



February 24, 2016

Dear United States Department of Health and Human Services,

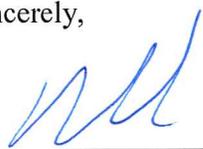
As Mayor, Superintendent and non-profit leader in Bridgeport, we are pleased to support the Connecticut Office of Early Childhood's application for the Early Comprehensive Childhood Systems Impact Grant. We are a member of the Fairfield County Regional Cradle to Career Collective Impact Team, and excited for the opportunity to strengthen interventions for early developmental screenings, system and service linkages and community partnerships to assure infants (prenatal – age 3) are healthy and that any delays are addressed early and comprehensively. Each of the Fairfield County's cradle to career movements (Bridgeport, Norwalk and Stamford) are committed to using data and process to figuring out what works, for who and under what circumstances in order to have dramatic positive impact on a child's development. Our partnership with the Connecticut Office of Early Childhood will strongly enhance and extend our commitment to the early years of a child's development.

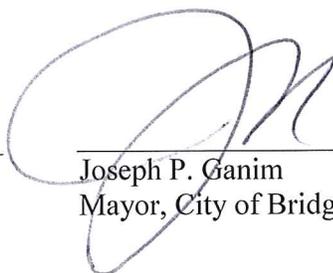
The City of Bridgeport has a well-established early childhood and home visitation infrastructure that spans almost 20 years. Bridgeport also has a mature network of nonprofits providing services in the community and the home to identify children with social-emotional, speech, occupational and physical needs. The Bridgeport Board of Education has placed a priority emphasis on social emotional wellness. Despite some intense and excellent effort, the majority of Bridgeport children are in need of additional instructional support when they arrive at the Kindergarten door.

We believe that there is a need to create a continuum of resources and services at every stage of a child's development. Therefore our community has committed to the implementation of the StriveTogether Cradle to Career Framework, in Bridgeport called Bridgeport Prospers, which is a national model with proven success in over 60 communities across the nation. The cross stakeholder engagement mirrors the emphasis the Department of Health and Human Services has included in this grant opportunity. The ability to achieve significant developmental gains as sought through this grant will be more successful and sustainable if imbedded in a longer term movement committed to leveraging resources, data based decision making, a continuous improvement mindset and collectively advocating for what works.

Thank you for your consideration of our communities and our approach to improve outcomes for all children.

Sincerely,

  
Merle Berke-Schlessel  
President and CEO, UWCFC

  
Joseph P. Ganim  
Mayor, City of Bridgeport

  
Frances Rabinowitz  
Interim Superintendent,  
Bridgeport Public Schools

March 3, 2016

Dear United States Department of Health and Human Services,

As Mayor, Superintendent and non-profit leader in Norwalk, we are pleased to support the Connecticut Office of Early Childhood's application for the Early Comprehensive Childhood Systems Impact Grant. We are a member of the Fairfield County Regional StriveTogether Cradle to Career Team that is deeply committed to assuring that Infant Health and services are addressed comprehensively and best practice is replicated across our communities. Our partnership with the Connecticut Office of Early Childhood will strongly enhance and extend our commitment to the early years of a child's development.

Starting in 1997, Norwalk has had a concentrated focus on early childhood. In 2007, the Norwalk Early Childhood Council was formed and in 2010, the Mayor of Norwalk created the position of Early Childhood Coordinator and that position became part of the Early Childhood team. Right now Norwalk has approximately six thousand children under the age five. Norwalk has a network of nonprofits, early childhood providers and investors who are focused on providing comprehensive services for the youngest of Norwalk's children. Our goal is to further the development and implementation of a true birth to eight system that will align our resources in support of the cognitive, social / emotional, and health needs of this cohort of Norwalk's children.

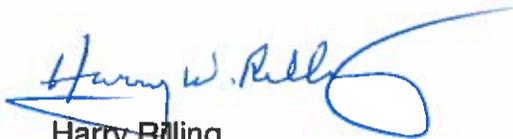
We believe that there is a need to create a continuum of resources and services at every stage of a child's development. Therefore our community has committed to the implementation of the StriveTogether Cradle to Career methodology, which is a national model with proven success in over 60 communities across the nation. Norwalk ACTS proposes a Collective Impact strategy to assure every child the educational, social / emotional, and health and wellness supports to become a successful adult from Cradle to Career. With the signing of the Norwalk ACTS Partnership MOA in June of 2014, members of NACTS agreed that Collective Impact and the StriveTogether Cradle to Career methodology is the only path forward to address the complex challenges facing Norwalk's children, and to positively impact our community level outcomes.

We have identified six outcome areas, the first being the Kindergarten Readiness CAN. The CANs are organized around outcomes and identified indicators with collection of local data to determine areas of need and promising practices/activities that lead to success. Other outcome areas are: 3rd Grade Reading; Successful Transition from 5<sup>th</sup> to 6<sup>th</sup> Grade; Successful Transition from

8<sup>th</sup> to 9<sup>th</sup> Grade; Norwalk Students Successfully Graduate High School in 4 Years Ready for College, Post-Secondary Secondary Training or Full-Time Employment, Norwalk Graduates are Career-Ready with a College Degree or Professional Certificate. These outcome areas create a continuum of partnerships and services that begin in infancy and continue until young adulthood. Our community leadership is well reflected in the Norwalk ACTS Cradle to Career Partnership including government, public schools, non-profit organizations, business, and philanthropy.

Having adopted the principals of Collective Impact and the StriveTogether Cradle to Career methodology provides Norwalk the opportunity to positively impact the outcomes for children birth to eight. Your support for this comprehensive community-wide initiative will make an immense impact in the development and future of all of Norwalk's children, from Cradle to Career.

Sincerely yours,



Harry Rilling  
Mayor, City of Norwalk



Dr. Steven Adamowski  
Superintendent  
Norwalk Public Schools



Anthony Allison  
Executive Director  
Norwalk ACTS

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*Stamford Office*

February 24, 2016

Dear United States Department of Health and Human Services,

As Mayor, Superintendent and non-profit leader in Stamford, we are pleased to support the Connecticut Office of Early Childhood's application for the Early Comprehensive Childhood Systems Impact Grant. We are member of the Fairfield County Regional StriveTogether Cradle to Career Team, that is deeply committed to assuring that Infant Health and services are addressed comprehensively and best practice is replicated across our communities. Our partnership with the Connecticut Office of Early Childhood will strongly enhance and extend our commitment to the early years of a child's development.

The City of Stamford has a well established early childhood infrastructure that spans almost 20 years. The City's largest childcare provider, Childcare Learning Centers, serves over 1,000 children in their Early Head Start, Head Start and state-funded Child Development and School Readiness programs. . Stamford has a network of nonprofits providing services in the home to identify children with social-emotional, speech, occupational and physical needs. Several nonprofits are engaged in targeted early intervention programs in highly impoverished areas of the city. Stamford's Early Childhood Collaborative is a sophisticated entity that has successfully connected the preschool community with remarkable results.

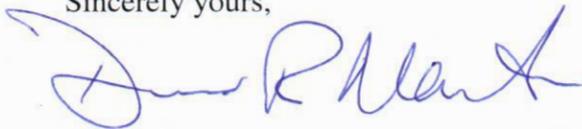
We believe that there is a need to create a continuum of resources and services at every stage of a child's development. Therefore our community has committed to the implementation of the StriveTogether Cradle to Career Framework, which is a national model with proven success in over 60 communities across the nation. Stamford Cradle to Career Initiative proposes a Collective Impact strategy to assure every child the educational and social/ emotional supports to become a successful adult from Cradle to Career. A call to action to the community at large has brought multiple partners together to make this goal a reality in Stamford.

We have identified six outcome areas, the first being the Infant Health Community Action Network (CAN). The CANs are organized around outcomes and identified indicators with collection of local data to determine areas of need and promising practices/activities that lead to success. Other outcome areas are: Kindergarten Readiness; Early Grade Reading; Transition to Middle School; Transition to High School; Transition: High School to Post-Secondary, College or Career. These outcome areas create a continuum of partnerships and

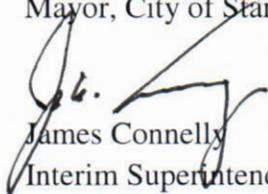
services that begin in infancy and continue until young adulthood. Our community leadership is well reflected in the Stamford Cradle to Career Partnership including government, public schools, non-profit organizations, business, and philanthropy.

As Orlando Rodriguez has pointed out, “to reverse increasing child poverty, we need to make **strategic investments** in programs that are effective”. Collective Impact Cradle to Career Movement is such an initiative. Your support for this comprehensive community-wide initiative will make an immense impact in the development and future of our children in Stamford from Cradle to Career.

Sincerely yours,



David Martin  
Mayor, City of Stamford



James Connelly  
Interim Superintendent  
Stamford Public Schools



Kim Morgan  
Chief Executive Officer  
United Way of Western Connecticut

## Connecticut ECCS Impact Proposal Work Plan

**Overarching Program Aim:** Utilize a collaborative approach to achieve a collective impact of 25% increase from baseline in age-appropriate developmental skills of 3-year-old children in 3 Connecticut communities by incorporating evidence-based EC resources into program enhancement, improving developmental promotion, screening and linking to community services.

**Goal #1:** Improve developmental promotion among families and providers of maternal, infant and toddler services.

**Goal #2:** Improve early identification of children at risk for not meeting appropriate developmental outcomes by age three.

**Goal #3:** Improve linkages of families and children with, and at risk for, developmental delays to community-based services.

Objectives/ Sub-objectives	Activities	Partners and communities represented	Timeframe for Completion	Evaluation measures
<b>I. Create State/Grant initiative to engage and support three place based communities in early childhood system building in the areas of developmental promotion, screening and service linkages</b>	Three place-based communities are ready for participation	OEC, United Way of Western CT	Completed prior to grant submission	
	Hire Project Director Hire Project Facilitators (3) Hire Third-party Evaluator	Fairfield County Regional Team (FCRT) representing 3, highly diverse, low income communities: Bridgeport, Norwalk and Stamford	Month 2	Staff Hired
			Month 4	Third-party Evaluator contract signed
I.a. strengthen ties between local communities and the State OEC	Utilize existing work of communities' Community Action Networks (CAN) to further develop/fold into	OEC, FCRT	Months 2 through 4 for initial work and then refinement as	MOUs and contracts between OEC and FCRT executed
I.b. test a model of				

