



2024

IMPACT REPORT

3Si

THIRD SECTOR INTELLIGENCE



The use cases highlighted in this report reflect the broadest applicability for the Early Childhood community and represent only a sample of the amazing work being done by our CUSP Network Members. We would like to thank all our partners for their ongoing contributions to the Child Universal Success Platform (CUSP). Their collaboration and feedback continue to be essential to the growth and innovation of our platform solution.

Dear Colleagues,

For over a decade, Third Sector Intelligence (3Si) has proudly partnered with state agencies to empower data-driven decision making for the benefit of young children and their families.



Five years ago, we launched the Child Universal Success Platform (CUSP), which is cloud-based software designed to accelerate innovation, benefit from economies of scale, and advance and share best practices. This platform has been successfully deployed in an initial cohort of five partner states called the CUSP Network.

Our inaugural Impact Report showcases the incredible ways CUSP Network members are using our technology to enhance data analysis, application, and reporting. This in turn significantly improves decision-making in early childhood policy, management, evaluation, research, operations, and compliance.

As a company, we have collaborated closely with our CUSP Network partners to develop capabilities that meet a dynamic set of member needs. Simultaneously, we have maintained a laser focus on the impact of early childhood programs and systems on children and families. The journey and outcomes for young children are at the core of our mission. We firmly believe that our technology is only as powerful as its positive application to and results for children.

We extend our sincere gratitude to our valued state partners for their unwavering commitment to improving the lives of our youngest learners. We also want to acknowledge the exceptional work of the Third Sector Intelligence team, whose dedication and expertise have made this impact possible.

With Appreciation,

CHRIS STRAUZ-CLARK

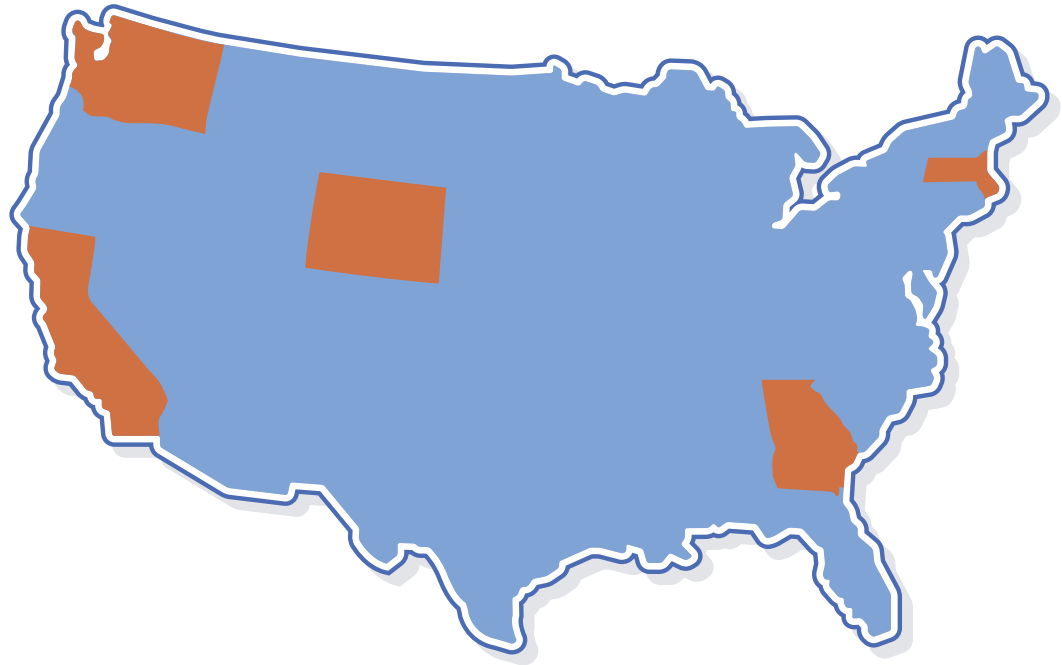
Founder and CEO

Third Sector Intelligence

Our Growing Community of Practice:

We take tremendous pride in our expanding network of states utilizing the Child Universal Success Platform (CUSP). Our CUSP Network currently encompasses California, Georgia, Washington, Wyoming, and Massachusetts, with plans to welcome additional states soon. Concurrently, we're establishing a Community of Practice for professionals involved in Early Childhood Integrated Data Systems (ECIDS) and operational analytics platforms. This Community of Practice will feature:

- Collaborative discussions on Early Childhood Data.
- A showcase of exemplary work.
- Presentations by field experts.



