Program/Agency/System:

Program/Agency/System Purpose	**Key Budget Information**	
	Total Current Program Year Funding	
	Funding as Percent of All Funding for Population Result	
Performance Measure 1	Program Funding As Percent of Total Agency Budget	
	Funding Distribution	
	Total Federal Funds	
	Total State Funds	
	Capital Projects Subtotal	
	Other Funding	
	Percent of Total Current Funding Contracted to Third Parties	

Story Behind the Baselines

Performance Measure 2

Turning The Curves: What do you propose to do over the next two years and why?

Performance Measure 3

*Indicates, low-cost, no-cost action steps, including reallocation of existing resources.

Program/Agency/System:

Program/Agency/System Purpose
Contribution to Population Result
Key Budget Information (*Dollars reported in millions*)
Total Current Program Year Budget
Funding as Percent of All Funding for Quality of Life Result
Program Funding as Percent of Total Agency Budget
Budget Distribution:
Federal
State
General Fund
Capital Project Funds
Other State Funding
Other Funds (Not Federal or State)
Percent of Total Current Funding Spent on Direct Service
Percent of Total Current Funding Contracted to Third parties
Basic Program Facts
Performance Measures and Story Behind the Baselines
Summary of Story Behind the Baselines:
_____
Performance Measure 1
Story Behind Measure 1

Performance Measure

Story Behind Measure 2

Performance Measure 3

Story Behind Measure 3

Partners and Their Roles

What do you propose to do to improve performance in the next 3-5 years and why?
1. No-cost or low-cost actions, including reallocation of exiting resources:
2.
3.
4.
5.

Appendix A, Data Development Agenda
Appendix B, Link to Budget
Appendix C, Information and Research Agenda
Appendix D, Partners (Optional)
Appendix E, What Works (Optional)

Program/Agency/System Accountability
Template Instructions

Element	Explanation
Summary Page	Although the summary page comes first in the template, it is completed last. All of the elements contained in the summary are developed in the elements that follow.
Program/Agency/System Accountability Template	This template is used for a program, agency, or system. Indicate the level at which the template is being used in the first two elements below.
Program/Agency/System Purpose	A brief plain-language statement of the purpose of the program/agency/system. Say it in a way that the average voter and taxpayer can understand. Rather than statement like this: To eliminate the detrimental effects of hypoxia in LI Sound by improving municipal sewage treatment infrastructure as a key component of a comprehensive management strategy; try: To reduce harmful levels of oxygen in LI Sound by helping municipalities improve their sewage treatment systems.
Program/Agency/System	Identify the program, agency, or system for which the template is being used. If this template is for a program or agency, indicate if the program or agency is part of a larger system, council, or committee.
Contribution to population result	Provide a brief plain-language statement of how the program/agency/system contributes to the population result. Quantify and use bullet points where possible. Say it in a way that the average voter and taxpayer can understand.
Key Funding Information	This is a summary of all funding information about the program/agency/system and its contribution to the population result. It includes state, federal and other funding sources. Appendix B should contain an explanation of the methodology used to compile the data, any problems with the information presented, and additional details.
Total Current Program Year Budget	Total known funding for program/agency/system from all sources, federal, state, and other (includes any known non-governmental funding) for this program year.

Funding as Percent of All Funding for Quality of Life Result	Total program/agency/system funding (federal, state, and other) for current program year divided by total funding for quality of life result (from Part I). If this template is for an agency and program funding is distributed across agencies, report total program dollars controlled by this agency divided by all funding for the quality of life result. The system template or the appendix to this template should report on funding for each other agency that is part of the system.
Program/Agency Funding as Percent of Total Agency/System Budget	If template if for a program, list program budget as a percent of total agency budget. If template if for an agency and agency is part of a system, list agency budget as percent of system budget.
Budget Distribution:	List funding for the current budget year for all categories.
Federal	Total known federal funding for the program/agency/ system's activities in CT related to the quality of life result.
State	Total known state program/agency/system funding for activities in CT related to the quality of life result, disaggregated by General Fund, Capital Project Funds (from any non-General Fund source), and Other State Funds.
Capital Projects Subtotal	Total state funding from any non-General Fund source for capital projects provided by this program/agency/system related to the quality of life result.
Other Funds (Not Federal or State)	Total known funding other than federal and state funding for the program/agency/system's activities in CT related to the quality of life result.
Percent of Total Current Funding Spent on Direct Service	The percent of total program/agency/system funding that is spent on direct serve to the program's clients as opposed to administrative expenses. Include amounts that are contracted to third parties.
Percent of Total Current Funding Contracted to Third Parties	Report the percent of total program/agency/system funding that is contracted to third parties (vendors).
Basic Program Facts	Provide a brief statement the program's history and current status. Do not repeat information from the other elements of the template. Use bullet points where feasible. Say it in a way that the average voter and taxpayer can understand.

