



Mayor's Transition Team: Early Childhood Education Subcommittee Recommendations

We present these recommendations with one common and inspiring goal: For Pittsburgh to be the best City in America for families with young children. While the issues are complex and the stakeholder networks numerous, all agree that the primary emphasis is the healthy growth and development of Pittsburgh's children. Our call to the incoming Mayor is to provide active leadership to ensure that his administration all community partners are focused on building a vision of success by providing recommendations for a local infrastructure that will ensure high quality experiences for children birth to age 8.

We see a role for the Mayor's office to –

- Coordinate stakeholders via an Early Childhood Education Advisory Council to work in close collaboration with one another to identify existing opportunities and describe the gaps in resources for Pittsburgh's youngest children.
- Raise public awareness and garner broad based support: A citywide campaign, led by the Mayor, to raise public awareness as to why investing in young children and their families is proven to be essential to a well-educated workforce and future economic development.
- Set a vision for what it means to be the best City in America for young families. The Mayor should ask Pittsburghers to "think big" when it comes to young children by reaching for big goals against research based early childhood developmental indicators. We recommend the Mayor's office rally the community around goals for: early literacy, school attendance, and access to quality early childhood opportunities. Early literacy skills in ages 0 – 3 are foundational and help children enter Kindergarten better prepared than their peers who have not had those experiences. Attendance in Kindergarten is one of the strongest predictors of 3rd grade reading proficiency (and subsequent high school completion). Access to quality early childhood opportunities should be available to all Pittsburgh children and can be measured by the number of Keystone STAR 4 Programs, NAEYC Accredited Programs, and Head Start Programs. Increasing this access is an investment in infrastructure, including having quality data, data transparency, and an investment in various private sector programs, as well as public and non-public schools.

As context for what follows we've included the following key definitions:

Early childhood – For the purposes of this report early childhood includes children birth through eight years of age, which aligns with the nationally accepted definition used for funding and accreditation. The PA Office of Child Development and Early Learning (OCDEL) also uses this definition for certifications and the PA Quality Rating System.

Quality – The PA Office of Child Development and Early Learning (OCDEL) sets quality standards for early childhood program providers and offers a system of local accountability and support to foster continuous quality improvement. The most recognized of these quality programs is Keystone STARS, a voluntary continuous quality improvement initiative designed to encourage and support early childhood programs to develop and sustain higher levels of quality, which in turn increases positive outcomes for children and families and improves school readiness. STAR levels indicate the assessed quality of a facility through a 1 STAR to 4 STARS rating system. For programs that are not licensed by the PA Department of Public Welfare, the quality standard that is most commonly used is NAEYC Accreditation. Throughout this report references to “quality” programs are those programs attaining the top quality rating of 4 STARS in the Keystone STARS program, or NAEYC Accredited.

Early literacy - Social literacy experiences (talking, reading, and writing) build the foundation for later literacy development. Children who are spoken to, read to, and who explore writing tools before school, enter kindergarten better prepared than their peers who have not had those experiences.

What follows are **five recommendations** that, when presented together, provide a realistic series of tasks that can be initiated with minimal financial support, using the existing resources, strategic thinking, and expertise from the current early childhood professionals in Pittsburgh. With a focus on accountability, it is anticipated that the Council will be able to make the case for targeted private foundation support.

Our subcommittee thanks the Mayor-Elect Peduto for the opportunity to be a part of “Our New Pittsburgh.” We see these recommendations as the beginning of our work and not the end. We are a committed group of individuals and would like to offer our ongoing volunteer support to continue to work on promoting the early childhood agenda in 2014.

Respectfully,

The Early Childhood Education Subcommittee

SUBCOMMITTEE REPORT
(Please use one report for each subcommittee recommendation)

