

Scope of Work

2013 - Colorado Department of Human Services

PR Award #: S412A130004

Project Plan Version: Version (12/17/2013 3:46:43 PM)

Effective Date: 12/17/2013

Code	Project and Task Name	Status	Start Date	End Date
1	Governance of the RTT-Early Learning Challenge Grant	In Progress	1/1/2013	12/31/2016

Overall State RTT-ELC Goals:

Better Quality

- All licensed early learning programs, serving approximately 200,000 children, will participate in the new TQRIS
- Thirty-five percent (35%) of center-based child care programs will be rated in the highest tiers of quality

Stronger Workforce

- All (100%) Colorado community colleges and fifty percent (50%) of Colorado four-year institutions will incorporate the new Early Childhood Workforce Competency Framework into early childhood degrees
- Ten percent (10%) of professionals will advance at least one credential level and twenty-five percent (25%) of professionals will make progress towards the next credential level

- Professionals' competency levels and progress will be publicly available

Deeper Understanding of Children

- All children in public schools will receive more targeted instruction by participating in the Kindergarten Readiness assessment
- Prior to kindergarten, 3,500 additional High Needs Children will receive individual support by participating in the state's Results Matter assessment program Kindergarten Readiness
- Through the Kindergarten Readiness assessment, Colorado will establish a statewide baseline of school readiness
- Based upon this baseline, there will be a twenty five percent (25%) increase in children's school readiness by the end of the grant

Narrative: The Colorado Department of Human Services Office of Early Childhood will be responsible for the governance of this grant. The proposed grant organizational model ensures clear and consistent coordination of the grant, specifically that key projects and corresponding financial investments deliver the expected outcomes. A full time Grant Director will be hired to provide sufficient management controls to manage the various inter-agency plans across the state departments, and a Communications Manager will also be hired to ensure cross-agency communication and coordination. The Project Managers of the results matters, TQRIS, workforce development, and kindergarten entry assessment projects, local council liaison, and data initiatives coordinator may reside within other department but will be accountable (as outlined in execute Memorandum of Understandings (MOUS)) to the Grant Director to ensure each project is being effectively coordinated and delivered. The Grant Director will follow a decision-making process that engages this team and escalates major decisions to state leadership or the Early Childhood Leadership Commission as appropriate. Together, the Grant Director and Project Managers make up a Grant Management Team which will employ effective program management / governance processes. The following organization chart outlines the structure for management of the grant.

Code	Project and Task Name	Status	Start Date	End Date
1	Governance of the RTT-Early Learning Challenge Grant	In Progress	1/1/2013	12/31/2016
1.1	Activity 1: Establish Governance Structure	In Progress	1/1/2013	10/31/2013
1.1.1	Identify and convene senior staff from Participating State Agencies to review grant structure and	Operational	1/1/2013	2/1/2013
1.1.2	Determine role for the Early Childhood Leadership Commission (ECLC)	Operational	2/1/2013	6/23/2013
1.1.3	Determine roles and responsibilities for the governance model	In Progress	2/15/2013	7/15/2013
1.1.4	Formally adopt ECLC role within the governance model	In Progress	3/15/2013	10/31/2013
1.1.5	Milestone: Produce and Share Grant Governance Model with ECLC and Senior Staff	In Progress	5/1/2013	10/31/2013
1.2	Staff Grant Project Team	In Progress	1/1/2013	11/1/2013
1.2.1	Recruit and Hire the ELC Grant Director	Operational	1/1/2013	5/13/2013
1.2.2	Recruit and Hire the ELC Communications Manager	Operational	1/1/2013	6/1/2013
1.2.3	Identify team leads for each project within the PSAs	Operational	1/1/2013	3/15/2013
1.2.4	Milestone: ELC grant leadership roles are staffed and operational.	Operational	4/15/2013	7/1/2013
1.2.5	S- Develop agreement between CDHS and the Office of the Lt. Governor to establish shared use of the	Not Started	10/1/2013	11/1/2013
1.2.6	S- Develop, post, and recruit for the Early Childhood Leadership Commission Executive Director position to	Not Started	10/1/2013	11/1/2013
1.2.7	S- Milestone: Supplemental staff positions hired and fully set up to work.	Not Started	11/1/2013	11/1/2013
1.3	Establish Project Plans and Budgets	Operational	1/1/2013	3/29/2013
1.3.1	Assign team leads to complete SOWs and project schedules for each ELC project	Operational	1/1/2013	3/29/2013
1.3.2	Assign team leads to complete project budgets for each ELC project	Operational	1/1/2013	3/29/2013
1.3.3	Milestone: Completed SOWs, Budgets, and Schedules for ELC projects	Operational	3/29/2013	3/29/2013
1.4	Stakeholder Engagement Planning	In Progress	6/1/2013	8/1/2013
1.4.1	Identify and stratify stakeholders (how they interact with the ELC Grant) and produce an analysis of	In Progress	6/1/2013	8/1/2013
1.4.2	Milestone: Stakeholder engagement plan is completed that outlines how stakeholders will be informed and	In Progress	6/1/2013	8/1/2013
1.5	Establish Project Governance Processes	In Progress	1/1/2013	9/1/2013
1.5.1	Produce the ELC Project Charter that outlines team roles, responsibilities, key milestones, and the rules of	In Progress	6/1/2013	7/15/2013
1.5.2	Approve the ELC Project Charter	Not Started	7/15/2013	8/1/2013
1.5.3	Milestone. ELC Project Charter adopted.	Not Started	8/1/2013	8/1/2013
1.5.4	Implement temporary project level and governance level status reporting	Operational	1/1/2013	6/30/2013