A recent highlight was our participation in a webinar exploring Early Childhood Analytics hosted by the Illinois Governor's Office in April 2024. Representatives from Washington, Georgia, and Massachusetts shared their implementation experiences, offering candid insights into both challenges and achievements. This engaging dialogue underscored our commitment to fostering knowledge exchange in the Early Childhood Analytics domain. **We invite you to join our growing Community of Practice, which will convene virtually quarterly, supplemented by monthly resource distributions.**

For further information, please contact Carl Petrillo, Director of Technical Solutions, at cpetrillo@Team3Si.com. As we continue to strengthen our position as thought leaders in operational analytics platforms, we look forward to your active participation and contributions to this vital community.



CUSP Network
Member Highlight:
CALIFORNIA

Contact us to learn how Third Sector Intelligence can support you.



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California Leadership's Data-Driven Approach to Enhancing Childcare Services for Families

California's Department of Social Services (CDSS) has laid the foundation for realizing its vision of integrated, person-centric childcare services and reporting, with the implementation of 3Si's Child Universal Success Platform (CUSP). CUSP's innovative approach streamlines processes to empower California to deliver measurable benefits to families and children statewide.

Streamlined Reporting for Enhanced Childcare Services

The data integration powered by 3Si's technology can transform how California manages and reports on its childcare services. By integrating data across programs data silos, CUSP enables CDSS to track and report on all early childhood services and publicly funded programs that it administers. CDSS used CUSP's integrated data capabilities for federal reporting for MyChildCarePlan.org, a comprehensive online platform--launched as a collaboration between CDSS and the California Child Care Resource & Referral Network (CCCR&RN)--to assist California families in finding reliable and high-quality childcare services. CUSP's integrated data capabilities, readily available for CDSS staff, were crucial in estimating the number of children eligible for and receiving CCDF-funded services in the state. This helped CDSS gain a clearer view of the state's childcare landscape and how it can best serve families seeking care.

Beyond Compliance: Having a Positive Impact with Data

CUSP's integrated analytics and enhanced reporting go beyond mere compliance by offering actionable insights that can inform policy decisions. This can help California allocate resources more effectively to ensure better-targeted early childhood services for its families and children.

Accelerating Decisions with Data-Driven Insights

CUSP puts integrated data on California's childcare programs and services in the hands of CDSS's staff readily and easily. When CDSS needed to prepare a transition and onboarding packet for its leadership, they turned to CUSP to collect data and insights on the unmet need for subsidized childcare services among eligible children and families in the state. What would have, in the past, required long lead times and maybe even external research partners, could now be produced in less than a day. This data agility allows CDSS to draw insights quickly and efficiently, develop and pursue data-driven strategies, and respond to opportunities and challenges efficiently and dynamically—all with the goal of serving California's children and families better.

Data-driven Optimization of Childcare Development Fund Programs

An important data priority for CDSS was to try to gain a more comprehensive, consolidated understanding of child-provider associations within its numerous CCDF programs. The objective of this effort was to clarify service levels in relation to eligibility, ensuring that unserved children are accurately identified and reported. To address the challenge of decentralized administrative data, 3Si is developing an advanced algorithm that leverages contextual clues from existing state data to model child-provider associations, enhancing program management, and enabling efficient resource allocation.

Setting a Standard in Early Childhood Support

These ongoing projects showcase California's dedication to data-driven decision-making and efficient resource allocation. By addressing capacity misalignments and identifying underserved areas, the state is working towards delivering equitable access to care and support for all children and families. Through these initiatives, California continues to demonstrate its commitment to leveraging technology and data analytics to work smarter and more efficiently in service of its communities. The state's leadership exemplifies how innovative approaches can lead to meaningful improvements in social services and early childhood education.



CUSP Network
Member Highlight:
GEORGIA

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Georgia DECAL's Streamlined Processes Advance Support Statewide for Families and Childcare Providers

Georgia's Department of Early Care and Learning (DECAL), in partnership with Third Sector Intelligence (3Si), has leveraged CUSP to improve operational efficiency and data-driven decision making. This collaborative effort focused on two key use cases, resulting in streamlined internal processes that can support DECAL's administrative functions to ultimately positively impact families and childcare providers statewide. The close cooperation between 3Si and DECAL teams resulted in tailored solutions that met the specific needs of the department, leveraging the expertise of both organizations to achieve meaningful improvements in childcare administration.