Subcommittee Name	Early Childhood Education
Subcommittee Chairperson(s)	Michelle Figlar, Ken Smythe-Leistico, Marni Pastor
Title of recommendation	1. Create a Mayor's Early Childhood Education Advisory Council
Describe the recommendation	<p>Formation of an Early Childhood Advisory Council to oversee the Mayor's strategic priorities related to the healthy growth and development of Pittsburgh's children Birth to Age 8. Using the Early Childhood Subcommittee of the Mayor's Transition Team recommendations as guidance, the Council will be charged with developing a vision and a series of recommendations for the City of Pittsburgh to coordinate efforts designed to increase access to high quality early childhood programs and experiences that are associated with improved child outcomes. Increasing public awareness and support for implementation of Council recommendations will require direct participation of the Mayor and his administration.</p> <p>Initially four areas have been identified by the Early Childhood Subcommittee of the Transition Team for action. (The status of all focus areas will be periodically reported to the public.)</p> <p>1. Public Awareness: A citywide campaign, led by the Mayor, to raise public awareness as to why investing in young children and their families is proven to be essential to a well educated workforce and future economic development</p> <p>2. Early Literacy: The Mayor will be asked to promote the importance of intentional daily reading and talking to young children in order to help build the foundation for all future learning.</p> <p>3. Kindergarten and School Attendance: Because Kindergarten attendance is one of the strongest predictors of 3rd grade reading proficiency (and high school completion) the Mayor will be asked to participate with the Superintendent of Pittsburgh Public Schools in a campaign directed at families and the community to improve Kindergarten attendance rates.</p>

	<p>4. Increase access to quality early childhood opportunities for children Birth to School entry: The Council will be charged with developing an inventory of the local, state and federal resources available within the city, the Pittsburgh Public Schools and other partners; creating a basic data sharing system that supports high quality early childhood experiences; and recommending initiatives that strengthen parent participation, providers and other partners. Opportunities for quality experiences include any location where children Birth to age 5 are found, including but not limited to home, libraries, doctor' offices, pre-k programs, park and playgrounds. Additionally, the Council will keep a focus on continuous improvement and opportunities for Pittsburgh to innovate so we can be successful both in the medium- and long-term.</p>
<p>Is this an immediate or long term recommendation?</p>	<p>This establishment of the Council is an immediate recommendation; the maintenance of the council throughout the Mayor's tenure is long term.</p>
<p>How will this address our challenges or reach our goals?</p>	<p>The chosen focus areas that support the healthy development and later school success of our youngest citizens is complex and varied. Coordination of the activities and strategies designed to achieve the stated vision will be a challenge. Formation of a Council to oversee implementation will ensure that the stated goals are met.</p>
<p>What are the obstacles to implementation?</p>	<p>Funding to support initiatives for increasing access to quality early experiences for all children does not typically flow through Cities – it is mainly state and federal with some county involvement. This is an obstacle to actually funding expanded support for families to participate in services proven to increase a child's chance for success in school and beyond. Establishing the Council by appointing members who represent the various recommended areas of focus will lessen many of the typical coordination obstacles.</p>
<p>Who needs to be involved?</p>	<p>The Mayor will need to appoint Council members from the areas of focus. Suggested members include, but are not limited to: Pittsburgh Public Schools and other Early Elementary school representative(s), PAEYC, parent group representative(s), legal, Grow up Great, Allegheny Conference, American Academy of Pediatrics Pittsburgh Chapter, United Way, professor of early Childhood Education, City Planning, City Parks, media, County Department of Human Services, Head Start, real estate, Family Child Care Provider, Center Director, Nursery School (PAS) Director, Family Support Center, After School Provider (grades K-3), Allies for Children, Regional Key and Pittsburgh's Early Learning Investment Commission members.</p>

What city resources need to be invested?	The City will need administrative staff resources to support the Council's Meeting schedule and focus area activities.
What will be different if the recommendation is adopted?	As noted, Cities are not the designated geographic division for investments in early childhood, which means that providing a description of the current situation for children Birth to age 8 in the City of Pittsburgh is a challenge. This is a needed as a first step in determining where there are gaps in access to quality services. In addition, setting a vision with recommended areas of priority focus at the Mayor's level will elevate the need's of Pittsburgh's young children and help direct public sector and private support for actions to meet those needs.
Describe any background materials that you consulted	The National League of Cities Institute for Youth Education and Families has an Early Childhood Division with case studies and resources, which are designed to support Early Childhood at the City level. We consulted this resource for considering design options of the Council.
Have other cities implemented this recommendation?	Nashville, Chicago, Boston and many other cities have task forces or councils focused on early childhood
Are there any other considerations?	<p>Council size is a consideration.</p> <ul style="list-style-type: none"> • Other councils benchmarked in this report number 18 – 30. The Mayor's office will need to balance a need to include enough individuals to represent all stakeholders while remaining small enough that the council is manageable • Who will chair and co-chair the Council is a consideration? Ideally the Mayor would Chair the Council with 2 working co-chairs chosen from high profile positions in the community such as a university president, or a business leader.