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1.5.5	Establish standard operating procedures for core governance processes, including issue management,	In Progress	6/15/2013	8/15/2013
1.5.6	Train ELC team members on the operating procedures outlined above.	Not Started	8/19/2013	8/19/2013
1.5.7	Milestone: Formal governance procedures are fully operational.	Not Started	9/1/2013	9/1/2013
1.5.8	Establish formal processes for reporting to US Education.	In Progress	6/1/2013	8/1/2013
1.5.9	Establish the ELC Grant Website for internal project document management.	Operational	6/1/2013	6/21/2013
1.5.10	Train team members on using the ELC Grant Website for internal project document management.	Operational	6/21/2013	7/8/2013
1.5.11	Milestone: Project website is operational and is being used by the project team to manage documents and	Operational	7/8/2013	7/8/2013
1.6	Project Communication Planning	In Progress	6/1/2013	7/31/2013
1.6.1	From Stakeholder Engagement Plan, produce the project-level communication plan	In Progress	7/15/2013	7/31/2013
1.6.2	Review and share communication plan with key stakeholders and ELC leadership team.	In Progress	7/1/2013	7/31/2013
1.6.3	Milestone: Consolidated Communication Plan Adopted	In Progress	7/31/2013	7/31/2013
1.6.4	Design public-facing ELC Portal Website to provide updates and key information.	Operational	6/1/2013	7/31/2013
1.6.5	Communicate and inform team members on processes for uploading content to the ELC Portal Website.	In Progress	7/22/2013	7/26/2013
1.6.6	Announce public communication about the ELC Portal Website	Operational	7/31/2013	7/31/2013
1.6.7	Milestone: ELC Portal Website is operational.	Operational	7/31/2013	7/31/2013
1.7	Local Council Financial Incentive Program	In Progress	1/1/2013	12/31/2016
1.7.1	Identify and assign a full time coordinator to support local councils	Operational	1/1/2013	1/15/2013
1.7.2	Survey Early Childhood Local Councils on local funding priorities.	Operational	3/5/2013	3/15/2013
1.7.3	Convene Early Childhood Local Councils and provide overview of ELC Grant programs and funding	Operational	3/22/2013	3/22/2013
1.7.4	Identify select representation from the Early Childhood Local Councils and the Interagency ECC	Operational	3/1/2013	3/22/2013
1.7.5	Design and recommend local funding process for distributing ELC Grants to local councils.	Operational	3/26/2013	4/26/2013
1.7.6	Milestone: Formal approval of local funding process for distributing ELC Grants to local councils.	Operational	4/26/2013	5/16/2013
1.7.7	Convene Early Childhood Local Councils and provide overview of ELC Grant process for distributing grant	Operational	5/17/2013	5/17/2013
1.7.8	Year 1 open application process for Local Councils to apply for multiple year ELC Grants.	Operational	5/18/2013	6/15/2013
1.7.9	Milestone: Year 1 approval of local council applications	Operational	6/15/2013	7/1/2013
1.7.10	S- Milestone: Distribution of ELC Grants to Local Councils	Operational	7/1/2013	8/1/2013