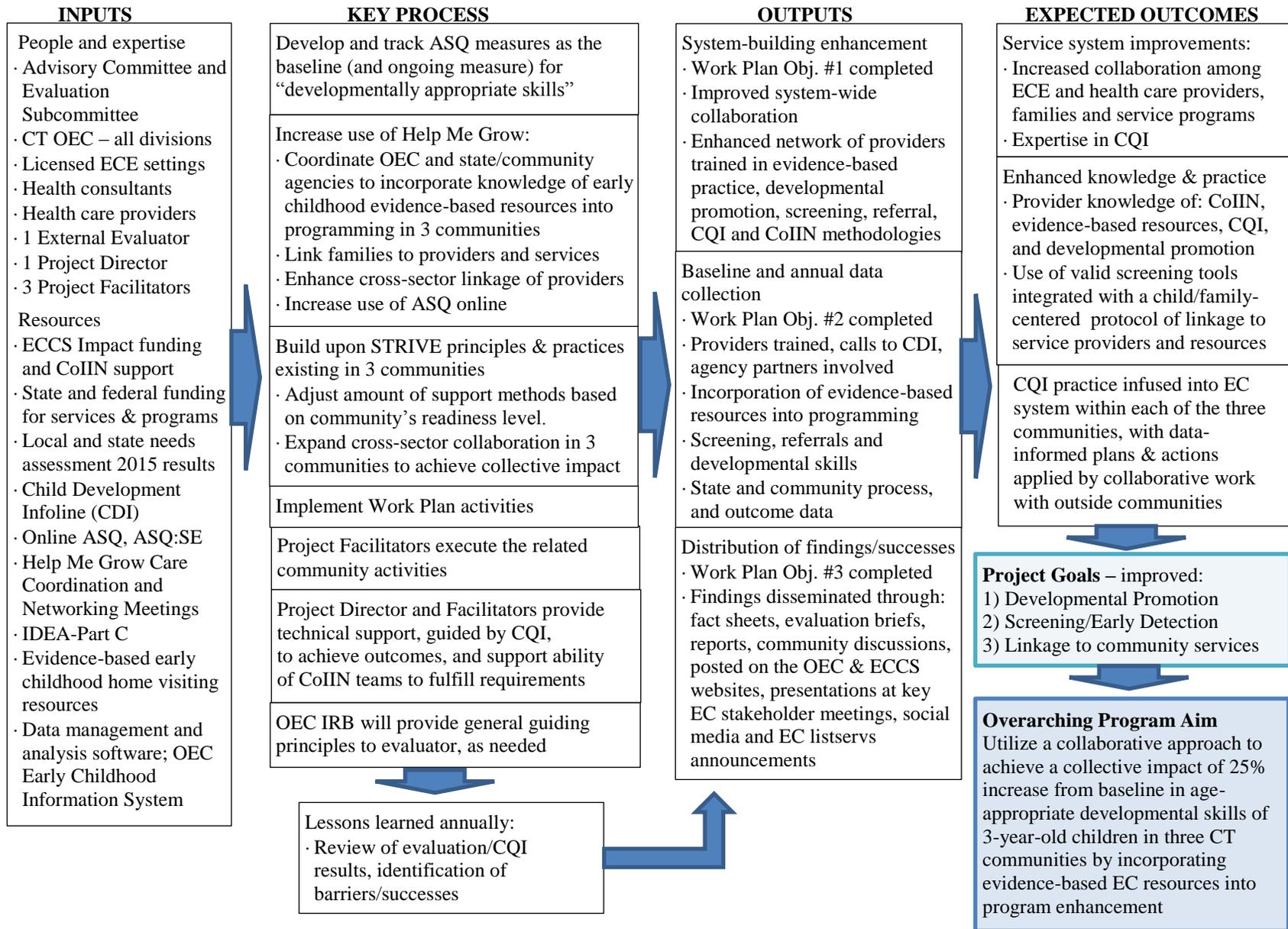
collective impact for its feasibility and effectiveness in improving early childhood outcomes	collective impact approach to meet project aims		CoIIN proceeds	
I.c. strengthen community commitments to early childhood services	Connect communities to place-based interventions to support project aims	United Way, Association of Infant Mental Health, CYSHCN, CHDI, WIC, home visiting programs	Months 6 through project end date	# of new infant/toddler initiatives in communities
	Convene ECCS Impact grant Advisory Committee to ensure representation from Project Facilitators and oversight of ECCS Impact work	OEC, United Way, FCRT, other ECCS planning grant stakeholders	Months 1 through 4 for planning and then ongoing through project end date	New committee formed and meeting schedule developed
<b>II. Use quality improvement (QI) methodology to increase developmental promotion, screening and service linkages to three communities</b>	Enroll three communities in CoIIN and task Project Facilitator with coordination of community participation	FCRT, OEC	Months 1 through 4	Communities have user names and passwords to participate in CoIIN activities and share Connecticut information
II.a. Improve capacity to use QI methods at the community and state levels	Maintain and support three communities in data entry and Plan-Do-Study-Act (PDSA) cycle reporting	OEC, FCRT, United Way of Connecticut	Start date depending on CoIIN Schedule through project end date	Community data entered on time

<p>II.b. Enhance data capabilities to capture population health measures related to infants and toddlers</p>	<p>Regularly review PDSA cycle data and reporting; Project Facilitators and Project Director do initial review and preparation of findings for Advisory Committee</p>	<p>ECCS Advisory Committee, which will include representation from 3 communities and state stakeholders; Project Director</p>	<p>Start date depending on CoIIN Schedule through project end date</p>	<p>ECCS Advisory Committee meeting agendas include review of PDSA cycle data and reporting</p>
<p>II.c. Inform OEC Early Childhood Information System (ECIS) enhancements to allow tracking of development skills for young children enrolled in publicly-funded programs or services.</p>	<p>Develop and maintain data network that tracks developmental skills for children younger than 3 in the 3 target communities</p>	<p>OEC, FCRT</p>	<p>Month 2 through project end date</p>	<p>Communities using data system for CoIIN reporting</p>
	<p>Explore and refine enhancements to OEC’s ECIS</p>	<p>OEC, CT Dept. of Education</p>	<p>Year 2 through project end date</p>	<p>Recommendations and plan for expanding ECIS to capture data from across the state</p>
	<p>Explore CT Department of Public Health Immunization registry as population-based measure of screenings by health care providers</p>	<p>OEC, DPH</p>	<p>Months 6 through project end date</p>	<p>As determined, use Immunization Reg. screening data</p>
<p><b>III. Spread CoIIN findings and successes from ECCS Impact work to other communities and state level initiatives</b></p>	<p>Develop communication plan for regularly reporting on ECCS Impact and CoIIN work</p>	<p>OEC</p>	<p>Months 9 through 18</p>	<p>Plan developed and approved by ECCS Advisory Committee</p>
	<p>Modify existing ECCS website to become ECCS Impact website for ongoing information updates; ensure OEC website</p>	<p>OEC, United Way of CT</p>	<p>Months 18 through project end date</p>	<p>ECCS website serving as repository of Impact project work</p>

<p>III.a. Implement enhanced developmental promotion, early detection and linkage to services in other Connecticut communities</p>	<p>links to ECCS Impact and vice versa</p> <p>Hold forums for early childhood community collaboratives to disseminate information from ECCS Impact project</p>	<p>OEC, FCRT, community early childhood collaboratives</p>	<p>Months 25 through project end</p>	<p># of forums held, communities participating and interventions adopted beyond the 3 ECCS Impact sites</p>
<p>III.b. Implement data tracking and quality improvement approach within dissemination of findings from CoIIN and ECCS Impact work</p>	<p>Implement the recommendations from the ECCS planning grant pertaining to: increasing online ASQ, establishing statewide learning collaborative, and consistent messaging.</p> <p>Responsible for issuing data reports to communities yearly to track progress made in improving developmental outcomes and early childhood programming realized through CoIIN and other ECCS Impact work</p>	<p>OEC, ECCS Advisory Committee and stakeholders Project Director, Project Facilitators</p>	<p>Months 12 through project end date</p>	<p>Evidence of addressed ECCS planning grant recommendations</p>
<p>III.c. Extend cross-sector early childhood system approach within Connecticut communities</p>	<p>Responsible for issuing data reports to communities yearly to track progress made in improving developmental outcomes and early childhood programming realized through CoIIN and other ECCS Impact work</p>	<p>OEC</p>	<p>Months 25 through project end date</p>	<p>Data publically available- posted on ECCS Impact website</p>
<p>III.d. Enhance OEC's reach to early childhood collaborative work</p>	<p>Create, test and implement process for community consultation from 3 communities participating in</p>	<p>OEC, FCRT</p>	<p>Month 37 through project end data</p>	<p>Process developed, tested with 3 new communities, evaluated with PDSA</p>

<p>in Connecticut communities</p>	<p>ECCS Impact to other communities interested in replicating work</p> <p>Support other communities in garnering funding to develop cross-sector early childhood systems through getting wording and language assistance in approaching potential funders</p>	<p>OEC, funders participating in ECCS Advisory Committee</p>	<p>Month 43 through project end data and beyond</p>	<p>methodology and revised</p> <p>Screening and other materials developed and available on OEC and ECCS website</p>
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Connecticut ECCS Impact Combined Logic Model: Project and Evaluation



## **ECCS Impact Staffing Plan and Job Descriptions for Key Personnel**

### **ECCS Impact Grant Project Director (1 FTE)**

#### General Statement of Duties:

The incumbent will be responsible for effectively planning and implementing the ECCS Impact project as mandated in the grant application and in accordance with the ECCS Impact guidelines and mandates. The incumbent will report to the Division Director of the OEC's Family Support Division.

#### Role and Responsibilities:

- Provide capacity building support to the communities and identify further training needs and opportunities for program improvement that may be disseminated statewide.
- Work with the third party evaluator to convene and hold regular Continuous Quality Improvement (CQI) Team meetings with the Project Facilitators from the participating communities.
- Coordinate, monitor, and supervise data collection efforts of the communities and the OEC.
- Support data analysis at the community and state levels to assist in reporting, decision making, accountability, and lessons learned.
- Collect and analyze data that will lead to identification of strengths and improvement strategies
- Coordinate, develop and complete all federal reports under the above mentioned grant.
- Coordinate professional development activities for the three selected communities and their early childhood providers.
- Coordinate with the evaluator and Project Facilitators in developing best practices and sharing lessons learned and experiences among the communities.
- Interpret and implement grant requirements to assure compliance with all local, state and federal laws.
- Participate as a state-level member of the CoIIN Community Teams and assist the Project Facilitators with all CoIIN required activities and reporting
- Participate in annual ECCS Impact Grantee meetings convened by HRSA

#### Knowledge, Skills and Abilities:

- B.A. or M.A. in Public Policy, Human Services, Education, Early Childhood or related field and at least 5 years' experience is preferred.
- Demonstrated experience and skill in provision of training and technical support related to data collection.
- Demonstrated skill in analysis of data for the purpose of program evaluation.
- Demonstrated skill and experience in development of evaluation and accountability systems aligned with grant requirements and guidelines.
- Demonstrated skill and significant experience developing, managing and reporting on grant program success and challenges.
- Demonstrated knowledge and skills in facilitation and public presentations.
- Strong verbal and written skills.

## ECCS Impact Project Facilitator (1.5 FTEs)

Each community will hire its own Project Facilitator (.5 FTE) to fulfill the following role and responsibilities:

- coordinate efforts with community partners to increase developmental screenings for young children
- work within the Collective Action Network structure in the community to guide work, measure effectiveness of the effort, expand CAN partnerships, and refine strategies for increased screenings and data sharing.
- lead all required local CoIIN Community Team activities including monthly reporting, sharing progress reports with other CoIIN peers and faculty, participating in peer-to-peer mentoring and sharing of ideas via periodic conference calls and other forms of communication, and exploring new improvement approaches
- recommend service, resource and system linkages to support children and families as needs are identified.
- coordinate a system of support for young children and their families that lead to improved health and development

The required skills and qualifications will be:

- Minimum 3 years' experience working with children and families in the community preferred.
- Bachelor's degree in early childhood education, social work, public/health or related field preferred, however, experience can be combined with education.
- Bi-lingual Spanish strongly desired.
- Strong ability to communicate to a variety of stakeholders verbally and in writing.
- Demonstrated experience working with non-profit providers, daycare centers, community health centers, and other system partners to support families.
- Strong ability to work with families of all cultural backgrounds.
- Strong organizational skills.
- Proficient in Microsoft Office applications.