We request that each recommendation be submitted by the subcommittee Chairperson to Kevin Acklin and your Committee Chair by 5:00 pm on Friday, December 27.

SUBCOMMITTEE REPORT
(Please use one report for each subcommittee recommendation)

Subcommittee Name	Early Childhood Education
Subcommittee Chairperson(s)	Michelle Figlar, Marni Pastor, Ken Smythe-Leistico
Title of recommendation	2. Pittsburgh Public Awareness Campaign around the importance of the earliest years of a child's life
Describe the recommendation	<p>A city-wide campaign, led out of the Mayor's office that raises the public awareness on why investing in young children and their families is essential to the healthy growth and development of our children, the educational success of our children, as well as being essential to the economic and neighborhood development of the City.</p> <p>Campaign goals include:</p> <ul style="list-style-type: none"> • Helping families understand why attending high-quality early childhood environments leads to later success in school and in life. • Helping families find/navigate existing ECE resources and family resources in Pittsburgh. • Promoting Kindergarten readiness and attendance. • Promoting Keystone STARS and NAEYC Accreditation for programs. • Promoting community engagement around advocacy for ECE, play and investing in young children. • Engaging businesses (including PNC and the Pittsburgh members of Governor Corbett's Early Learning Investment Commission) to join the campaign, promote the research on the return on investment in ECE, and assist in developing work-place policies that promote work-life balance and choosing high quality ECE programs.

Is this an immediate or long-term recommendation?	<p>Both.</p> <p>The immediate recommendation would be to build on a current Kidsburgh/Kids and Creativity platform to develop a public awareness campaign focused on investing in our youngest children.</p> <p>Long-term recommendation is that the City has a permanent goal of making young children and their families a priority.</p>
How will this address our challenges or reach our goals?	This campaign has the opportunity to engage residents, business leaders, and the overall community in a strategy that will both help children succeed and poise Pittsburgh as a great place to live, work, play and raise a child.
What are the obstacles to implementation?	<ul style="list-style-type: none"> • Aligning all partners and determining a shared message. • Funding for campaign development. • Funding for media to support the campaign: print, television, radio, social media or “app” strategy, etc. • Possible “campaign overload” in the City.
Who needs to be involved?	Stakeholders would include but not be limited to: WQED, newspapers, neighborhood development centers, radio/TV stations, social-media outlets, realtors, app developers, communications specialists, parents, ECE teachers, Kindergarten teachers, PPS, PNC Grow Up Great, philanthropy/business community, UWAC, Kids and Creativity Network.
What city resources need to be invested?	<p>Initially, developing Early Childhood Advisory Council (Recommendation 1) to assist in moving this recommendation forward.</p> <p>Resources for convening partners and /or securing external funding support for the campaign from Foundation or other partners.</p>
What will be different if the recommendation is adopted?	The city will engage all stakeholders in advocacy for young children, their families, and high quality programs. Stakeholders will work together to ensure all young children in Pittsburgh can thrive.
Describe any background materials that you consulted	<p>Kidsburgh model www.kidsburgh.org</p> <p>Kids and Creativity Network http://remakelearning.org</p> <p>PA Early Learning Investment Commission http://www.pa-elic.org</p> <p>National League of Cities</p>
Have other cities implemented this recommendation?	<p>Yes. Please see: http://www.nlc.org/</p> <p>Also, please see the work of Ready Nation: http://www.readynation.org</p>

Are there any other considerations?	Essential that we consider other statewide campaign efforts that have been tried. Essential that campaign is geared towards all families.
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THE OFFICE OF THE MAYOR-ELECT
BUILDING A NEW PITTSBURGH