Provider Analytics

The DECAL Research Team partnered with 3Si to create a centralized, reliable application to comprehensively analyze and segment the state's childcare provider landscape. 3Si responded by developing Provider Analytics dashboards. These dashboards, now prominently featured on DECAL's intranet and accessible agency-wide, enable staff to:

- Summarize and describe the childcare provider ecosystem.
- Explore a wide range of policy questions related to supply and demand.
- Generate insights within minutes to support policy decisions.

The Provider Analytics solution offers intuitive views of provider counts and capacity, with flexible segmentation based on crucial dimensions such as facility type, quality rating, and supported subsidized programs.

Risk Analytics

Concurrently, DECAL's Audit and Risk Management team worked with 3Si to create an integrated data resource to:

- Measure providers' risk of non-compliance with Childcare and Development Fund (CCDF) regulations.
- Identify high-risk providers using a risk score system.
- Enable data-driven prioritization of audits. Third Sector Intelligence addressed these needs with the CUSP Risk Analytics application. By providing visibility into multiple "red flag" metrics that could indicate regulatory non-compliance, this tool will strengthen and improve the efficiency of DECAL's Risk & Audit operations.

Georgia's Improved Analytics Provides Faster Childcare Placements for Families

Georgia's Department of Early Care and Learning (DECAL) partners with Third Sector Intelligence to support its childcare subsidy program management by leveraging the CUSP Subsidy Lifecycle Analytics application to streamline the administration of their Childcare Development Fund (CCDF) program. This transformation delivers faster placements, improved family experiences, and more efficient use of public funds.

Positive Impacts on Families and Program Efficiency

With advanced analytics, Georgia can achieve:

- 1.** Real-time insights into the subsidy program's operational performance.
- 2.** Enhanced compliance with federal and state regulations.
- 3.** Streamlined childcare placement, improving outcomes for children and families.
- 4.** With the provider churn dashboard, DECAL analysts can more efficiently deliver timely, accurate reports to agency leadership, enabling data-driven strategic planning in the childcare sector. This innovative tool not only strengthens Georgia's childcare system but also serves as a model for other states seeking to enhance their oversight and strategic planning capabilities.

Addressing Systemic Challenges

Before implementing the CAPS Lifecycle Analytics application, DECAL faced challenges with siloed data systems, which limited their ability to view the subsidy program holistically. This fragmented approach made it difficult to:

- Effectively track application processing times.
- Track the efficiency with which eligibility approvals result in scholarships or placements.
- Track approvals with pending scholarships and patterns, if any, placement delays.
- Identify and address inefficiencies in the system.

A Human-Centered Solution

Subsidy Lifecycle Analytics enables DECAL to:

- Holistically monitor the lifecycle of subsidy programs with a family-centric approach.
- Identify and eliminate potential barriers to efficient eligibility approval and timely childcare placement.
- Make data-informed decisions to improve the system's overall health.

Georgia's child-centric, data-driven approach can help create a more responsive and efficient childcare subsidy program. By focusing on the full journey of children and families, DECAL can ensure regulatory compliance and maximize public resources while demonstrating a commitment to serving the needs of children and families. As this proven solution now rolls out to the entire CUSP Network, it offers a model for states aiming to deliver better outcomes for the children, families, and communities they serve.

Georgia Leverages CUSP to Report on Provider Churn

Provider churn - the opening and closing of childcare provider businesses - creates challenges for both state agencies and families seeking care when it is difficult to track. Georgia's Department of Early Care and Learning (DECAL) has improved efficiency, monitoring, and reporting with the implementation of CUSP's innovative provider churn dashboard, developed in partnership with Third Sector Intelligence (3Si). This new tool addresses the critical need for a more streamlined and robust method of tracking childcare availability by providing clear insights that help DECAL better assess capacity, balance resources, and meet childcare demand.

To meet DECAL's critical requirements, 3Si developed and released a new provider churn dashboard with the ability to report key outputs, such as:

Track provider churn comprehensively.

- Compare historical data to report trends over time.
- Have flexible time views.
- Create a capacity impact assessment.

The newly deployed dashboard empowers Georgia with a more streamlined, yet detailed and robust way of reporting provider churn.