### **Staffing Plan**

The Project Director will report directly to the OEC Division Director of the Family Support Division, Dr. Lynn Johnson (who will serve as interim Project Director until the Project Director position is filled). It is anticipated that the position could be filled within 60 days of the receipt of the Grant Award Notice.

The three local Project Facilitators will report to: Bridgeport Prospers Lead Coordinator; the Norwalk ACTS Executive Director; or the Stamford Cradle to Career Director. It is anticipated that these positions could be filled within 30 days of the receipt of the Grant Award Notice.

**Biographical sketch of ECCS Interim Impact Project Director  
and Division Director of Family Support Services for the Office of Early Childhood**

Lynn Skene Johnson

Dr. Johnson has worked in the field of early intervention since 1986 as a teacher, manager, assistant director of the Birth to Three System and then Director of the Birth to Three System prior to becoming the Division Director for Family Support. She is certified as a Special Education Teacher, Intermediate Supervisor, and Superintendent of Schools. She is currently adjunct professor at the University of Hartford, teaching undergraduate and graduate level courses including Infant and Toddler Development and Assessment; Programs and Curriculum for Normal and Special Needs Infants and Toddlers; and Observation and Assessment in Early Childhood. As OEC Division Director, Dr. Johnson serves as the IDEA Part C Coordinator for Connecticut as well as the MIECHV Project Director. Lynn Johnson obtained her Doctorate in Educational Leadership from the University of Hartford in West Hartford, CT, completing a Dissertation entitled: “Self-Efficacy in Home Visitation: Self-Reporting of Final Year Early Childhood Special Education Undergraduate Program Candidates.” She has a Master of Science and Sixth Year Educational Administration and Supervision degrees from Southern Connecticut State University in New Haven, CT where she also earned her Bachelor of Science Degree in Special Education.

**Biographical sketch of proposed ECCS Impact Project Director**

Heather Spada

Heather Spada is the current ECCS Project Manager at the United Way of Connecticut. Her professional experiences involve the fields of mental health, human services, social work, early childhood mental health consultation, and teaching Early Childhood Education courses. Within 25 years of professional experience, the past 10 years involve elements of project management, program development, policy design, data gathering and analysis, and training module development. Much of her hands-on experience involves the training and coaching of early childhood professionals in social-emotional development topics and in administering assessment tools, as well as providing supervision to mental health consultants and family service workers. She has a Master’s degree in Community Counseling, Child Welfare specialization, from the University of Saint Joseph, West Hartford, CT and a BA degree in Psychology, Sociology minor, from The King’s College, NY. She has been a Licensed Professional Counselor in the state of CT since 2002.

February 26, 2016

Ms. Myra Jones-Taylor  
Commissioner  
Connecticut Office of Early Childhood  
165 Capitol Avenue  
Hartford, Connecticut 06106

Dear Commissioner Jones-Taylor:

I am writing to express my enthusiasm and dedication to the Early Childhood Comprehensive System Impact and Collaborative Innovation and Improvement Network (ECCS CoIIN) grant application submitted by the Office of Early Childhood. Please accept this letter of commitment as my sincere intention to fill the position of the ECCS Impact Project Director.

My current responsibilities involving the 2013-2015 ECCS planning grant, in conjunction with previous work in a variety of Early Childhood specialties and settings, prepare me for this new and exciting ECCS CoIIN opportunity. Particularly, my experiences in project management, data collection, focus group and training facilitation, systems coordination, and program development will enhance collaborative work of the involved communities and their local and regional supports, including the essential oversight of the ECCS Impact Advisory Committee.

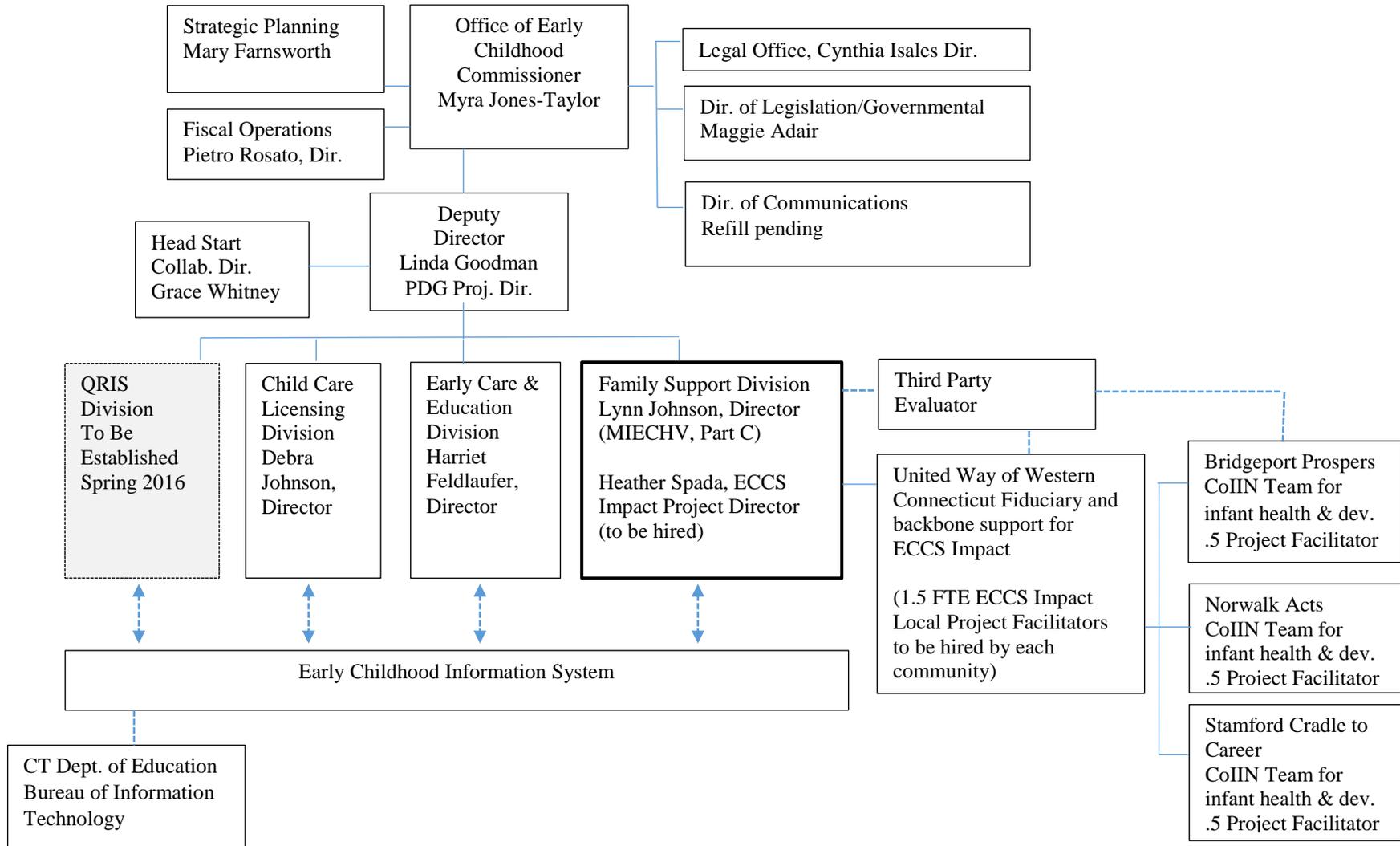
The Office of Early Childhood, in partnership with dedicated stakeholders, has laid the groundwork for ECCS CoIIN to really take shape, with viable potential for effective work to be replicated in other areas of our state. I am excited to have the opportunity be a part of the vision and purpose of the Office of Early Childhood, supporting its mission and dedication to create a cohesive high-quality early childhood system in Connecticut.

Sincerely,

A handwritten signature in cursive script that reads "Heather L. Spada". The signature is written in black ink and is positioned above the printed name.

Heather L. Spada, M.A., LPC

## Connecticut ECCS Impact Grant Table of Organization



### **Letters of Support from Advisory Team Members\***

1. Dannel P. Malloy, Governor, (Elizabeth Donohue, Director of Policy, designee)
2. Myra Jones-Taylor, Commissioner, CT Office of Early Childhood,
3. Paul Dworkin, M.D., Executive Vice President, Community Child Health, CT Children's Medical Center
4. Richard Porth, President and CEO, United Way of Connecticut
5. Judith Meyers, President and CEO, Child Health and Development Institute of CT, Inc.
6. Jessica Sager, Executive Director, All Our Kin, Inc. (Christina Nelson designee)
7. Angela Crowley, Professor and Coordinator Pediatric Nurse Practitioner Specialty, Yale University School of Nursing
8. Heidi Maderia, Executive Director, Connecticut Association of Infant Mental Health
9. Robert Zavoski, M.D., Connecticut Medicaid Medical Director, CT Department of Social Services, Medicaid agency
10. Ann Gionet, Health Program Associate, CDC Act Early Ambassador to Connecticut, CT Department of Public Health, Title V agency.
11. Lynn Skene Johnson, Division Director, CT Office of Early Childhood, Family Support Division, IDEA Part C Coordinator, MIECHV Project Director, Interim ECCS Project Director
12. Grace Whitney, Director, Connecticut Head Start State Collaboration Office
13. Elaine Zimmerman, Executive Director, CT Commission on Children

\*Additional letters of support from other Advisory Team members are on-file and available upon request.



## Dannel P. Malloy

GOVERNOR  
STATE OF CONNECTICUT

March 9, 2016

Myra Jones-Taylor, Commissioner  
Connecticut Office of Early Childhood  
165 Capitol Avenue, Room G29  
Hartford, CT 06106

Re: Early Childhood Comprehensive Systems Impact grant

Dear Commissioner Jones-Taylor:

I am pleased to support the Connecticut Office of Early Childhood's application to participate in HRSA's Early Childhood Comprehensive System Impact grant and Collaborative Innovation and Improvement Network (ECCS CoIIN). This endeavor is sure to strengthen early childhood developmental outcomes in three of our state's communities, as well as possesses great potential for Bridgeport, Norwalk and Stamford to become examples to influence other communities. Connecticut sees this as a key opportunity of movement towards a better integrated system of support and services that fosters optimal development in the youngest of our children, therefore placing them on the best trajectories for their developmental health, emotional well-being, strengthened family units, and educational success.

As you know, we have made great strides as a state in serving young children, including formally establishing the Office of Early Childhood (OEC) to administer a comprehensive, coordinated system of early childhood services and supports for children from birth to age five. Having the OEC as the applicant and lead of this project and implementation plan positions our state to oversee and support the grant's activities and participating communities in a synchronized way, tapping into support from a variety of departments and resources.

The three chosen communities of Bridgeport, Norwalk and Stamford all possess distinctive traits and common challenges, as well as dedicated early childhood champions and local resources. Methodologies of the ECCS Impact grant will enable community participants to approach their difficulties and expand their resources by concurrently addressing the three goals of improving developmental promotion, developmental screening and early identification of children at risk, and connecting families and children to community-based resources. Invaluable lessons will be learned and shared as they participate in the CoIIN cohorts, reinforcing the intentional work of continuous quality improvement, thereby achieving a greater collective impact that will invariably translate into best practices for other early childhood professionals, stakeholders and communities.

