inc., as determined in accordance with a consistent, written policy
30 adopted by the members of Kansas, Inc., may be considered for the
31 purpose of fulfilling up to 20% of the funding required from the
32 private sector hereunder. Private sector funds, property and services
33 may be raised and received throughout the fiscal year for which
34 state funds are appropriated.

35 (c) The president of Kansas, Inc. shall provide a monthly report
36 on the expenditure of private funds to the division of accounts and
37 reports. An annual financial report shall be made to the board of
38 directors which itemizes and accounts for the receipt and expenditure
39 of all non-state funds and contributions received. The annual financial
40 report shall detail the percentage of the agency's budget provided
41 for by the state and by the private sector.

42 Sec. 6. K.S.A. 74-8010 is hereby amended to read as follows:
43 74-8010. (a) Seven years after the effective date of this act, Kansas,

1 Inc. shall review and evaluate the effectiveness of economic devel-
2 opment programs and activities within the state, including, but not
3 by way of limitation, the Kansas technology enterprise corporation
4 programs and activities, the major programs and activities of the
5 department of commerce *and housing*, the statewide risk capital
6 system, the venture capital tax credit, and the research and devel-
7 opment activities tax credit. The effectiveness of the research and
8 development activities tax credit shall be measured by the extent to
9 which the tax credit encourages innovation and development of new
10 value-added products and processes which will lead to the com-
11 mercialization of new products and processes by primary job creating
12 Kansas businesses.

13 (b) Kansas, Inc. ~~will have one year to conduct the~~ *shall* review
14 and ~~evaluation of~~ *evaluate* economic development programs and
15 activities. The review and evaluation should include:

16 (1) A performance analysis of the extent to which the purposes
17 of the acts providing for the programs and activities have been
18 achieved; and

19 (2) the economic and fiscal impact of the programs and activities
20 on the state's economy and jobs created.

21 (c) Based on the findings of its review and evaluation, Kansas,
22 Inc. will recommend to the legislature the continuation in effect,
23 modification, or repeal of the acts providing for the programs and
24 activities.

25 Sec. 7. K.S.A. 74-8001, 74-8002, 74-8004, 74-8007, 74-8009a, 74-
26 8010 and 74-8011 are hereby repealed.

27 Sec. 8. This act shall take effect and be in force from and after
28 its publication in the statute book.

THE CORPORATION FOR CHANGE

A Partnership for Investing in The Future of Kansas Children and Families

TESTIMONY OF
NANCY McCARTHY SNYDER, PH.D.
DIRECTOR OF RESEARCH AND ACCOUNTABILITY
THE CORPORATION FOR CHANGE

BEFORE THE HOUSE EDUCATION COMMITTEE
REPRESENTATIVE DUANE GOOSSEN, CHAIRPERSON
FEBRUARY 25, 1993

I appreciate the opportunity to testify on HB 2482 and to make the Education Committee aware of potential overlap and duplication of effort between Kansas Inc., and the Corporation For Change.

The Legislature created the Corporation For Change in 1992 "to implement a comprehensive, coordinated strategy for investment in Kansas Children and their Families" (HB 2987 attached).

Among the functions of the Corporation are to:

1. Serve in an advisory capacity to the legislature, the governor and the judiciary on matters related to children and families.
2. Conduct research, planning, evaluation, monitoring and advocacy as needed on matters related to children and families.
3. Coordinate the development and implementation of children's policy in Kansas between government, business, labor, industry and children's advocacy and service groups. All other state and local agencies, commissions, board, and offices and state educational institutions which do research work, develop materials and programs, gather statistics or perform functions related to child welfare shall advise and cooperate with the corporation for change in the planning and accomplishment of such children's policy. The corporation for change shall seek advice from the general public and from professional associations, academic groups and institutions, representatives of commerce and industry,

EXECUTIVE DIRECTOR
Jolene M. Grabill

BOARD OF DIRECTORS

Rep. Joan Wagnon
Chair

Topeka YWCA

John E. Moore

Vice-Chair

Cessna Aircraft

Company

Wichita

Wint Winter, Jr.

Treasurer

Attorney at Law

Lawrence

Kay Farley

Secretary

Office of Judicial

Administration

Topeka

Melissa Ness

Program Chair

Kansas Children's

Service League

Topeka

Dr. Paul Adams

Chair, State Board

of Education

Osage City

Dr. Robert C. Harder

Chair, Governor's

Commission on

Children, Youth

and Families

Topeka

Fran Jackson

Youth Development

Services

Wichita

Sen. Sherman Jones

4th Sen. District

Kansas City

Dawn Merriman

Parent Representative

Salina

Judge Jerry Mershon

21st Judicial District

Manhattan

Sec. Nancy Parrish

Dept. of Revenue

Topeka

Sen. Sandy Praeger

Chair, Senate Public

Health and Welfare

Committee

Lawrence

Joyce Romero

Western Resources

Topeka

Rep. Ellen Samuelson

Chair, Joint Committee

on Children and Families

Hesston

Eva Tucker

USD 500

Kansas City, Kansas

Sec. Donna Whiteman

Dept. of Social &

Rehab. Services

Topeka

national child welfare experts and Kansas individuals having knowledge of and interest in areas of child welfare.

4. Review and evaluate progress in implementation of the blueprint for investment in Kansas children and their families of the 1991 special committee on children's initiatives, including the targets for change and the investment strategies outlined in the blueprint.

As you will recall the Blueprint for Kansas Children and Families is a comprehensive 5-year plan for improving the lives of Kansas children and their families. Target number three of the Blueprint (attached) is "restructure schools to respond to changing educational and developmental needs of children." The State Board of Education is one of the partners of the Corporation for Change, and the chair of the Board serves on the Corporation's Board of Directors.

During its first year the Corporation For Change has chosen to concentrate on developing accountability measures on Target I: providing greater support for children and families and on Target V: modifying service delivery systems. Practically speaking in the short term the research emphasis of the Corporation will be on those aspects of the education system that deal with child welfare and family well being. Specifically we are interested in early childhood education and school linked social services. (As we move on to deal with other aspects of education restructuring, it is inevitable that we will move into general K-12 educational issues.)

(Education is clearly an economic development issue. It is also a children and family issue. The Corporation for Change is an organization designed to improve interagency coordination.) We believe that it is possible for us to work with Kansas Inc., to resolve any potential duplication. It is important however, for the legislature to recognize the need to provide resources to create a source of data, research analysis independent of the education establishment.

Thank you for the opportunity to visit with you about House Bill 2482.

HE
Attachment 4-2
2-25-93