SUBCOMMITTEE REPORT

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Subcommittee Name	Early Childhood Education
Subcommittee Chairperson(s)	Michelle Figlar, Marni Pastor, Ken Smythe-Leistico
Title of recommendation	3. Early Literacy Campaign (birth to 3)
Describe the recommendation	<p>This recommendation advises that the Mayor and his staff devise a campaign to promote city-wide awareness and access to early literacy.</p> <p>A strong campaign might include: 1) Providing literacy materials (books, child and adult literacy program information) by partnering with hospitals and doctors, 2) Providing sustained awareness by hosting a Mayor's Book Club or City-Wide Reading Day, and 3) Providing supports through libraries, community centers, family support centers, home child cares and other institutions to create a safe community for families to engage in reading.</p>
Is this an immediate or long term recommendation?	<p>A diverse early literacy campaign might have some short and some long-term implications. The recommendation could be accomplished in full within the Mayor's term.</p> <p>Immediate:</p> <ul style="list-style-type: none">• The Mayor speaking publicly about the benefits of early literacy and early reading• Pittsburgh joining pre-existing national or state-wide reading campaigns would be something that could happen fairly quickly in the short-term.

	<p>Longer-term:</p> <ul style="list-style-type: none"> • Creating partnerships with hospitals and securing funding for book distribution • Developing and sustaining a neighborhood based strategy to deliver increased social literacy experiences (talking, reading, writing) to all children through a combination of community center, family support center programs, places of worship and programs/training for home child care providers in the neighborhood
<p>How will this address our challenges or reach our goals?</p>	<p>Research indicates that social literacy experiences that build children's (birth through age 3) early literacy skills are foundational to later literacy development. Children who are spoken to, read to, and who explore writing tools before school, enter kindergarten better prepared than their peers who have not had those experiences.</p> <p>Positive literacy development in school-aged children and in adults is strongly linked to personal productivity and college and career success.</p> <p>This recommendation will provide all Pittsburgh families with access to developing critical early literacy skills in young children, which will in turn positively impact the productivity and skill-level of Pittsburgh's future workforce.</p>
<p>What are the obstacles to implementation?</p>	<p>Obstacles to these recommendations might include:</p> <ul style="list-style-type: none"> • Coordination of public and private partnerships (for example, hospitals and city government) • Coordination of funding • Sustainability of programs • Engaging families, reaching all families
<p>Who needs to be involved?</p>	<p>This campaign could include:</p> <ul style="list-style-type: none"> • Mayor • Mayor's staff member or project manager • Partnerships with hospitals, nurses, or pediatricians • Partnerships with libraries, schools, community centers, places of worship • Corporate or foundation funding sponsor • Corporate or foundation volunteer support • Colleges or universities to provide information

What city resources need to be invested?	<p>City resources might include:</p> <ul style="list-style-type: none"> • Personnel: Mayor and mayor's staff member or project manager • Buildings: Public or private schools, libraries, schools, community centers, places of worship
What will be different if the recommendation is adopted?	By reading to children from birth, we can close the gap in vocabulary differences that appear by 18 months and significantly impact future success in school and life.
Describe any background materials that you consulted	<p>An excellent planning resource: http://www.ala.org/offices/sites/ala.org.offices/files/content/ppo/programming/onebook/files/onebookguide.pdf</p> <p>Documentation of importance of early literacy: https://www.scholastic.com/readeveryday/facts.htm</p>
Have other cities implemented this recommendation?	<p>There are many well-executed national, state, and city-wide early literacy/reading campaigns that Pittsburgh might draw on for expertise and guidance. A few examples include:</p> <p>National Campaigns: http://www.nea.org/grants/886.htm http://www.jstart.org/campaigns/read-record https://www.scholastic.com/readeveryday/index.htm</p> <p>State-Wide Campaigns: http://www.reachoutandreadutah.org/</p> <p>City-Wide Campaigns: http://en.wikipedia.org/wiki/One_City_One_Book http://littleshopofstories.com/same-page.php http://www.nlc.org/find-city-solutions/institute-for-youth-education-and-families/early-childhood/assistance-to-cities/mayors-book-clubs-promoting-early-literacy-in-new-jersey</p>
Are there any other considerations?	