I am pleased to say that Elizabeth Donohue will continue to represent my office on the next ECCS Impact Advisory Committee, as she did for the former ECCS grant.

At its core, the Early Childhood Comprehensive System Impact grant and Collaborative Innovation and Improvement Network reflect Connecticut's belief in our fundamental responsibility to provide an opportunity for all children to succeed – this begins with creating an atmosphere of consistent practice for

all young children that fosters developmental promotion, screening, and connecting to services. I believe that Connecticut's ECCS Impact CoIIN participation will provide a lasting benefit for Connecticut's children and families.

Sincerely,

A handwritten signature in blue ink, appearing to read "D. P. Malloy". The signature is fluid and cursive, with a large initial "D" and a long, sweeping tail.

Dannel P. Malloy  
Governor



STATE OF CONNECTICUT  
OFFICE OF EARLY CHILDHOOD



Connecticut Office of  
Early Childhood

Dannel P. Malloy  
*Governor*  
Nancy Wyman  
*Lt. Governor*

Myra Jones-Taylor, Ph.D.  
*Commissioner*

March 8, 2016

Mr. Jim Macrae, Acting Administrator  
Department of Health and Human Services,  
Health Resources and Services Administration  
5600 Fishers Lane  
Rockville, MD 20857

Dear Mr. Macrae,

As Commissioner of the Connecticut Office of Early Childhood and Co-chair of Connecticut's Early Childhood Cabinet, I wish to express my unequivocal support for Connecticut's application for the Early Childhood Comprehensive System Impact grant. In both roles, I pledge my commitment to implementing this ambitious plan to improve developmental outcomes for three-year old children living in the three communities who have agreed to participate in the grant and, eventually, to all 169 Connecticut communities.

Connecticut has made significant progress in improving the state's early childhood system and increasing access to early childhood services. This federal grant will build on the state's previous ECCS planning grants, the most recent of which was administered through the United Way of Connecticut, one of our invaluable partners in this state's early childhood system.

Our state's commitment to early childhood has been evident through the establishment of the Office of Early Childhood, a separate cabinet-level agency that has full statutory and budgetary authority of early childhood programs formerly residing in the Departments of Education, Social Services, Public Health, and the Board of Regents. By bringing early childhood programs under one agency, Connecticut has a unique opportunity to focus on our youngest children and build a better trajectory for their lifelong success.

As a member of the ECCS Advisory Committee, Co-chair of the Connecticut Early Childhood Cabinet, Co-chair of the Connecticut Home Visiting Consortium, and as Commissioner of the Office of Early Childhood, I stand strongly by our agency's application.

Sincerely,

Myra Jones-Taylor, Ph.D.  
Commissioner  
Office of Early Childhood

Phone: (860) 713-6410 • Fax: (860) 713-7037  
165 Capitol Avenue  
Hartford, Connecticut 06106  
[www.ct.gov/oec](http://www.ct.gov/oec)

*Affirmative Action/Equal Opportunity Employer*

Paul H. Dworkin, MD

*Executive Vice President  
for Community Child Health*



*Founding Director*  
Help Me Grow National Center

Connecticut Children's  
Medical Center  
282 Washington Street  
Hartford, CT 06106



*Professor of Pediatrics*  
University of Connecticut  
School of Medicine

Telephone (860) 837-6228  
Facsimile (860) 837-6261  
pdworki@connecticutchildrens.org

February 23, 2016

Myra Jones-Taylor, Commissioner  
Connecticut Office of Early Childhood  
165 Capitol Ave. Room G29  
Hartford, CT 06106

Dear Commissioner Taylor:

I am pleased to enthusiastically and unequivocally support the proposal of Connecticut's Office of Early Childhood (OEC) for funding under the Early Childhood Comprehensive Systems Impact funding opportunity to strengthen early childhood developmental outcomes in three communities, Bridgeport, Norwalk and Stamford. As the co-chair of Connecticut's Early Childhood Comprehensive System Advisory Committee, the Founding Director of the *Help Me Grow*® National Center, and Executive Director of Community Child Health for Connecticut Children's Medical Center, I am very familiar with our state's commitment to and understanding of the critical components of comprehensive system building to promote children's optimal healthy development. Indeed, our many innovations in support of children's healthy development are now supporting families in Connecticut, as well as in other states seeking to replicate our efforts. Specifically, our design and implementation of such resources as *Help Me Grow*, mid-level developmental assessment, the community care coordination collaborative model, and Educating Practices in the Community all contribute to our unique capacity to build a robust, comprehensive system supporting all families in developmental promotion, early detection, and referral and linkage to community-based programs and services. Furthermore, our superb Office of Early Childhood, with its consolidation of critical programs and services and its extraordinary leadership, is ideally positioned to oversee this initiative.

I am confident that Connecticut is well-poised to bring to scale and impact an impressive array of services and supports to help build early childhood systems in the three participating communities. I support the goals of improving developmental promotion among families and providers of maternal, infant and toddler services; early identification of children at risk for not meeting appropriate developmental outcomes by age three; and linkage of families and children with, and at risk for, developmental delays to community-based services. I fully believe that simultaneously addressing these three goals will ensure the development, success, and sustainability of the early childhood systems in participating communities. Furthermore, we anticipate that the success and lessons learned in this work, which will be enhanced by participation in the national Collaborative Innovation and Improvement Network (CoIIN), will inform the OEC's efforts to replicate the work in other communities across the State. I pledge the expertise and experience of our *Help Me Grow* National Center in sharing lessons learned in vibrant and meaningful peer-to-peer activities. Also, I will bring my experience and lessons learned as lead faculty in the MIECHV CoIIN on Developmental Promotion, Early Detection, and Referral & Linkage to support our activities.

Despite our state's impressive array of programs and services to promote child development, early detection, and connection to services, their implementation in communities has often been piecemeal and siloed within sectors, reducing their impact on children and families. I am excited that resources from the ECCS Impact grant will allow OEC to provide three communities with technical assistance, facilitation, and coordination to support active system building within a collective impact approach that is guided by a continuous quality improvement process.

Thank you for the privilege of supporting OEC's application. I am not aware of any state better poised to take advantage of this funding to support families in promoting the healthy development of all children. I am confident that Connecticut will be a superb contributor to this national effort.

Sincerely yours,



Paul H. Dworkin, MD  
Executive Vice President for Community Child Health  
Founding Director, Help Me Grow National Center  
Connecticut Children's Medical Center  
Professor of Pediatrics  
University of Connecticut School of Medicine

February 22, 2016

Ms. Myra Jones-Taylor  
Commissioner  
Connecticut Office of Early Childhood  
165 Capitol Avenue  
Hartford, Connecticut 06106

Dear Commissioner Jones-Taylor:

United Way of Connecticut enthusiastically supports the Connecticut Office of Early Childhood's application to participate in HRSA's Early Childhood Comprehensive System Impact Project and Collaborative Innovation and Improvement Network (ECCS CoIIN).

Thanks to the leadership of the OEC, over the past three years with the help of HRSA's ECCS planning grant, Connecticut has laid the ground work for real systems change in early developmental screening and linkage to necessary community supports and services. In the process, providers and stakeholders in early care and education, health care and home visiting, and most importantly families, have been asked for their input on what is working and what can work better to move toward universal early screening and strengthened linkages to necessary services and supports. This has led to a level of broad engagement and a commitment to further progress that will surely lead to substantial benefit to children and families with new HRSA support.

United Way of Connecticut commits to fully supporting OEC's work in this in a variety of ways. Our 2-1-1 Child Development Infoline service has long been the front door for Connecticut families seeking help through Birth to Three, Help Me Grow, and other programs. Connecticut's ECCS work to date has been guided by Help Me Grow which gives parents and providers the information and tools to promote healthy development, to monitor developmental progress, and to find help when the need is identified. The Help Me Grow framework, which started in Connecticut under Dr. Paul Dworkin's leadership, has been so successful that it is now replicated in 25 other states.

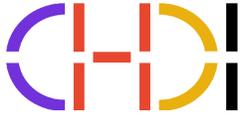
Our most recent innovation in 2-1-1 Child Development Infoline/Help Me Grow involves making the Ages and Stages Questionnaire available online for parents and providers. This has enabled significant increases in screening and empowered more parents with the knowledge and tools to monitor and promote healthy development. And we have worked with leadership in the City of Norwalk, leveraging a private foundation grant on a pilot designed to promote universal screening of two year olds with appropriate follow up and the ability to aggregate and analyze ASQ results on a community-wide basis.

Again, United Way of Connecticut enthusiastically supports OEC's application and pledges to employ its services and resources to support Connecticut's ECCS CoIIN participation and to provide real benefit for Connecticut's children and families.

Sincerely,



Richard J. Porth  
President & CEO



Child Health and Development Institute of Connecticut, Inc.

February 23, 2016

Myra Jones-Taylor, Commissioner  
Connecticut Office of Early Childhood  
165 Capitol Ave., Room G29  
Hartford, CT 06106

Dear Commissioner Jones-Taylor,

I am writing in support of the Office of Early Childhood's (OEC) application for funding under the Early Childhood Comprehensive Systems Impact funding opportunity. The Child Health and Development Institute (CHDI) is dedicated to assuring that children in Connecticut who are disadvantaged have access to and make use of a comprehensive, effective, community-based health and mental health care system. Early childhood system building is one of three critical components of our work. As an active member of Connecticut's ECCS Planning Grant Advisory Committee, Chair of the Evaluation Subcommittee, and subcontractor for the planning project, I am pleased to see that so many of the planning initiatives are carried forth in OEC's proposal.

CHDI will ensure that Connecticut's work going forward reflects what we learned in the planning grant, which is that our communities need support in identifying children at risk for developmental delays and connecting them to services. We will continue efforts to raise awareness about Connecticut's robust resources to promote optimal child developmental outcomes and to support parents and early childhood service providers in using those resources. CHDI will also continue its promotion of the Endorsement for Culturally Sensitive, Relationship-Focused Practice Promoting Infant Mental Health (IMH-E<sup>®</sup>), work that directly improves the skills of parents and providers in promoting socio-emotional development.

To increase the contribution of child health providers to children's developmental outcomes, CHDI will commit the resources of our Educating Practices In the Community Program (EPIC) program. EPIC will augment its work in the three communities that are the sites for this grant to strengthen child health providers' knowledge and practice around developmental promotion, early detection, and linkage to services. EPIC is an evidenced-based approach to accelerating practice change, and we are confident that its implementation in these communities will contribute to increases in the number of three year old children who have appropriate development skills.

Please let me know if I can provide additional information about CHDI's support of the Office of Early Childhood's application.

Sincerely,

Judith Meyers, Ph.D.  
President and CEO

270 Farmington Ave  
Suite 367  
Farmington, CT 06032

860.679.1519 office      chdi@adp.uchc.edu  
860.679.1521 facsimile      www.chdi.org



ALL OUR KIN INC.