Key Benefits of the Provider Churn Dashboard

- 1.** Understand provider dynamics: The dashboard offers a holistic view of the evolving provider landscape by analyzing and reporting entry and exit trends separately for different facility types.
- 2.** Identify at-risk providers: Flexible period comparison allows users to compare industry dynamics across different time periods, providing insights into market cyclicalities and the impacts of various factors such as policy changes and the economic environment.

- 3.** Address or prevent childcare deserts. Geographical insights make visible trends in provider entry and exit across different communities or geographies, identifying areas at risk of becoming childcare deserts.
- 4.** Enhanced decision-making: These insights support programmatic decision-making by state agencies, allowing them to respond effectively to changes in the childcare provider landscape.
- 5.** Up-to-date information: The dashboard's integration with the CUSP database and state data sources ensures monthly refreshes, providing state users with current views of their provider base.
- 6.** Versatile platform options: Available in both Power BI and Tableau, the dashboard offers flexibility in data visualization and analysis.

With the provider churn dashboard, DECAL analysts can more efficiently deliver timely, accurate reports to agency leadership, enabling data-driven strategic planning in the childcare sector. This innovative tool not only strengthens Georgia's childcare system but also serves as a model for other states seeking to enhance their oversight and strategic planning capabilities.



CUSP Network
Member Highlight:
MASSACHUSETTS

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Massachusetts' Comprehensive Approach to Pre-K Expansion

In January 2024, Governor Maura Healey introduced the “Gateway to Pre-K” agenda, pledging universal, high-quality preschool access for four-year-olds in all 26 Gateway Cities by the end of 2026. This ambitious initiative aims to offer low or no-cost enrollment opportunities for families, ensuring children are well-prepared for kindergarten.

The Department of Early Education and Care (EEC) has leveraged the Comprehensive Unified Service Platform (CUSP) from Third Sector Intelligence (3Si) to drive this expansion effort effectively:

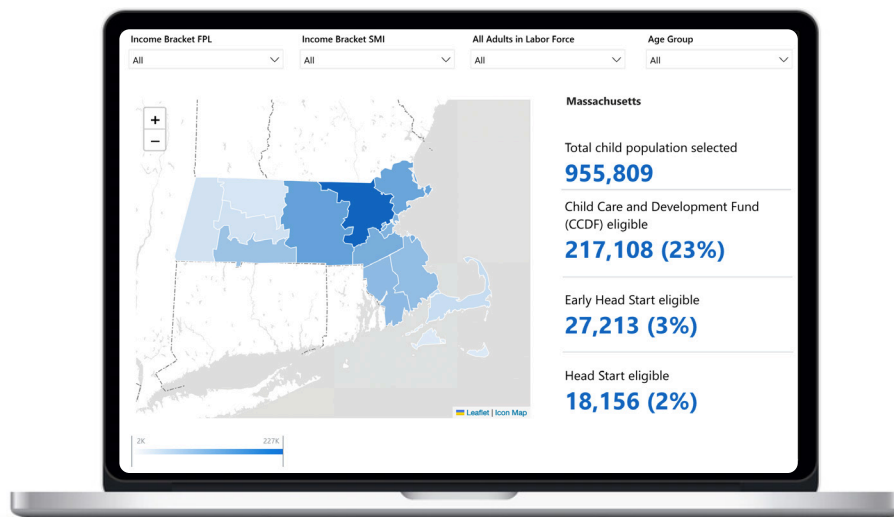
Strategic Data-driven Planning and Implementation

EEC utilizes CUSP’s integrated view of supply and demand to:

1. Assess baseline service levels in Gateway Cities.
2. Identify gaps and project expansion needs to achieve universal Pre-K access.
3. Optimize resource allocation and guide expansion strategies.

Commonwealth Preschool Partnership Initiative (CPPI) Expansion

The CPPI is crucial to achieving the Gateway to Pre-K goals. It funds districts to develop partnerships between school districts and local early education programs, expanding access to high-quality preschool. Leveraging CUSP, the EEC has streamlined the CPPI grant application process by equipping 31 districts with essential information on community demographics, demonstrating how CUSP can be effectively used to drive comprehensive pre-K expansion efforts. CUSP’s strategic support of the Gateway to Pre-K initiative combined with its operational support of CPPI expansion constitute a data driven approach to improving early childhood education access across the state.