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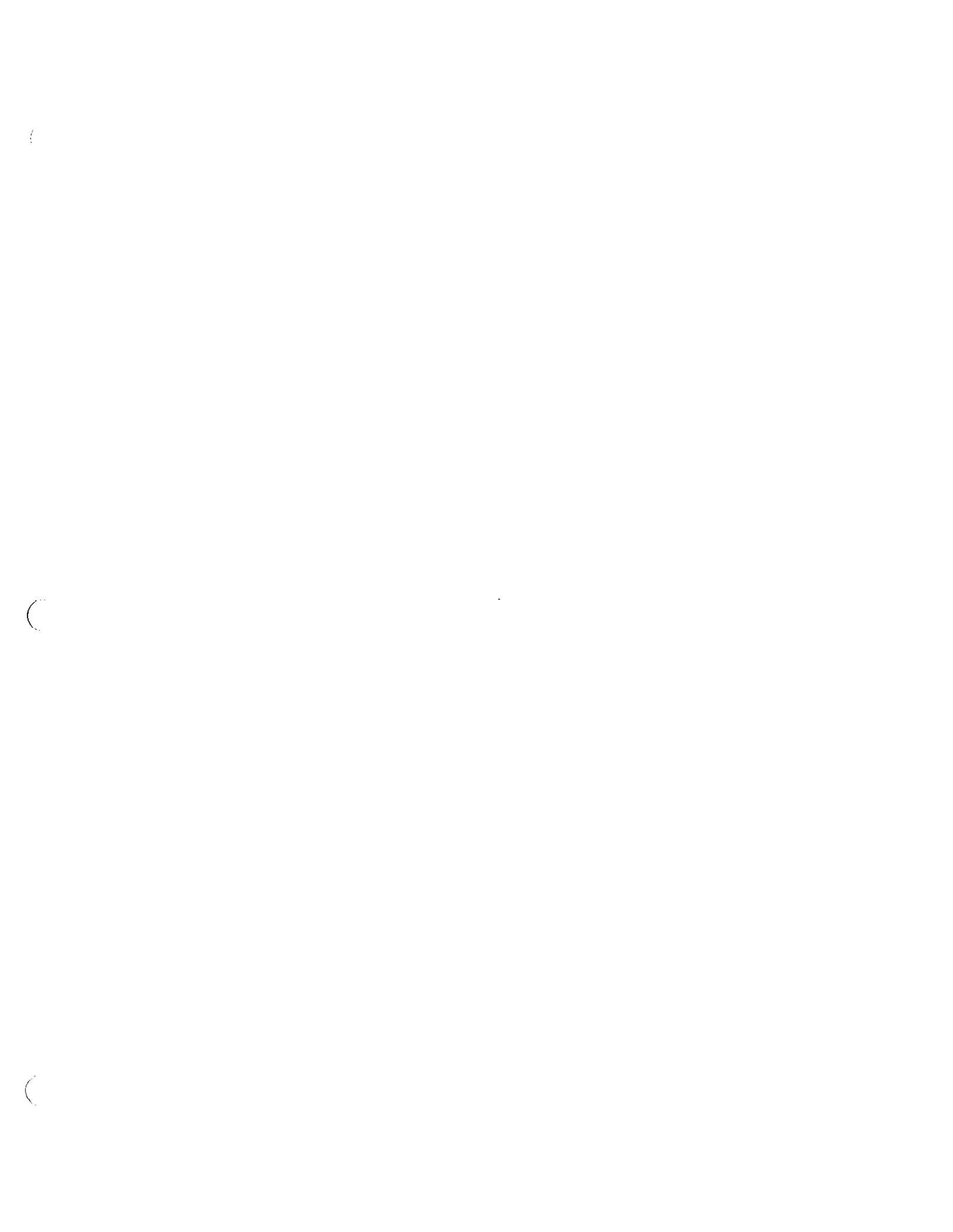
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Subcommittee Chairperson(s)	Michelle Figlar, Marni Pastor, Ken Smythe-Leistico
Title of recommendation	4. School Attendance Campaign-Kindergarten
Describe the recommendation	<p>Kindergarten attendance is one of the strongest early predictors of 3rd Grade Reading which is a long term predictor of High School completion.</p> <p>The committee recommends the Mayor's office contributes toward an attendance awareness campaign and incentives for school/communities that improve chronic absence rates.</p>
Is this an immediate or long term recommendation?	<p>Currently, the United Way/Pittsburgh Public Schools/Pittsburgh Promise/University of Pittsburgh Office of Child Development have collaborated to begin the "Be There" campaign (school-wide attendance messaging). The time is ripe for the Mayor to join this campaign and champion the importance of early learning by shining a light on the Kindergarten year.</p> <p>The immediate ask would be public support for the campaign.</p> <p>Long term opportunities would include</p> <ul style="list-style-type: none"> • Improved coordination across City departments to remove barriers to good attendance including: improving dangerous walking paths, transportation challenges, healthcare and mental health referrals, increased security/police resources where necessary. • Providing incentives (financial and non-financial) to schools that show promise and progress. Financial incentives may be in the form of letters of support for grants or connections to individual and business funding for schools/other support organizations. Non-financial incentives could be featuring logos of successful organizations/individual stories in public awareness campaigns, Mayor's proclamations.