1.7.11	Year 1 Performance Evaluation of Local ECC Grants	Not Started	2/1/2014	3/1/2014
1.7.12	Year 1 Local Councils convene to share best practices and lessons learned-March ECCLA Meeting	Not Started	3/1/2014	3/31/2014
1.7.13	Modifications made to Local Council ECL Grant Programs	Not Started	5/1/2014	6/1/2014
1.7.14	Year 2 Open application process for Local Councils to apply for ELC Grants.	Not Started	3/1/2014	5/31/2014
1.7.15	Milestone: Distribution of ECL Grants to Local Councils	Not Started	7/1/2014	7/1/2014
1.7.16	Year 2 Performance Evaluation of Local ECL Grant Programs	Not Started	2/1/2015	3/1/2015
1.7.17	Year 2 Local Councils convene to share best practices and lessons learned	Not Started	3/1/2015	3/31/2015
1.7.18	Modifications made to Local Council ECL Grant Programs	Not Started	4/1/2015	5/1/2015
1.7.19	Year 3 Open application process for Local Councils to apply for multiple year ELC Grants.	Not Started	5/1/2015	5/31/2015
1.7.20	Milestone: Distribution of ECL Grants to Local Councils	Not Started	7/1/2015	7/1/2015
1.7.21	Year 3 Performance Evaluation of Local ECL Grant Programs	Not Started	2/1/2016	3/1/2016
1.7.22	Year 3 Local Councils convene to share best practices and lessons learned	Not Started	3/1/2016	3/31/2016
1.7.23	Modifications made to Local Council Grant Program	Not Started	4/1/2016	5/1/2016
1.7.24	Year 4 Refunding application process for Local Councils to apply for the Local Council ECL Grant Program.	Not Started	5/1/2016	5/31/2016
1.7.25	Milestone: Distribution of ECL Grants to Local Councils	Not Started	7/1/2016	7/1/2016
1.7.26	Year 4 Final Performance Evaluation of Local ECL Grant Programs	Not Started	2/1/2017	4/1/2017
1.8	Statewide Stakeholder Communication	In Progress	1/1/2013	12/31/2016
1.8.1	Produce external stakeholder engagement communication plan (from the stakeholder assessment)	In Progress	6/1/2013	8/1/2013
1.8.2	Convene the ECLC and Prioritize Year 1 communication and public awareness strategies	Not Started	9/15/2013	10/31/2013
1.8.3	Milestone: Approved prioritized communication strategy	Not Started	10/31/2013	10/31/2013
1.8.4	Produce RFP for contractor to deliver communication strategies.	In Progress	6/15/2013	7/15/2013
1.8.5	Milestone: Select communication contractors to deliver communication strategies for Year 1 - including	Not Started	9/1/2013	9/1/2013
1.8.6	Initiate Year 1 Communication strategy and statewide marketing / public awareness	Not Started	9/1/2013	12/31/2013
1.8.7	Evaluate Year 1 Communication effectiveness	Not Started	1/1/2014	4/15/2014
1.8.8	Convene the ECLC and Prioritize Year 2 communication and public awareness strategies	Not Started	2/15/2014	3/15/2014
1.8.9	Milestone: Approved prioritized communication strategy	Not Started	3/15/2014	3/15/2014
1.8.10	Initiate Year 2 Communication strategy and statewide marketing / public awareness	Not Started	3/15/2014	12/31/2014
1.8.11	Evaluate Year 2 Communication effectiveness	Not Started	1/1/2015	2/15/2015