Performance Measures and the Story Behind the Baselines	The performance measures are numerical measures that tell you how well the program/agency/system is delivering services and whether its customers are better off. The story behind the baselines explains how we got to where we are on the measures and what the forecast shows. It discusses where there are weaknesses in the data or research and what the agenda is for making improvements in them.
Summary of Story Behind the Baselines	Since each measure is displayed along with it own story, this is the only opportunity to present the part of the story that is common to all the measures. This is the diagnostic section of the template where you focus on causes and forces at work. The measures have not yet been introduced; therefore, keep the summary at a high level and very short. Use bullet points wherever possible.
Performance Measures	Present 3 or 4 headline measures that score highest on communication, data, and proxy power. Measures that score lower can be presented in an appendix or used in the story behind the baselines. Important measures that score high on communication and proxy power but for which the data are not available go on the Data Development Agenda. Measures should ideally have 3-5 years of historical data so you can show the baseline with history and the trend line that forecasts were the measure will be if we keep doing what we are doing. You will discuss the trend line in Story behind the Baselines. See slides 54-58.
Story behind the Baselines	Immediately after each measure, present the story behind the baseline. Explain what the measure shows, how it got to be this way, and what it will look like if we keep doing what we are doing. Indicate if there are problems with the data or with the current state of the research. You may also refer to secondary measures if they are important. Keep the narratives brief. Use bullet points wherever possible.
Partners and their Roles	List no more than 5 key partners that contribute to the purpose of the program/agency/system and provide one sentence on the role of each partner listed. Be sure to include important non-state and non-government partners like parents, religious leaders, and educators. In the appendix, you can list all the partners and elaborate on their roles.

What do you propose to do to improve performance in the next 3-5 years and why?	Before you can select your action steps, you need to have thought about what works to make the situation better. Here's where you do your best thinking. Draw on the research, best practices, and your own experiences. You may use the What Works appendix to list the actions that are most likely to result in turning the curve for the most important measures. Here, identify the concrete steps that you propose to take to turn the curves. Use these criteria to filter the ideas you developed when you identified what works: specificity, leverage, values, and reach. Be sure to lead with no-cost or low-cost actions, including reallocation of exiting resources. For each action step, include a one-sentence statement of your rationale, why you think this action will help to turn the curve. You can elaborate on the rationale in the appendix on what works. Say it in a way that the average voter and taxpayer can understand.
Appendix A, Data Development Agenda	Describe weaknesses in the existing data and identify the three most important sets of data that you intend to develop in order to present a more complete and accurate picture of progress in achieving the population result. See slides 23, 24 and 58.
Appendix B, Funding Details	Supporting materials for funding at the program/agency/system level should also note the sources of "Other Funds" and should identify any inaccurate, incomplete or missing funding information. Also, include additional detail on funding if substantial state funding comes from sources other than the General Fund. As with the population-level funding, explain any projected changes in funding, any issues with interpreting the budget information, and any need to develop better information. You can also report total positive or negative changes in any funding for the next program year that are known or expected. Do not include those that are merely hoped for or that will be requested. In a separate section, you should make the argument for any new budget proposals.
Appendix C, Information and Research Agenda	When you did the story behind the baseline and what it would take to succeed, you should have identified gaps in the current state of information and research. List here the most important areas for additional research.
Appendix D, Partners	You can use this optional appendix to list all of the partners. You should explain the role of each partner

	listed.

Appendix E, What Works	The template does not contain a section for this critical step in the process of determining what actions you will take to turn the curves. Here you can report on what you have identified as the most likely actions to improve the situation. This optional appendix may be especially important of you are relying on best practices or research to provide a rationale for the action steps you have selected. Do not get carried away. This is not the place for a treatise. You may cite to key research if necessary but keep such references to a minimum.
Summary	When you have finished the template, complete the one-page summary. List the quality of life result in the top of the left column, and enter the funding information in the table at the top of the right column. List the measures with their baselines in the left column (You will have to reduce the size of the measures and paste them in as pictures.), and in the right column briefly present the summary of the story behind the baselines and what you propose to do over the next two years to turn the curves for the measures you have selected. Use bullet points and present a summary of actions that relate to all of the curves you intend to turn before you speak about actions that are specific to a single curve. Put an asterisk next to those actions that are no cost or low cost, including those that involve a reallocation of existing funds.