<p>How will this address our challenges or reach our goals?</p>	<p>A strong work force is an educated work force. Pittsburgh Public Schools data reveals attendance (along with GPA) was the strongest predictor of high school completion, college and post-secondary eligibility, and college and career prep completion. While short term gains could be seen if we focus on High School; the health of the city long-term would be better utilized if Kindergarten were the focus. The numbers affected would be exponential if we target Kindergarten and the prevention approach is much less costly.</p>
<p>What are the obstacles to implementation?</p>	<p>There are several local and nationally recognized barriers to strong attendance but they are aggregated into 3 broad categories: 1) Myths (families not understanding how important attendance, especially early attendance, is), 2) Barriers (health, safe walking paths, transportation), and 3) Aversion (Poor instruction and/or school climate)</p>
<p>Who needs to be involved?</p>	<p>This challenge has the most to gain from a unified and positive campaign. There are roles for leaders, schools, parent, and community members to celebrate positive gains after: 1) awareness campaign aids in reducing myths, 2) community scans reduce barriers, and 3) efforts underway on teacher effectiveness result in better quality instruction.</p>
<p>What city resources need to be invested?</p>	<p>It is less the monetary resource but the influence of the position that will aid in this objective. The Mayor's office can leverage public will and support along with business community resources and volunteerism to ensure awareness is elevated and incentives are available.</p>
<p>What will be different if the recommendation is adopted?</p>	<p>Based on the national results, modest gains to the attendance crises would result in decreasing the rates of school disengagement, increasing 3rd grade reading proficiency, increasing math/algebra scores for 8th graders, increase high school attendance/GPAs/college eligibility.</p>
<p>Describe any background materials that you consulted</p>	<p>This recommendation is founded in 5 years of analysis and literature review at the University of Pittsburgh and a national partnership with the leading attendance advocacy organization in the United States (Attendanceworks.org)</p>
<p>Have other cities implemented this recommendation?</p>	<p>New York City, Los Angeles, Baltimore, Salt Lake City, Houston, Miami, Buffalo and numerous others.</p>

Are there any other considerations?	This is the minimal obligation scenario. Chronic absence (especially early chronic absence) was identified by the Annie E Casey and United Way national groups as the strongest ties to improved school performance. These national groups add increased opportunities for quality Pre-K, summer programming, and after school programming as the best community approach to school gains.
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Subcommittee Chairperson(s)	Michelle Figlar, Marni Pastor, Ken Smythe Leistico
Title of recommendation	5. Access to High Quality Early Childhood Programs from Birth to School Entry
Describe the recommendation	<p>This recommendation focuses on utilizing City of Pittsburgh resources and existing partnerships to monitor and raise the quality of early care and education. It provides a vehicle for the Mayor's office to:</p> <ul style="list-style-type: none"> • work with existing state, regional, and local resources. • Set recommendations and align strategies for initiatives to be funded by Federal Race to the Top Early Learning Challenge funds, • to design strategies that ensure all early care and education settings have a Keystone STAR 4 rating and/or are NAEYC accredited. <p>In addition, this recommendation calls for the creation of a basic communication and data sharing system that would:</p> <ul style="list-style-type: none"> • Foster new, and strengthen already existing, ties between early childhood providers and schools. • Further develop our understanding of local child care settings and the needs of the providers in those settings. • Evaluate the success of local initiatives.