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1.8.12	Convene the ECLC and Prioritize Year 3 communication and public awareness strategies	Not Started	2/15/2014	3/15/2014
1.8.13	Milestone: Approved prioritized communication strategy	Not Started	3/15/2015	3/15/2015
1.8.14	Initiate Year 3 Communication strategy and statewide marketing / public awareness	Not Started	3/15/2015	12/31/2015
1.8.15	Evaluate Year 3 Communication effectiveness	Not Started	1/1/2016	2/15/2016
1.8.16	Convene the ECLC and Prioritize Year 4 communication and public awareness strategies	Not Started	2/15/2016	3/15/2016
1.8.17	Milestone: Approved prioritized communication strategy	Not Started	3/15/2016	3/15/2016
1.8.18	Initiate Year 4 Communication strategy and statewide marketing / public awareness	Not Started	3/15/2016	12/31/2016
1.8.19	Evaluate Year 4 Communication effectiveness	Not Started	12/1/2016	12/31/2016
1.8.20	Conduct Conference Calls to share information with external stakeholders	In Progress	1/1/2013	12/31/2016
1.8.21	Provide travel support for state and external stakeholders to attend meetings and events.	In Progress	1/1/2013	12/31/2016
1.8.22	S- Quarterly Early Childhood Leadership Commission travel expenses for Commissioners traveling in-state.	Not Started	11/1/2013	12/30/2016
1.9	Office of Early Childhood Consolidation	In Progress	3/1/2013	9/30/2013
1.9.1	Identify a contactor to provide organizational change management support to assist with the consolidation	In Progress	3/1/2013	7/31/2013
1.9.2	Select a contactor to provide organizational change management support to assist with the consolidation	Operational	3/7/2013	9/2/2013
1.9.3	Milestone: Organizational change management support provided.	In Progress	4/1/2013	9/30/2013
1.10	Increase awareness and adoption of Colorado's Strengthening Families framework	Not Started	1/2/2014	12/31/2015
1.10.1	Identify and staff a contracted Strengthening Families Coordinator to provide training and support services.	Not Started	1/2/2014	1/28/2014
1.10.2	Plan and contract training services for Strengthening Families from Year 2.	Not Started	1/29/2014	4/2/2014
1.10.3	Conduct trainings for Strengthening Families for Year 2.	Not Started	4/3/2014	12/31/2014
1.10.4	Milestone: Provide Year 2 training and support to awareness and adoption of Colorado's Strengthening	Not Started	12/31/2014	12/31/2014
1.10.5	Conduct trainings for Strengthening Families from Year 3.	Not Started	1/1/2015	12/31/2015
1.10.6	Milestone: Provide Year 3 training and support to awareness and adoption of Colorado's Strengthening	Not Started	12/31/2015	12/31/2015
1.11	Healthy Child Care Colorado	In Progress	6/1/2013	12/31/2016
1.11.1	Identify and staff a specialist to continue to support Healthy Child Care Colorado.	In Progress	6/1/2013	7/31/2013
1.11.2	Plan and contract with a specialist to further integrate high-quality early learning programs health, wellness	In Progress	7/31/2013	12/31/2013
1.11.3	Milestone: Provide Year 2 support for Healthy Child Care Colorado - including providing on-going training	Not Started	1/1/2014	12/31/2014
1.11.4	Milestone: Provide Year 3 support for Healthy Child Care Colorado - including providing on-going training	Not Started	1/1/2015	12/31/2015
1.11.5	Milestone: Provide Year 4 support for Healthy Child Care Colorado - including providing on-going training	Not Started	1/1/2016	12/31/2016
1.12	Quality Performance Assessment	In Progress	6/1/2013	12/31/2016
1.12.1	Milestone: Establish performance metrics for the RTT-ELC grant, including monthly status reporting	In Progress	6/1/2013	10/1/2013
1.12.2	Evaluate on a monthly basis the performance of the Office of Early Childhood and its progress against the	Not Started	10/1/2013	12/31/2016
1.13	OEC Race to the Top Effectiveness	Not Started	3/1/2014	9/1/2016
1.13.1	Produce a RFP for an independent evaluator of the RTT-Grant.	Not Started	3/1/2014	4/30/2014
1.13.2	Select a qualified evaluator to conduct performance audit of the effectiveness of the grant.	Not Started	5/1/2014	6/15/2014
1.13.3	Milestone: Conduct Year 2 performance audit and produce recommendations.	Not Started	7/1/2014	9/1/2014
1.13.4	Review Year 2 recommendations and make necessary program and project adjustments.	Not Started	9/1/2014	10/15/2014
1.13.5	Milestone: Conduct Year 3 performance audit and produce recommendations.	Not Started	7/1/2015	9/1/2015
1.13.6	S- Review Year 3 recommendations and make necessary program and project adjustments	Not Started	9/1/2015	10/15/2015
1.13.7	S- Milestone: Conduct Year 4 performance audit and produce recommendations.	Not Started	7/1/2016	9/1/2016
1.14	Sustainability Planning	Not Started	1/1/2015	12/31/2016
1.14.1	Establish a sustainability committee for each of the projects.	Not Started	1/1/2015	6/30/2015
1.14.1.1	S- Select contracted support to facilitate sustainability planning process and engage stakeholders.	Not Started	1/1/2015	6/30/2015
1.14.2	Produce a post-grant sustainability plan.	Not Started	7/1/2015	12/13/2015
1.15	S- Family Leadership Institute	Not Started	10/1/2013	9/30/2016
1.15.1	S- Work with the Colorado Department of Public Health and Environment to establish an agreement	Not Started	10/1/2013	11/1/2013
1.15.2	S- Milestone: Signed agreement with the Family Leadership Institute outlining targeted approach to	Not Started	11/1/2013	12/31/2013
1.15.3	S- Implement first year supports to target sites and/or program enhancements.	Not Started	1/1/2014	12/31/2014
1.15.4	S- Implement second year supports to target sites and/or program enhancements.	Not Started	1/1/2015	12/31/2015
1.15.6	S- Implement third year supports to target sites and/or program enhancements.	Not Started	1/1/2016	9/30/2016