A SAFE AND LOVING PLACE WHERE PARENTS AND CHILDREN CAN LEARN

Dr. Myra Jones-Taylor  
Commissioner, Connecticut Office of Early Childhood  
165 Capitol Ave, Rm. G31  
Hartford, CT 06106

February 25, 2016

Dear Commissioner Jones-Taylor:

All Our Kin is pleased to support the application of the Connecticut Office of Early Childhood for the federal Early Comprehensive Childhood Systems Impact Grant. We believe that by improving developmental screening efforts and creating much-needed connections between developmental services, the Office of Early Childhood will transform children's developmental health in Bridgeport, Norwalk, and Stamford, and create protocols that can be adapted by other communities statewide.

All Our Kin is a nationally-recognized, Connecticut-based nonprofit that trains, supports and sustains family child care providers to ensure that children and families have the foundation they need to succeed in school and in life. Our strength-based approach has been recognized as a model for best practice in engaging family child care providers. Because many of the children in family child care programs are infants and toddlers from underserved communities, we see the early detection of developmental delays as closely linked with our work.

Although All Our Kin was founded in New Haven, in past years we have expanded to Bridgeport, Norwalk, and Stamford, the three communities that would be involved in the ECCS project. In the last year, we worked with 82 caregivers in Bridgeport, 22 in Norwalk, and 71 in Stamford. These individuals received a variety of services through All Our Kin, including licensing supports, workshops and series, and individualized consulting. Our role makes us well-positioned to serve as trusted messengers for family child care providers; thus, we commit to supporting and hosting trainings provided through the ECCS IMPACT grant regarding how family child care providers can promote healthy development and aid in early detection efforts and linkage to follow-up services. We will also distribute materials and resources to our provider networks that they can share with families.

In addition, All Our Kin runs an Early Head Start – Family Child Care Partnership in New Haven that offers free high quality child care to eligible infants and toddlers, as well as access to physical and mental health services and connections to housing, food, and income supports. We look forward to sharing our “lessons learned” in the hope that the partnership can serve as a model for similar initiatives in Bridgeport, Norwalk, and Stamford to provide high quality child care and wraparound services to the families who need them most.

On behalf of All Our Kin, I am excited to offer our support and expertise to this vital initiative.

Sincerely,

Jessica Sager

Executive Director, All Our Kin

YALE UNIVERSITY  
School of Nursing

*Mailing address:*  
400 West Campus  
SON, Yale University West Campus  
Orange, CT 06477  
PO Box 27399  
West Haven, CT 06516-7399

Myra Jones-Taylor, Commissioner  
Connecticut Office of Early Childhood  
165 Capitol Avenue, Room G29  
Hartford, CT 06106.

March 1, 2016

Dear Commissioner Jones-Taylor,

I am pleased to send this letter in support of the Connecticut Office of Early Childhood's Early Childhood Comprehensive Systems Impact application. I have had the privilege of serving on the CT Early Childhood Comprehensive Systems Planning Advisory Committee for the past three years, and if CT is selected, I would be honored to serve once again.

During the past three years, the Advisory Committee and subgroups in collaboration with United Way and the Child Health and Development Institute of CT, Inc, made impressive progress in planning for the next phase. Building on *The Earlier the Better: Developmental Screening for Connecticut's Young Children* (Hongifeld & Meyers, 2013). Lhortensen and Honigfeld (2015) systematically evaluated the perspectives of families and child care providers in representative samples across the state and produced *Developmental Surveillance and Screening in Early Care and Education: Family and Provider Perspectives*.

Simultaneously, a subgroup created a Developmental Tool Kit of federal and state resources and a power point presentation on developmental screening and monitoring for early care and education (ECE) providers, health professionals, consultants and families. In addition, a survey of consultants across the state yielded a data base of child care health consultants and a profile of their activities. Because of the regulatory requirement for weekly health consultant visits to ECE centers, health consultants could play a critical role in facilitating developmental screening and monitoring in programs. Finally, Advisory Committee strategic planning efforts has yielded a road map for launching the next stage.

Connecticut is well poised to address the goal of this Impact application: "To utilize a collaborative approach to achieve a collective impact of 25% increase from baseline in age-appropriate developmental skills of three-year old children in three (3) Connecticut communities (Bridgeport, Norwalk and Stamford) by incorporating evidence-based early childhood resources into program improvement, improving developmental promotion among families and providers of maternal, infant and toddler services, increasing early identification of children at risk for not meeting developmental outcomes by age three, and linking of families and children at risk for developmental delays to community-based services."

Please let me know if I can be of further assistance.

Sincerely,



Angela Crowley, PhD, APRN, PNP-BC, FAAN  
Professor



CONNECTICUT ASSOCIATION  
FOR INFANT MENTAL HEALTH

*Infant mental health is about early relationships, their origin and their power.*

*Babies develop in the context of relationships. Warm, sensitive and predictable relationships build the rapidly developing brain.*

*Promoting these early powerful relationships is the work of professionals from many disciplines.*

*CT-AIMH strives to tell the story for babies and supports those who care for them and their families.*

## **Connecticut Association for Infant Mental Health**

Concerned with the Healthy Social Emotional Development  
of Infants and Young Children

To: Myra Jones-Taylor, Commissioner  
Connecticut Office of Early Childhood  
165 Capitol Avenue, Room G29  
Hartford, CT 06106

From: Heidi Maderia, MS, IMH-E®, Executive Director, CT-AIMH

Date: March 2, 2016

Re: ECCS Impact grant

This letter is to support the ECCS Impact grant application. As a professional organization focused on assuring that our youngest children experience quality relationships during the critical and formative years, the Connecticut Association for Infant Mental Health (CT-AIMH) supports the focus on quality, on reaching the young children with very high needs, and on assessing early social emotional development within the context of early relationships in order to support the successful learning of young children with high needs.

The CT Association for Infant Mental Health is one of 23 states that recognizes competency by offering the Endorsement for Culturally Sensitive, Relationship Focused Practice Promoting Infant Mental Health®. The Association has 200 members in Connecticut who recognize the tremendously difficult tasks required from those who work with children and their families who have high needs. Because the work with families facing many challenges is so very difficult, qualified, competent professionals must do it. This grant will support quality among the professionals working with young children and their families, so they are equipped to offer support, identify needs and link children and families to needed services.

CT-AIMH believes that identifying early social and emotional irregularities in young children's development is important to assuring that these children will be successful in school. The data increasingly supports the link between early social emotional status (including attachment and brain development) and later learning. This grant will be the beginning of helping caregivers and the professionals who work with families of high need to understand the importance of this relationship.

It is our hope that in time all who work with infants and toddlers and their families will be competent in infant and early childhood mental health. This workforce includes childcare providers, home visitors, consultants and clinicians. Through the Office of Early Childhood and resources from this successful application, Connecticut is well positioned to meet the needs of young children and their families.

230 S. Frontage Road, New Haven, CT 06520  
www.ct-amih.org Phone: 203-737-6422, ctaimh@yale.edu



# STATE OF CONNECTICUT

DEPARTMENT OF SOCIAL SERVICES

March 1, 2016

Myra Jones-Taylor, PhD, Commissioner  
Connecticut Office of Early Childhood  
165 Capitol Avenue  
Hartford, Connecticut 06106

Dear Commissioner Jones-Taylor:

I write to express our commitment to the Connecticut Office of Early Childhood's application to participate in HRSA's Early Childhood Comprehensive System Impact Project and Collaborative Innovation and Improvement Network (ECCS CoIIN). We strongly support the application for an ECCS Impact grant, beginning in the communities of Bridgeport, Norwalk and Stamford to foster the optimal development of our state's youngest children.

Funding from the federal government's Health Resources and Services Administration will help the state in its efforts to assist three communities in a coordinated and intentional way, emphasizing the three goals of expanding developmental promotion among families and early childhood service providers; universal developmental screening to identify children not meeting age-appropriate developmental outcomes by age three; and linking families and children with needed community-based services.

The Connecticut Department of Social Services (DSS) provides an array of vital services and support to our residents, most particularly the Connecticut Medical Assistance (Medicaid) Program. Connecticut's Medicaid Program is unique among the nation's many state programs in the use of a self-insured model of care. As such, we enjoy a single set of claims data which enables us to most strategically target increasingly scarce resources. Consistent with and supporting your efforts above, DSS prioritizes universal developmental screening linked to a coding modifier that allows tracking of those children with abnormal screens, thereby allowing us to better track and refer those in need of further developmental support.

This grant will provide the opportunity for the State of Connecticut to improve developmental outcomes of children aged birth to three by raising awareness, training and equipping providers, enhancing screening opportunities and, enabling better coordination and easier access to necessary follow up services. The CoIIN training, coordination, and support is a vital component to embedding these communities with optimal developmental practices, positioning them to be models for other communities in our state. These communities and the state of Connecticut are in very good positions to greatly enhance existing collaboration between public and private agencies, building on existing strategies and proven practices. The enhancements of this ECCS CoIIN Impact grant will lead to better health outcome for our children, foster successful trajectories in school, reduce disparities, and bolster our communities.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Zavoski", written over a horizontal line.

Robert Zavoski, MD, MPH, FAAP  
Medical Director  
Connecticut Department of Social Services

# STATE OF CONNECTICUT

## DEPARTMENT OF PUBLIC HEALTH



Dannel P. Malloy  
Governor  
Nancy Wyman  
Lt. Governor

Raul Pino, M.D., M.P.H.  
Commissioner

February 26, 2016

Ms. Myra Jones-Taylor, Ph.D.  
Commissioner, Connecticut Office of Early Childhood  
165 Capitol Avenue  
Hartford, CT 06106

Dear Commissioner;

This letter is written in strong support of the Connecticut's Office of Early Childhoods application for the Early Comprehensive Childhood Systems Impact (ECCS Impact) funding opportunity offered by Health Resources Services Administration, 16-047. The overall aim of the ECCE Impact, coordinated by the Early Childhood Comprehensive Systems Collaborative Innovation and Improvement Network (ECCS CoIIN), is within 60 months, participating communities will show a twenty-five percent increase from baseline in age appropriate developmental skills among their community's three year old children. As the Center for Disease Control and Prevention's (CDC) Act Early Ambassador for the state of Connecticut, I stand ready to support ECCS Impact activities through the promotion and distribution of "Learn the Signs. Act Early." developmental monitoring brochures, booklets and education tools.

CDC's "Learn the Signs. Act Early." program offers developmental milestone checklists, brochures, booklets, fact sheets, and other tools to help parents, health professionals, and early care and education providers monitor early development and take action on developmental concerns. The "LTS.AE" materials can provide critical support towards ECCS Impact goals.

As the Act Early Ambassador for Connecticut and a senior staff person for the Connecticut Department of Public Health, Title V Children and Youth with Special Health Care Needs Program, I have worked with CT Act Early Team members and CT Medical Home Initiative partners to distribute over 14,500 "LTS.AE." materials statewide since 2011. We have personalized the "LTS.AE" materials for Connecticut by printing the materials with the Child Development Infoline toll-free telephone number and web site link; these are available in English and Spanish.

I commit to sharing 1,000 Milestones Moments Booklets for each of the three communities identified (Bridgeport, Stamford and Norwalk) for a total of 3,000 Milestones Moments Booklets. The Milestone Moments Booklet is the campaigns most comprehensive material for families and includes complete milestones checklist (age 2 months to five years) along with tips and activities to help parents support their child's development. In addition I will provide two "Learn the Signs. Act Early." trainings for each identified communities, for a total of six trainings. The trainings will be tailored for the audience and can include the new "Watch ME! Training" for early care and education providers.