<p>Is this an immediate or long term recommendation?</p>	<p>Immediate Recommendations:</p> <ul style="list-style-type: none">• The newly established Early Childhood Education Advisory Council (Recommendation 1) should begin working with the Pennsylvania Office of Child Development and Early Learning (OCDEL) to position Pittsburgh as a pilot city for implementation of Race to the Top.• To work with the Southwest Regional Key and PAEYC to identify barriers to high quality care and education.• To gather new, and compile already existing, data on the current landscape of early care and education settings in the City of Pittsburgh.<ul style="list-style-type: none">○ Early Childhood Indicators - Already existing data should be incorporated to compile childhood indicators. The DHS Data Warehouse already combines multiple sources of data. The PELICAN database at the State level, as well as Department of Health data should be included to provide a comprehensive portrait of child indicators. Indicators should also be aligned with state and federal level indicators.○ Early Childhood Care and Education - Collect data prior to children entering kindergarten. Focus should be placed on home-based and relative/neighbor providers.○ Inventory of Local Early Childhood Resources and Structures – A number of resources already exist. It is important to articulate a clear portrait of the early childhood landscape to enhance collaboration and avoid the duplication of services.○ Early Childhood Needs and Desires - Families and childcare providers should be consulted so they may voice their needs and desires for their children.
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	<p>Long Term Recommendations:</p> <ul style="list-style-type: none"> • Develop a strategic plan to provide enhanced technical assistance, professional development and facility renovations to Pittsburgh’s early care and education settings, including home care settings. • Use GIS software to map early childhood indicators across the city’s neighborhoods. • Establish system to share early childhood and family indicators across early childhood providers, family support centers, home visiting providers, and schools. • Establish a system to provide and share selected provider data to parents and caregivers (or other places in the community where caregivers can access this information like libraries) in an easy to navigate format.
<p>How will this address our challenges or reach our goals?</p>	<ul style="list-style-type: none"> • By investing in young children, the early learning settings in which they spend time, relationships they have with adults, children will be both ready for school and ready for life (Promise Ready, career ready, life ready). • A comprehensive assessment of local data on young children and their families would allow city officials and organizations to better understand how young children spend their day, how they are doing, what resources they need, how to best serve them, and the perspectives of community members.
<p>What are the obstacles to implementation?</p>	<ul style="list-style-type: none"> • Funding may be a challenge to enhance technical assistance and facility renovation needs. • Local level indicators included in the PELICAN database are difficult to access. • Home-based and relative/neighbor child care providers are often hidden and difficult to engage, and do not possess the means to record early childhood indicators. •
<p>Who needs to be involved?</p>	<p>SW Regional Key, PAEYC, University of Pittsburgh Office of Child Development, OCDEL, Pittsburgh Public Schools, COTRAIC, DHS, PA’s Early Learning Investment Commission Members, DPW</p>

<p>What city resources need to be invested?</p>	<ul style="list-style-type: none"> • A public stance on early childhood and families. • The Mayor’s office authority and coordination to establish a governing system for this collaboration. • City permitting processes need to be supportive of expediting approvals in spaces where children birth to five are cared for including home care centers • Assistance to early learning facilities to access affordable funding. • Assist providers in navigating regulatory obstacles. • Resources for facility repairs. • The Mayor’s influence in advocating to the State for access to the PELICAN database.
<p>What will be different if the recommendation is adopted?</p>	<p>The Mayor’s office would provide the impetus to braid the multiple strands of early care and education stakeholders together to form a braided initiative promising:</p> <ul style="list-style-type: none"> • ALL children birth to five in the City of Pittsburgh will have access to a high-quality early learning program. • A coherent and interconnected early care and education sector. • Use of local level data to influence decision making, impact actions, and enhance quality.
<p>Describe any background materials that you consulted</p>	<p>National League of Cities, PA’s Early Learning Race to the Top Application</p>
<p>Have other cities implemented this recommendation?</p>	<p>A number of cities are investing in these particular strategies:</p> <ul style="list-style-type: none"> • Chicago (Access & Quality) • Seattle (Access & Quality) • Hartford, CT (Data Collection) • Kokomo, ID (Community Inventory) • Fort Worth, TX (Community Inventory) • Nashville, TN (Data Sharing) • Burlington, VT (Data Sharing) • Toronto, ON (Mapping Indicators) • Philadelphia, PA (Mapping Indicators)
<p>Are there any other considerations?</p>	

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