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2	Early Childhood Standards and Guidelines	In Progress	11/1/2012	12/31/2015

Narrative: Colorado's commitment to a P-20 education continuum includes the development and implementation of birth through age 8 Early Learning and Development Guidelines (ELDG). These Guidelines build upon the best state and national examples of developmentally appropriate and holistic information about what children should know and be able to do in their early years. These Guidelines will promote a deeper understanding of children throughout the state and, as such, are being incorporated into the grant-related areas of assessments, TQRIS, and early learning workforce efforts as well as state work on medical homes and developmental screening in health care settings. Critically, these Guidelines will also be disseminated widely to families in an easy-to-use format. The Guidelines will be used by both parents and professionals to enhance their knowledge of child development, to plan activities that promote optimal development, and to guide early and ongoing identification, intervention, instruction, and assessment in multiple developmental domains.

Key Performance Measures: Project 2: Early Guidelines

- 100% of early childhood councils will execute local public awareness activities
- 50% percent increase in at-risk parents who indicate an awareness of some activities to promote optimal development (as indicated by the ELDG)
- 50% of licensed programs exhibit use of guidelines in curricula/activities, as measured by TQRIS raters;
- 50% of licensed professional exhibit use of guidelines in curricula/activities, as measured by TQRIS raters, workforce coaches or trainers
- 100% of 2-yr and 4-yr degree programs incorporate education on ELDG into their curriculum;
- ELDG are aligned with and reflected in individuals school readiness plans
- ELDG are aligned with and reflected in the state TQRIS standards and on-line training
- ELDG are aligned with and reflected in workforce competencies

Selection Criterion Addressed: C(1) Developing and using statewide, high-quality Early Learning and Development Standards

Cross-reference to other projects: Project 1 - Successful State Systems (Communication to families); Project 3 - High-Quality, Accountable Programs (Statewide implementation of new TQRIS; Training and communication to programs and providers); Project 4 - A Great ECE Workforce (Unify workforce competency system, Align teacher prep programs, Incorporate competencies into statewide professional development); Project 5 - Results Matter; Project 6 - Kindergarten Readiness