I am in strong support of the Office of Early Childhood's ECCS Impact application.

Sincerely,

A handwritten signature in blue ink that reads "Ann Gionet".

Ann Gionet  
Health Program Associate  
CDC Act Early Ambassador to Connecticut  
CT Department of Public Health



Attachment 6

Phone: (860) 509-8000 • Fax: (860) 509-7184  
410 Capitol Avenue, P.O. Box 340308  
Hartford, Connecticut 06134-0308  
[www.ct.gov/dph](http://www.ct.gov/dph)

Affirmative Action/Equal Opportunity Employer  
ECCS Impact Grant - Connecticut



**STATE OF CONNECTICUT**  
**OFFICE OF EARLY CHILDHOOD**



Connecticut Office of  
**Early Childhood**

Dannel P. Malloy  
*Governor*  
Nancy Wyman  
*Lt. Governor*

Myra Jones-Taylor, Ph.D.  
*Commissioner*

March 1, 2016

To Whom It May Concern:

I am writing as the Director for the Family Support Services Division of the Connecticut Office of Early Childhood, to support the 2016 Early Childhood Comprehensive Systems Impact grant application by the Office. This Division includes the state's Individuals with Disabilities Education Act (IDEA) Part C program, and the Maternal, Infant, Early Childhood Home Visiting (MIECHV) grant program, both of which are very much aligned with the goals of this grant.

I can assure you that both the IDEA and MIECHV programs will work closely with the three (3) Connecticut communities (Bridgeport, Norwalk and Stamford) selected to meet the goals of the grant which is: to utilize a collaborative approach to achieve a collective impact of 25% increase from baseline in age-appropriate developmental skills of three-year old children by incorporating evidence-based early childhood resources into program improvement, improving developmental promotion among families and providers of maternal, infant and toddler services, increasing early identification of children at risk for not meeting developmental outcomes by age three, and linking of families and children at risk for developmental delays to community-based services.

I look forward to informing the agencies that provide services under IDEA Part C and MIECHV to families in these communities of this new opportunity to collaborate. Please contact me directly at [lynn.s.johnson@ct.gov](mailto:lynn.s.johnson@ct.gov) if you have any questions.

Sincerely,

Lynn Skene Johnson Ed.D  
Division Director, Family Support Services  
Office of Early Childhood

460 Capitol Avenue  
Hartford, Connecticut 06106-1308  
[www.ct.gov/oec](http://www.ct.gov/oec)  
*Affirmative Action/Equal Opportunity Employer*



## CONNECTICUT HEAD START STATE COLLABORATION OFFICE

February 29, 2016

Myra Jones-Taylor, Ph.D.  
Commissioner  
Connecticut Office of Early Childhood  
165 Capitol Avenue, Rm. G31  
Hartford, CT 06106

Dear Commissioner Jones-Taylor,

As Director of the CT Head Start State collaboration Office I am writing this letter of support for Connecticut's application to the US Health and Human Services Health Resources and Services Administration's Maternal and Child Health Bureaus Early Childhood Comprehensive Systems Impact (ECCS Impact) HRSA-16-047 grant opportunity to improve developmental outcomes.

In an effort to support implementation, I would be happy to serve on the project's Advisory Board, to provide information regarding Early Head Start programs and services in the state and to facilitate partnerships in the three target communities that will strengthen engagement of Early Head Start programs in their community's collaborative activities and the grant related COIIN if they are invited to participate. Early Head Start serves families in the Stamford and Bridgeport communities at this time. We are hopeful that in the years to come we will be able to establish Early Head Start services in the Norwalk community as well. Early Head Start provides a uniquely wide range of comprehensive services and supports for families with infants and toddlers experiencing challenges to their healthy growth and development and it active with their community partners to ensure services are trauma informed and sufficient to meet individual needs. Bridgeport and Stamford Early Head Start programs will be important partners in the proposed effort through this grant.

Wishing you luck in your application process and looking forward to working with you to enhance services and supports to Connecticut's vulnerable children and families in the Fairfield County area of our state.

Sincerely,

Grace Whitney, PhD, MPA, IMH-E  
Director

CT Office of Early Childhood, 165 Capitol Avenue, Hartford, CT 06106  
Phone: 860-713-6767 Email: grace.whitney@ct.gov



State of Connecticut  
GENERAL ASSEMBLY  
Commission on Children



March 11, 2016

Dr. Myra Jones-Taylor  
Commissioner  
Connecticut Office of Early Childhood  
165 Capitol Avenue  
Hartford, Connecticut 06106

Dear Commissioner Jones-Taylor:

Please accept this letter of support from the Commission on Children for the Connecticut Office of Early Childhood's Early Childhood Comprehensive Systems Impact grant application. I am currently serving as a member of the Advisory Committee of the CT ECCS planning grant, and would strongly support the application for an ECCS Impact grant. As an advocate for Connecticut's families and youth, the Commission on Children sees the value in providing assistance that will continue the employment of best practices and foster the optimal development of our state's youngest children.

The Collaborative Innovation and Improvement Network's (CoIIN) training, coordination, and support is an essential component to providing optimal practices. Beginning in Bridgeport, Norwalk, and Stamford, this grant will allow for the expansion of developmental promotion work, universal developmental screenings, and linking children and families with services in these communities. In particular, the ability to raise awareness, enhance early screening opportunities, coordinate easy access to follow-up services, and train and equip providers will impact both children and family health and will position these communities to be models for others in Connecticut. We are confident this work will improve the outcomes for children aged birth to three.

Bridgeport, Norwalk, and Stamford, as well as the State of Connecticut, are well positioned to enhance the existing collaboration between public and private agencies and build on proven practices. We are confident that the enhancements of this ECCS CoIIN Impact grant will lead to better health outcomes for our children in both the short -and long-term, foster successful trajectories in school, reduce disparities, and strengthen community.

The Commission on Children enthusiastically supports OEC's application. We are confident that the ECCS Impact outcomes will provide a real, lasting benefit for Connecticut's children and families.

Sincerely,

Elaine Zimmerman  
Executive Director, Commission on Children

## BUDGET INFORMATION - Non- Construction Programs

SECTION A - BUDGET SUMMARY						
Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non- Federal (f)	Total (g)
1. CT ECCS Impact Project Year 5	93.110	\$	\$	\$ 426,600	\$	\$ 426,600
2.		\$	\$	\$	\$	\$ 0.00
3.		\$	\$	\$	\$	\$ 0.00
4.		\$	\$	\$	\$	\$ 0.00
5. TOTALS		\$ 0.00	\$ 0.00	\$ 426,600	\$ 0.00	\$ 426,600
SECTION B - BUDGET CATEGORIES						
6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)	
	(1)	(2)	(3)	(4)		
a. Personnel	\$	\$	\$ 80,261	\$	\$ 80,261	
b. Fringe Benefits	\$	\$	\$ 64,209	\$	\$ 64,209	
c. Travel	\$	\$	\$ 7,000	\$	\$ 7,000	
d. Equipment	\$	\$	\$ 0	\$	\$ 0	
e. Supplies	\$	\$	\$ 5,000	\$	\$ 5,000	
f. Contractual	\$	\$	\$ 270,130	\$	\$ 270,130	
g. Construction	\$	\$	\$ 0	\$	\$ 0	
h. Other	\$	\$	\$ 0	\$	\$ 0	
i. Total Direct Charges (sum of 6a -6h)	\$ 0.00	\$ 0.00	\$ 426,600	\$ 0.00	\$ 426,600	
j. Indirect Charges	\$	\$	\$ 0	\$	\$ 0	
k. TOTALS (sum of 6i and 6j)	\$ 0.00	\$ 0.00	\$ 426,600	\$ 0.00	\$ 426,600	
7. Program Income		\$	\$	\$ 0	\$	\$ 0

Standard Form 424A (7- 97)  
Prescribed by OMB Circular A- 102

**SECTION C - NON- FEDERAL RESOURCES**

(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS
8.	\$	\$	\$	\$ 0.00
9.	\$	\$	\$	\$ 0.00
10.	\$	\$	\$	\$ 0.00
11.	\$	\$	\$	\$ 0.00
12. TOTALS (sum of lines 8 and 11)	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

**SECTION D - FORECASTED CASH NEEDS**

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 426,600	\$ 106,650	\$ 106,650	\$ 106,650	\$ 106,650
14. Non- Federal	\$ 0.00	\$	\$	\$	\$
15. TOTAL (sum of lines 13 and 14)	\$ 426,600	\$ 106,650	\$ 106,650	\$ 106,650	\$ 106,650

**SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT**

(a) Grant Program	FUTURE FUNDING PERIODS (Years)			
	(b) First	(c) Second	(d) Third	(e) Fourth
16. CT ECCS Impact-Year 5	\$ 426,600	\$	\$	\$
17.	\$	\$	\$	\$
18.	\$	\$	\$	\$
19.	\$	\$	\$	\$
20. TOTALS (sum of lines 16 -19)	\$ 426,600	\$ 0.00	\$ 0.00	\$ 0.00

**SECTION F - OTHER BUDGET INFORMATION**

21. Direct Charges:	22. Indirect Charges: 0
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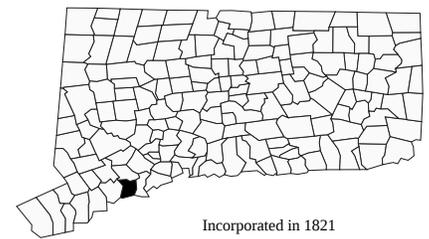
23. Remarks  
 The Office of Early Childhood has a proposed restricted indirect rate prepared by Maximus on behalf of the State of Connecticut. That rate has been submitted to HHS for approval, but we do not yet have an approved rate. At the point during this grant, that the indirect rate is approved, a budget revision will be submitted within the \$426,600 total. The Maximus rate calculations are available upon request.