Enhancing Equity in Early Education and Care

(Re-procurement of Subsidy Provider Contracts and Child Opportunity Index Integration)

The Massachusetts Department of Early Education and Care (EEC) is using data-driven strategies to drive equity in early education and care, leveraging Third Sector Intelligence (3Si) analytics to identify and support communities with the greatest needs. Two key initiatives illustrate their comprehensive approach to improving the state's ability to allocate resources effectively and equitably in early education and care: re-procurement of subsidy provider contracts supported by the Childcare Development Fund (CCDF) and the integration of the Child Opportunity Index (COI).

Re-procurement Process Enhancement

EEC completed a re-procurement process for its CCDF-funded subsidy provider contracts, the first since 2009, to ensure that contracted slots are awarded to providers best positioned to fill geographic service gaps. 3Si's Child Universal Success Platform (CUSP) enabled the department to analyze providers' proximity to "access deserts," creating a metric for evaluating their ability to address existing service gaps.

Child Opportunity Index Integration

To broaden its assessment of community needs, EEC incorporated the Child Opportunity Index (COI) into its decision-making process. CUSP supported the initiative by integrating the index with EEC's existing data and making use of it at numerous geographic units of analysis. The COI, developed by diversitydatakids.org, measures neighborhood conditions affecting children's well-being across education, health, environment, and socioeconomic domains.

Key features of the COI:

- Provides data at the census tract level, allowing for detailed geographic analysis.
- Includes 44 indicators across various domains crucial to child development.
- Offers annual data from 2012 to 2021, ensuring up-to-date information.

- Incorporates new indicators such as broadband access and social capital.
- Utilizes census block-level data for increased precision.

Outcomes and Benefits

By combining these approaches, Massachusetts has achieved several important outcomes:

1. **Enhanced Equity Focus:** The integration of COI data allows EEC to make decisions with a stronger emphasis on equity, considering a wide range of environmental factors that influence child development.
2. **Improved Resource Allocation:** EEC can now assess providers' need for state support, including financial assistance, based on a more comprehensive set of criteria. The state can also better prioritize its program investments in subsidized childcare to eligible, unserved populations.
3. **Data-Driven Decision Making:** The CUSP database enables seamless integration of COI data with other relevant information, facilitating more informed policy decisions.
4. **Long-term Impact Assessment:** The COI's ability to predict long-term outcomes in health and economic mobility provides valuable insights for strategic planning.

This holistic approach demonstrates Massachusetts' commitment to leveraging data and advanced analytics to identify and support communities with the greatest needs, ultimately working towards more equitable access to quality early education and care across the state.

Improving Lives with Technology and Innovation

At Third Sector Intelligence, we are proud to support early childhood departments in their mission to positively impact the lives of young children and their families. Our team's dedication, hard work, and innovation enable us to deliver best-in-class technology tailored to improve our clients' ability to deliver positive outcomes.

Q1:

- CUSP Public 1.0
- CUSP Analytics Library 1.5
- Out-of-the-box childcare desert tables

Q2:

- CUSP Subsidy Analytics (Alpha)
- CUSP Provider Analytics (Alpha)
- Licensing Event Table (Limited release)

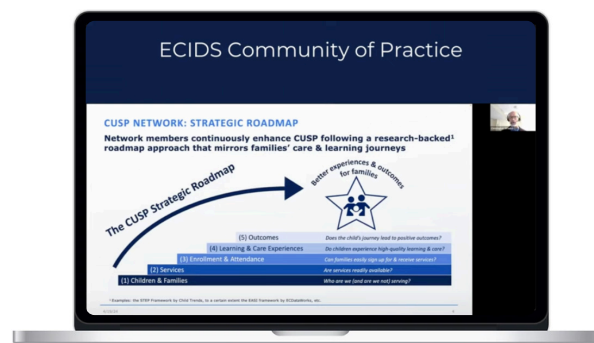
Q3:

- Provider Churn Analytics
- Integration with Child Opportunity Index 3.0
- CUSP Analytics Library User Interface Customization

Q4:

- CUSP Risk & Audit Analytics
- CUSP Program Analytics Enhancement
- Childcare deserts at any geographic level

We recognize the significance of our work and its direct influence on families. As we look ahead to 2025, our commitment to innovation while providing reliable data securely and an exceptional user experience remains unwavering. We look forward to partnering with early childhood department to continue advancing data-driven decision-making, efficiency, and positive outcomes for children and families.





To learn more about the many features of CUSP and how Third Sector Intelligence can support you, please reach out to Will McCoy, VP of Strategic Partnerships.

wmccoy@team3si.com

Phone: 530-840-6376

LinkedIn: <https://www.linkedin.com/in/williamsmccoy/>

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