2	Early Childhood Standards and Guidelines	In Progress	11/1/2012	12/31/2015
2.1	Communication Planning and Supports	In Progress	4/1/2013	12/31/2015
2.1.1	Produce a RFP to produce a statewide communication plan for the deployment of the guidelines.	Operational	6/1/2013	6/30/2013
2.1.2	Internal Clearance Review of RFP	Operational	7/1/2013	7/15/2013
2.1.3	Procurement 30 day posting period to collect bids from qualified contractors.	Operational	7/15/2013	8/15/2013
2.1.4	Determine bid evaluation scoring, score bids, and allow for appeals period.	Operational	8/15/2013	9/1/2013
2.1.5	Contract Development process with selected contractor.	Operational	9/1/2013	10/1/2013
2.1.6	Milestone: Define and develop a draft communication and deployment plan to effectively and efficiently	In Progress	11/1/2013	12/16/2013
2.1.7	Produce a baseline assessment on the awareness of the guidelines's content within high needs families	In Progress	6/1/2013	12/2/2013
2.1.8	Review and share the communication plan with local councils and other key stakeholders. Solicit public	Not Started	12/16/2013	12/31/2013
2.1.9	Milestone: Finalize and publish the communication and deployment plan.	Not Started	12/31/2013	12/31/2013
2.1.10	Execute and manage the communication plan as outlined. This includes ensuring all parties are using	Not Started	1/1/2014	12/31/2015
2.2	Guideline Materials Production	Not Started	1/1/2014	2/16/2015
2.2.1	From the communication plan, identify the best methods for material production. Determine materials for	Not Started	1/1/2014	1/15/2014
2.2.2	Working with the ECLC and Local Councils, outline requirements for material production. This includes	Not Started	1/1/2014	1/15/2014
2.2.3	Milestone: Design and produce printed and electronic materials for stakeholders, including in Spanish, as	Not Started	1/15/2014	2/15/2014
2.2.4	Milestone: Update and produce Year 2 printed and electronic materials for stakeholders as necessary for the	Not Started	9/15/2014	11/15/2014
2.3	Guidelines Training	In Progress	5/1/2013	12/31/2014
2.3.1	Produce necessary procurement vehicles to select qualified contractors to produce a training plan and	Operational	5/1/2013	8/30/2013
2.3.2	Select qualified contractors (may be advocacy and local councils) to manage and conduct training	In Progress	8/30/2013	11/29/2013
2.3.3	Milestone: Provide training and support for Year 2 for families, including Family, Friend and Neighbor care,	Not Started	2/3/2014	7/31/2014
2.3.4	Establish evaluation mechanisms for guideline trainings so participants can evaluate the effectiveness of	Not Started	3/1/2014	5/13/2014
2.3.5	Milestone: From the evaluations, modify and improve training and support for Year 3 for families, including	Not Started	6/2/2014	12/31/2014
2.4	Communication Evaluation	Not Started	12/1/2013	2/15/2015
2.4.1	Conduct Year 1 annual evaluation of communication effectiveness by surveying EC Councils, families,	Not Started	12/1/2013	12/31/2013
2.4.2	Produce recommendations to improve adoption of the Guidelines.	Not Started	1/1/2014	2/15/2014
2.4.3	Milestone: Conduct Year 2 annual evaluation of communication effectiveness by surveying EC Councils,	Not Started	12/1/2014	12/31/2014
2.4.4	Produce recommendations to improve communication of the Guidelines.	Not Started	1/1/2015	2/15/2015

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3	TQRIS	In Progress	1/1/2013	12/31/2016

- Project Goals/Desired Outcomes:**
1. An enhanced (Next Generation) TQRIS is designed, implemented and launched by July 2014 with all licensed programs embedded into the rating system.
 2. The TQRIS is based on a statewide set of tiered program standards that differentiate levels of program quality and reflect high expectations of program excellence. This includes implementation of a five tier statewide standard.
 3. Longitudinal data linkages between the TQRIS and the Kindergarten Readiness and Workforce Registry are implemented.
 4. Early Learning and Development Programs have received training and technical assistance related to their participation in the TQRIS.
 5. 100% of Early Learning and Development Programs are quality-rated by December 2016.
 6. Policies and rules are in place to support programs in providing high-quality care for Children with High Needs and their families.
 7. Programs participating in the TQRIS are monitored using a valid and reliable tool.
 8. A high level of inter-rater reliability for trained monitors of the TQRIS is achieved and maintained across the state of Colorado.
 9. Programs participating in the TQRIS are monitored and rated with appropriate frequency.
 10. Parents and public have full access to meaningful TQRIS data via the Early Learning Data System, and understand how to use the system and the data provided.
 11. 26% of Early Learning and Development Programs are rated in the top two tiers of the TQRIS, by December, 2016.
 12. 49,049 Children with High Needs will be served by high-quality Early Learning and Development Programs that are rated in the top two tiers of the TQRIS, by December, 2016.
 13. Incentives and supports are in place to encourage programs to continuously improve their services to children and their families and to increase their quality ratings.
 14. A shared services approach, aimed at reducing providers' back-office costs in communities where large concentrations of high-need families reside, has been piloted and refined.
 15. An external evaluation to validate and identify opportunities to improve the effectiveness of the TQRIS is completed by 2015.
 16. An external evaluation to assess the extent to which changes in quality ratings are related to progress in children's learning, development and school readiness is completed by 2015.