**There are no attachments 8, 9, or 10.**

# Bridgeport, Connecticut

**City Hall**  
45 Lyon Terrace  
Bridgeport, CT 06604  
(203) 576-7201

*Belongs To*  
Fairfield County  
LMA Bridgeport - Stamford  
Greater Bridgeport Economic Dev. Region  
Greater Bridgeport Planning Area



Incorporated in 1821

## Demographics

### Population (2010-2014)

	Town	County	State
2000	139,529	882,567	3,405,565
2010	144,229	916,829	3,574,097
2014	146,680	934,215	3,592,053
2020	150,764	944,692	3,702,469
'14 - '20 Growth / Yr	0.8%	0.9%	0.9%

	Town	County	State
Land Area (sq. miles)	16	625	4,842
Pop./Sq. Mile (2010)	9,185	1,495	742
Median Age (2010-2014)	32	40	40
Households (2010-2014)	50,034	333,502	1,356,206
Med. HH Inc. (2010-2014)	\$41,204	\$83,163	\$69,899

### Age Distribution (2010-2014)

	0-4	5-14	15-24	25-44	45-64	65+	Total
Town	10,782 7%	20,347 14%	23,346 16%	44,901 31%	32,887 22%	14,417 10%	146,680 100%
County	55,160 6%	129,287 14%	119,243 13%	235,475 25%	264,775 28%	130,275 14%	934,215 100%
State	194,338 5%	452,157 13%	489,981 14%	892,275 25%	1,032,223 29%	531,079 15%	3,592,053 100%

### Race/Ethnicity (2010-2014)

	Town	County	State
White	31,048	605,136	2,508,360
Black	53,188	103,232	365,871
Asian Pacific	5,380	45,560	145,842
Native American	65	241	1,105
Other/Multi-Race	26,234	88,711	282,094
Hispanic (Any Race)	57,030	167,047	512,795

	Town	County	State
Poverty Rate (2010-2014)	23.6%	9.1%	10.5%

### Educational Attainment (2010-2014)

	Town	County	State
High School Graduate	29,622 32%	677,887 28%	
Associates Degree	5,589 6%	180,321 7%	
Bachelors or Higher	15,169 16%	908,551 37%	

## Economics

### Business Profile (2014)

Sector	Units	Employment
Total - All Industries	2,474	42,959
23 - Construction	189	1,243
31-33 - Manufacturing	161	3,996
44-45 - Retail Trade	286	3,011
62 - Health Care & Social Assistance	304	12,552
Total Government	82	7,915

### Top Five Grand List (2013)

	Amount
United Illuminating Co.	\$259,682,267
CRRA/US Bank NAT Assoc James E Mogavero	\$219,812,200
Peoples United Bank	\$54,148,846
Connecticut Light & Power	\$53,581,584
PSEG Power Connecticut	\$52,872,510
Net Grand List (SFY 2013-2014)	\$7,110,904,657

### Major Employers (2014)

Trefz Corp	Bridgeport Hospital
St Vincent's Medical Ctr	People's United Financial Inc
Allied Barton Security Svc	

## Education

### 2013-2014 School Year

	Grades	Enrollment
Bridgeport School District	PK-12	20,710

### Pre-K Enrollment (PSIS)

	2011-2012
Bridgeport School District	786

### 4-Year Cohort Graduation Rate (2013-2014)

	All	Female	Male
Connecticut	87.0%	90.0%	84.0%
Bridgeport School District	71.0%	78.0%	64.0%

### Connecticut Mastery Test Percent Above Goal (2013)

	Grade 3		Grade 4		Grade 8	
	Town	State	Town	State	Town	State
Reading	21.4%	56.9%	24.4%	62.7%	45.3%	76.3%
Math	25.1%	61.6%	29.3%	65.4%	33.7%	65.2%
Writing	32.4%	60.0%	31.8%	63.1%	32.7%	67.3%

### Rate of Chronic Absenteeism (2012-2013)

	All	K - 3	4 - 8	9 - 12
Connecticut	11.5%	8.9%	9.0%	16.9%
Bridgeport School District	25.4%	19.8%	16.7%	48.9%

# Bridgeport, Connecticut

## Town Profile 2016

### Government

Government Form: Mayor - Council

Total Revenue (2014)	\$552,115,914	Total Expenditures (2014)	\$549,445,907	Annual Debt Service (2014)	\$74,023,395
Tax Revenue	\$290,690,776	Education	\$267,927,607	As % of Expenditures	13.5%
Non-tax Revenue	\$261,425,138	Other	\$281,518,300	Eq. Net Grand List (2014)	\$8,275,778,089
Intergovernmental	\$240,139,304	Total Indebtedness (2014)	\$622,329,724	Per Capita	\$56,064
Per Capita Tax (2014)	\$1,989	As % of Expenditures	113.3%	As % of State Average	39.0%
As % of State Average	73.7%	Per Capita	\$4,216	Moody's Bond Rating (2014)	A2
		As % of State Average	182.0%	Actual Mill Rate (2014)	41.85
				Equalized Mill Rate (2014)	35.48
				% of Net Grand List Com/Ind (2014)	20.9%

### Housing/Real Estate

#### Housing Stock (2010-2014)

	Town	County	State
Total Units	57,881	361,272	1,486,995
% Single Unit (2010-2014)	25.0%	58.0%	59.0%
New Permits Auth (2014)	\$134	\$1,889	\$5,329
As % Existing Units	0.2%	0.5%	0.4%
Demolitions (2014)	14	562	1,240
Home Sales (2013)	725	7,243	26,310
Median Price	\$176,000	\$422,400	\$274,500
Built Pre-1950 share	47.4%	29.3%	29.7%
Owner Occupied Dwellings	29,460	228,331	443,163
As % Total Dwellings	58.9%	68.5%	32.7%
Subsidized Housing (2014)	10,705	32,500	168,655

#### Distribution of House Sales (2013)

	Town	County	State
Less than \$100,000	264	439	3,417
\$100,000-\$199,999	356	890	7,522
\$200,000-\$299,999	85	1,117	6,031
\$300,000-\$399,999	9	980	3,380
\$400,000 or More	11	3,817	5,960

### Labor Force

#### Place of Residence (2014)

	Town	County	State
Labor Force	71,518	475,888	1,885,100
Employed	64,237	446,528	1,760,400
Unemployed	7,281	29,360	124,700
Unemployment Rate	10.2%	6.2%	6.6%

#### Connecticut Commuters (2014)

Commuters Into Town From:	Town Residents Commuting To:	
Bridgeport	13,142	Bridgeport 13,142
Stratford	3,768	Fairfield 4,150
Shelton	2,296	Stratford 3,972
Milford	2,098	Norwalk 3,315
Trumbull	1,933	Stamford 2,676
Fairfield	1,831	Trumbull 2,621
Hamden	1,092	Milford 2,366

#### Place of Work (2014)

	Town	County	State
Units	2,474	34,172	114,608
Total Employment	42,959	418,832	1,653,545
2011-'14 AAGR	40.3%	58.0%	29.5%
Mfg Employment	3,996	35,238	159,607

### Other Information

#### Crime Rate (2014)

	Town	State
Per 100,000 residents	3,821	2,167

#### Distance to Major Cities

	Miles
Hartford	48
New York City	53
Providence	102
Boston	137
Montreal	301

#### Residential Utilities

<b>Electric Provider</b>
The United Illuminating Co. (800) 257-0141
<b>Gas Provider</b>
Southern Connecticut Gas Company (203) 382-8111
<b>Water Provider</b>
Aquarion Water Company (800) 732-9678
<b>Cable Provider</b>
Cablevisions Systems of Southern CT (203) 336-2225

#### Library (2014)

	Town
Circulation per Capita	3.30
Internet Use per Visit	0.42

#### Families Receiving (2014)

	Town
Temporary Family Assistance (TFA)	1,363

#### Population Receiving (2014)

	Town
Supplemental Nutrition Assistance Program (SNAP)	21,108

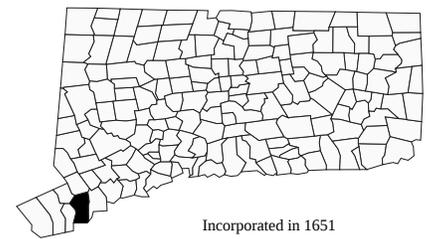
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# Norwalk, Connecticut

## Town Profile 2016

**Town Hall**  
P.O. Box 5125  
Norwalk, CT 06856  
(203) 854-7701

*Belongs To*  
Fairfield County  
LMA Bridgeport - Stamford  
Southwestern Economic Dev. Region  
South Western Planning Area



Incorporated in 1651

### Demographics

#### Population (2010-2014)

	Town	County	State
2000	82,951	882,567	3,405,565
2010	85,603	916,829	3,574,097
2014	87,214	934,215	3,592,053
2020	88,797	944,692	3,702,469
'14 - '20 Growth / Yr	0.8%	0.9%	0.9%

	Town	County	State
Land Area (sq. miles)	23	625	4,842
Pop./Sq. Mile (2010)	3,815	1,495	742
Median Age (2010-2014)	41	40	40
Households (2010-2014)	35,450	333,502	1,356,206
Med. HH Inc. (2010-2014)	\$76,051	\$83,163	\$69,899

#### Age Distribution (2010-2014)

	0-4		5-14		15-24		25-44		45-64		65+		Total	
Town	4,868	6%	9,362	11%	9,228	11%	26,302	30%	25,010	29%	12,444	14%	87,214	100%
County	55,160	6%	129,287	14%	119,243	13%	235,475	25%	264,775	28%	130,275	14%	934,215	100%
State	194,338	5%	452,157	13%	489,981	14%	892,275	25%	1,032,223	29%	531,079	15%	3,592,053	100%

#### Race/Ethnicity (2010-2014)

	Town	County	State
White	49,037	605,136	2,508,360
Black	13,386	103,232	365,871
Asian Pacific	4,606	45,560	145,842
Native American	66	241	1,105
Other/Multi-Race	5,344	88,711	282,094
Hispanic (Any Race)	19,109	167,047	512,795

	Town	County	State
Poverty Rate (2010-2014)	8.1%	9.1%	10.5%

#### Educational Attainment (2010-2014)

	Town	County	State	
High School Graduate	15,754	25%	677,887	28%
Associates Degree	4,043	6%	180,321	7%
Bachelors or Higher	26,208	41%	908,551	37%

### Economics

#### Business Profile (2014)

Sector	Units	Employment
Total - All Industries	3,376	45,063
23 - Construction	255	1,337
31-33 - Manufacturing	124	1,436
44-45 - Retail Trade	362	6,250
52 - Finance And Insurance	198	3,506
62 - Health Care & Social Assistance	284	6,187
Total Government	46	4,098

#### Top Five Grand List (2014)

	Amount
Connecticut Light and Power Inc.	\$350,349,854
Merritt 7 Venture LLC	\$222,594,200
Thirty Five Glover Partners	\$69,008,830
Metropolitan Life Insurance	\$65,992,100
Twenty-Five Glover Partners	\$61,698,460
Net Grand List (SFY 2013-2014)	\$12,804,127,889

#### Major Employers (2014)

Microwarehouse Inc	Dooney & Bourke
Pepperidge Farm Inc	Norwalk Community College
MBI Inc	

### Education

#### 2013-2014 School Year

	Grades	Enrollment
Norwalk School District	PK-12	11,091

#### Pre-K Enrollment (PSIS)

	2011-2012
Norwalk School District	229

#### 4-Year Cohort Graduation Rate (2013-2014)

	All	Female	Male
Connecticut	87.0%	90.0%	84.0%
Norwalk School District	83.0%	85.0%	82.0%

#### Connecticut Mastery Test Percent Above Goal (2013)

	Grade 3		Grade 4		Grade 8	
	Town	State	Town	State	Town	State
Reading	51.4%	56.9%	60.9%	62.7%	73.8%	76.3%
Math	61.7%	61.6%	69.1%	65.4%	63.8%	65.2%
Writing	55.4%	60.0%	67.9%	63.1%	61.0%	67.3%

#### Rate of Chronic Absenteeism (2012-2013)

	All	K - 3	4 - 8	9 - 12
Connecticut	11.5%	8.9%	9.0%	16.9%
Norwalk School District	11.5%	7.5%	10.5%	17.4%

# Norwalk, Connecticut

## Town Profile 2016

### Government

Government Form: Mayor - Council

Total Revenue (2014)	\$335,874,995	Total Expenditures (2014)	\$331,825,440	Annual Debt Service (2014)	\$26,233,346
Tax Revenue	\$281,947,778	Education	\$184,591,078	As % of Expenditures	7.9%
Non-tax Revenue	\$53,927,217	Other	\$147,234,362	Eq. Net Grand List (2014)	\$16,572,378,408
Intergovernmental	\$39,957,341	Total Indebtedness (2014)	\$219,174,135	Per Capita	\$188,013
Per Capita Tax (2014)	\$3,195	As % of Expenditures	66.1%	As % of State Average	130.0%
As % of State Average	118.4%	Per Capita	\$2,487	Moody's Bond Rating (2014)	Aaa
		As % of State Average	107.3%	Actual Mill Rate (2014)	22.14
				Equalized Mill Rate (2014)	16.99
				% of Net Grand List Com/Ind (2014)	18.1%