Narrative: Colorado is intentionally focused on lifting the quality of early education programs for all children; in particular, Colorado will focus on ensuring high quality programs for more Children with High Needs. Colorado will use RTT-ELC funds to accelerate the development and implementation of an enhanced and expanded Tiered Quality Rating and Improvement System (TQRIS) that is embedded in state child care licensing. Information from this enhanced TQRIS will link to other state data systems to better support and sustain higher quality of programs across the state and evaluate program outcomes. The enhanced system will help benchmark quality for consumers and broaden awareness of the components of quality.

Key Performance Measures:

1. Number and percentage of Early Learning and Development Programs in the Tiered Quality Rating and Improvement System: a. Colorado Preschool Program - 823 programs by 2016, b. Head Start and Early Head Start - 272 sites by 2016, c. Programs funded by IDEA, Part B, section - 704 programs by 2016, d. Licensed facilities Child Care, Family Child Care, Preschool Programs - 5230 programs by 2016
2. Increasing the number of Early Learning and Development Programs in the top tiers of the Tiered Quality Rating and Improvement System: a. Total number of programs covered by the Tiered Quality Rating and Improvement System - 5230 programs by 2016, b. Number of programs in Tier 1 - 240 programs by 2016, c. Number of programs in Tier 2 - 1197 programs by 2016, d. Number of programs in Tier 3 - 2438 programs by 2016, e. Number of programs in Tier 4 - 1006 programs by 2016, f. Number of programs in Tier 5 - 349 programs by 2016
3. Increasing the number and percentage of Children with High Needs who are enrolled in Early Learning and Development Programs that are in the top tiers of the Tiered Quality Rating and Improvement System: a. Number and percent of Children with High Needs Participating in Programs that are in the top tiers of the Tiered Quality Rating and Improvement System, i. Colorado Preschool Program - 10,489 students, ii. Head Start - 11,435 students

Selection Criterion Addressed: B(1-5) Developing and adopting a common, statewide Tiered Quality Rating and Improvement System; Promoting participation in the State's Tiered Quality Rating and Improvement System; Rating and monitoring Early Learning and Development Programs; Promoting access to high-quality Early Learning and Development Programs; Validating the State's Tiered Quality Rating and Improvement System

Cross-reference to other projects: Project 1 - Successful State Systems (Communication to families); Project 3 - High-Quality, Accountable Programs (Statewide implementation of new TQRIS; Training and communication to programs and providers); Project 4 - A Great ECE Workforce (Unify workforce competency system, Align teacher prep programs, Incorporate competencies into statewide professional development); Project 5 - Results Matter; Project 6 - Kindergarten Readiness