### Housing/Real Estate

#### Housing Stock (2010-2014)

	Town	County	State
Total Units	38,166	361,272	1,486,995
% Single Unit (2010-2014)	47.0%	58.0%	59.0%
New Permits Auth (2014)	\$236	\$1,889	\$5,329
As % Existing Units	0.6%	0.5%	0.4%
Demolitions (2014)	28	562	1,240
Home Sales	NA	7,243	26,310
Median Price	\$406,600	\$422,400	\$274,500
Built Pre-1950 share	31.2%	29.3%	29.7%
Owner Occupied Dwellings	13,440	228,331	443,163
As % Total Dwellings	37.9%	68.5%	32.7%
Subsidized Housing (2014)	4,191	32,500	168,655

#### Distribution of House Sales

	Town	County	State
Less than \$100,000	NA	439	3,417
\$100,000-\$199,999	NA	890	7,522
\$200,000-\$299,999	NA	1,117	6,031
\$300,000-\$399,999	NA	980	3,380
\$400,000 or More	NA	3,817	5,960

### Labor Force

#### Place of Residence (2014)

	Town	County	State
Labor Force	49,901	475,888	1,885,100
Employed	47,113	446,528	1,760,400
Unemployed	2,788	29,360	124,700
Unemployment Rate	5.6%	6.2%	6.6%

#### Place of Work (2014)

	Town	County	State
Units	3,376	34,172	114,608
Total Employment	45,063	418,832	1,653,545
2011-'14 AAGR	52.7%	58.0%	29.5%
Mfg Employment	1,436	35,238	159,607

#### Connecticut Commuters (2014)

Commuters Into Town From:	Town Residents Commuting To:
Norwalk	11,221
Stamford	4,105
Bridgeport	3,315
Fairfield	1,978
Stratford	1,491
Trumbull	1,165
Danbury	1,007
Norwalk	11,221
Stamford	6,373
Greenwich	2,035
Westport	1,639
Wilton	1,545
Darien	1,369
Bridgeport	1,092

### Other Information

#### Crime Rate (2014)

	Town	State
Per 100,000 residents	2,133	2,167

#### Library (2014)

	Town
Circulation per Capita	7.21
Internet Use per Visit	0.21

#### Families Receiving (2014)

	Town
Temporary Family Assistance (TFA)	194

#### Population Receiving (2014)

	Town
Supplemental Nutrition Assistance Program (SNAP)	3,580

#### Distance to Major Cities

	Miles
New York City	41
Hartford	60
Providence	115
Boston	151
Montreal	307

#### Residential Utilities

**Electric Provider**  
Eversource Energy  
(800) 286-2000

**Gas Provider**  
Eversource Energy  
(800) 989-0900

**Water Provider**  
Municipal Provider  
Local Contact

**Cable Provider**  
Cablevision of Connecticut, LP  
(203) 847-6666

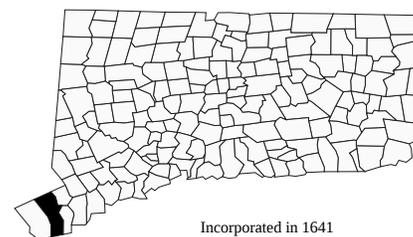
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# Stamford, Connecticut

## Town Profile 2016

**Town Hall**  
P.O. Box 10152  
Stamford, CT 06904  
(203) 977-4150

*Belongs To*  
Fairfield County  
LMA Bridgeport - Stamford  
Southwestern Economic Dev. Region  
South Western Planning Area



Incorporated in 1641

### Demographics

#### Population (2010-2014)

	Town	County	State
2000	117,083	882,567	3,405,565
2010	122,643	916,829	3,574,097
2014	125,401	934,215	3,592,053
2020	130,830	944,692	3,702,469
'14 - '20 Growth / Yr	1.1%	0.9%	0.9%

	Town	County	State
Land Area (sq. miles)	38	625	4,842
Pop./Sq. Mile (2010)	3,332	1,495	742
Median Age (2010-2014)	36	40	40
Households (2010-2014)	46,418	333,502	1,356,206
Med. HH Inc. (2010-2014)	\$77,221	\$83,163	\$69,899

#### Age Distribution (2010-2014)

	0-4	5-14	15-24	25-44	45-64	65+	Total
Town	8,574 7%	14,364 11%	15,042 12%	40,541 32%	31,101 25%	15,779 13%	125,401 100%
County	55,160 6%	129,287 14%	119,243 13%	235,475 25%	264,775 28%	130,275 14%	934,215 100%
State	194,338 5%	452,157 13%	489,981 14%	892,275 25%	1,032,223 29%	531,079 15%	3,592,053 100%

#### Race/Ethnicity (2010-2014)

	Town	County	State
White	62,566	605,136	2,508,360
Black	17,077	103,232	365,871
Asian Pacific	10,625	45,560	145,842
Native American	27	241	1,105
Other/Multi-Race	22,130	88,711	282,094
Hispanic (Any Race)	33,864	167,047	512,795

	Town	County	State
Poverty Rate (2010-2014)	9.9%	9.1%	10.5%

#### Educational Attainment (2010-2014)

	Town	County	State
High School Graduate	18,367 21%	677,887 28%	
Associates Degree	4,300 5%	180,321 7%	
Bachelors or Higher	40,043 46%	908,551 37%	

### Economics

#### Business Profile (2014)

Sector	Units	Employment
Total - All Industries	5,689	75,654
23 - Construction	373	2,050
31-33 - Manufacturing	106	2,902
44-45 - Retail Trade	475	6,811
52 - Finance And Insurance	552	10,335
62 - Health Care & Social Assistance	442	8,035
Total Government	45	5,920

#### Top Five Grand List (2009)

	Amount
RFR Properties	\$596,537,740
First Stamford	\$247,976,740
UBS AG Stamford	\$246,966,690
Antaries	\$227,191,360
Avalon Properties	\$202,076,110
Net Grand List (SFY 2013-2014)	\$18,839,166,277

#### Major Employers (2014)

Immucor	Stamford Hospital
Philips Medical Systems Inc	DMG Information
Pitney Bowes Inc	

### Education

#### 2013-2014 School Year

	Grades	Enrollment
Stamford School District	PK-12	15,811

#### Pre-K Enrollment (PSIS)

	2011-2012
Stamford School District	63

#### 4-Year Cohort Graduation Rate (2013-2014)

	All	Female	Male
Connecticut	87.0%	90.0%	84.0%
Stamford School District	88.0%	90.0%	87.0%

#### Connecticut Mastery Test Percent Above Goal (2013)

	Grade 3		Grade 4		Grade 8	
	Town	State	Town	State	Town	State
Reading	52.6%	56.9%	56.7%	62.7%	70.0%	76.3%
Math	61.6%	61.6%	63.9%	65.4%	60.8%	65.2%
Writing	55.6%	60.0%	61.5%	63.1%	59.6%	67.3%

#### Rate of Chronic Absenteeism (2012-2013)

	All	K - 3	4 - 8	9 - 12
Connecticut	11.5%	8.9%	9.0%	16.9%
Stamford School District	14.6%	12.2%	12.7%	19.4%

# Stamford, Connecticut

## Town Profile 2016

### Government

Government Form: Mayor - Board of Representatives

Total Revenue (2014)	\$536,955,206	Total Expenditures (2014)	\$487,288,900	Annual Debt Service (2014)	\$53,189,935
Tax Revenue	\$448,384,626	Education	\$276,434,644	As % of Expenditures	10.9%
Non-tax Revenue	\$88,570,580	Other	\$210,854,256	Eq. Net Grand List (2014)	\$27,068,336,287
Intergovernmental	\$54,069,259	Total Indebtedness (2014)	\$380,989,264	Per Capita	\$211,013
Per Capita Tax (2014)	\$3,488	As % of Expenditures	78.2%	As % of State Average	146.0%
As % of State Average	129.2%	Per Capita	\$2,970	Moody's Bond Rating (2014)	Aa1
		As % of State Average	128.2%	Actual Mill Rate (2014)	24.04
				Equalized Mill Rate (2014)	16.53
				% of Net Grand List Com/Ind (2014)	27.6%

### Housing/Real Estate

#### Housing Stock (2010-2014)

	Town	County	State
Total Units	49,339	361,272	1,486,995
% Single Unit (2010-2014)	39.0%	58.0%	59.0%
New Permits Auth (2014)	\$391	\$1,889	\$5,329
As % Existing Units	0.8%	0.5%	0.4%
Demolitions (2014)	15	562	1,240
Home Sales (2013)	706	7,243	26,310
Median Price	\$506,000	\$422,400	\$274,500
Built Pre-1950 share	22.7%	29.3%	29.7%
Owner Occupied Dwellings	20,983	228,331	443,163
As % Total Dwellings	45.2%	68.5%	32.7%
Subsidized Housing (2014)	8,215	32,500	168,655

#### Distribution of House Sales (2013)

	Town	County	State
Less than \$100,000	0	439	3,417
\$100,000-\$199,999	12	890	7,522
\$200,000-\$299,999	35	1,117	6,031
\$300,000-\$399,999	91	980	3,380
\$400,000 or More	568	3,817	5,960

### Labor Force

#### Place of Residence (2014)

	Town	County	State
Labor Force	68,186	475,888	1,885,100
Employed	64,440	446,528	1,760,400
Unemployed	3,746	29,360	124,700
Unemployment Rate	5.5%	6.2%	6.6%

#### Connecticut Commuters (2014)

Commuters Into Town From:	Town Residents Commuting To:
Stamford	22,188
Norwalk	6,373
Greenwich	2,994
Bridgeport	2,676
Fairfield	2,211
Stratford	1,404
Trumbull	1,304
	Stamford 22,188
	Greenwich 5,428
	Norwalk 4,105
	Darien 1,551
	Westport 977
	Wilton 947
	New Canaan 862

#### Place of Work (2014)

	Town	County	State
Units	5,689	34,172	114,608
Total Employment	75,654	418,832	1,653,545
2011-'14 AAGR	73.4%	58.0%	29.5%
Mfg Employment	2,902	35,238	159,607

### Other Information

#### Crime Rate (2014)

	Town	State
Per 100,000 residents	1,918	2,167

#### Distance to Major Cities

	Miles
New York City	36
Hartford	64
Providence	121
Boston	156
Montreal	307

#### Residential Utilities

##### Electric Provider

Eversource Energy  
(800) 286-2000

##### Gas Provider

Eversource Energy  
(800) 989-0900

##### Water Provider

Aquarion Water Company  
(800) 732-9678

##### Cable Provider

Cablevision of Connecticut, LP  
(203) 847-6666

#### Library (2014)

	Town
Circulation per Capita	7.40
Internet Use per Visit	0.32

#### Families Receiving (2014)

	Town
Temporary Family Assistance (TFA)	375

#### Population Receiving (2014)

	Town
Supplemental Nutrition Assistance Program (SNAP)	5,415

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