3	TQRIS	In Progress	1/1/2013	12/31/2016
3.1	TQRIS Implementation Planning	In Progress	1/1/2013	3/31/2014
3.1.1	Staff and select the team to produce implementation plan	Operational	1/1/2013	7/31/2013
3.1.1.1	Identify and select an interim project manager to manage the design and detailed implementation planning.	Operational	1/1/2013	4/1/2013
3.1.1.2	Identify and select a qualified contactor to review and analyze the draft rating system structure	Operational	3/11/2013	4/1/2013
3.1.1.3	Identify and select a qualified contactor to provide a business process and organizational design.	Operational	4/1/2013	4/15/2013
3.1.1.4	Identify and select a qualified contactor to provide the technology architecture.	Operational	4/15/2013	7/31/2013
3.1.1.5	Identify and select a qualified contactor to provide a cost model.	Operational	5/15/2013	7/1/2013
3.1.2	Produce the implementation plan	In Progress	3/15/2013	3/31/2014
3.1.2.1	Produce the analysis of the proposed rating system and produce recommendations.	Operational	3/15/2013	6/15/2013
3.1.2.2	Coordinate a review of the proposed rating system with identified external stakeholders.	Operational	4/15/2013	8/15/2013
3.1.2.3	Finalize rating system design with input from all stakeholders	Operational	4/15/2013	8/15/2013
3.1.2.4	Produce a draft business process view for licensing, rating, evaluation, and other key business processes.	Operational	4/15/2013	6/15/2013
3.1.2.5	Review and finalize business processes and staffing with internal staff and leadership.	Operational	6/15/2013	7/31/2013
3.1.2.6	Coordinate a review of the proposed process changes with identified external stakeholders.	Operational	7/1/2013	8/15/2013
3.1.2.7	Using the business process and rating system design, identify technology and system requirements.	Operational	5/31/2013	8/15/2013
3.1.2.8	Perform contractor analysis - determine impact on existing contracts and identify requirements for future	Operational	4/1/2013	8/30/2013
3.1.2.9	Produce a detailed costing model for the implementation plan, including how existing funding and RTT funds	Operational	7/1/2013	8/31/2013
3.1.2.10	Concurrent with the cost model, produce the implementation plan that outlines key timelines for deployment.	In Progress	7/1/2013	3/31/2014
3.1.2.11	Review cost model and implementation plan with key stakeholders.	In Progress	8/1/2013	3/31/2014
3.1.2.12	Milestone: Produce final implementation plan.	In Progress	8/30/2013	3/31/2014
3.2	Select Next Generation Contractors	In Progress	8/15/2013	3/14/2014
3.2.1	Produce RFP vehicles (based upon the implementation plan in 3.1.2). This may include both competitive	In Progress	9/2/2013	11/15/2013
3.2.2	Identify and select an expert panel to assist with evaluation and selection of contractors.	In Progress	8/22/2013	11/29/2013
3.2.3	Evaluate and select next generation contractors.	Not Started	11/15/2013	2/14/2014
3.2.4	Milestone: Finalize contracts with selected contractors.	Not Started	2/14/2014	3/3/2014

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Code	Project and Task Name	Status	Start Date	End Date
3.3	Build Internal CDHS Capacity	In Progress	9/1/2013	12/31/2013
3.3.1	From the implementation plan (Section 3.1.2), identify and hire a project manager and admin support to	Operational	9/2/2013	12/31/2013
3.3.2	From the implementation plan (Section 3.1.2), identify and hire necessary licensing staff based upon	Not Started	9/2/2013	12/31/2013
3.3.3	Milestone: Produce a training program for licensing staff that ensures existing and future staff can attain	Not Started	9/2/2013	12/31/2013
3.3.4	S- Draft, post, and recruit for a Grant Data Analyst to evaluate progress against grant goals and produce	In Progress	9/1/2013	11/29/2013
3.3.5	S- Draft, post, and recruit for a personal assistant to support the ELC Grant Director and the ECLC	In Progress	9/1/2013	11/29/2013
3.3.6	S- Draft, post, and recruit for a personal assistant to support the grant project managers.	In Progress	9/1/2013	11/29/2013
3.3.7	S- Milestone: Hire Data Analyst, Personal Assistant 1, and Personal Assistant 2, and positions become fully	In Progress	10/1/2013	11/29/2013
3.4	Design TQRIS Incentives	In Progress	9/1/2013	12/31/2016
3.4.1	Identify and assemble a working group of local and state representatives to develop an incentive program to	In Progress	9/1/2013	10/4/2013
3.4.2	Conduct workshops and sessions with Incentive Design Teams to produce incentive programs.	Not Started	10/1/2013	11/30/2013
3.4.3	Produce communication and implementation plan to support the Quality Incentive Program	Not Started	12/1/2013	1/31/2014
3.4.4	Milestone: Implement Year 2 Quality Improvement Program as designed.	Not Started	2/1/2014	12/31/2014
3.4.5	Convene external stakeholders to evaluate Year 2 Quality Improvement Program and make	Not Started	11/1/2014	12/31/2014
3.4.6	Milestone: Implement Year 3 Quality Improvement Program with recommendations.	Not Started	11/1/2015	12/31/2015
3.4.7	Convene external stakeholders to evaluate Year 3 Quality Improvement Program and make	Not Started	11/1/2015	12/31/2015
3.4.8	Milestone: Implement Year 4 Quality Improvement Program with recommendations.	Not Started	11/1/2016	12/31/2016
3.4.9	S- Identify providers serving children with special needs, developmental delays, and disabilities for technical	Not Started	1/1/2014	3/1/2015
3.4.10	S- Implement quality improvement and technical assistance plan for providers serving highest-need children.	Not Started	3/1/2014	12/31/2015
3.5	Implement the Next Generation TQRIS	Not Started	1/1/2014	12/31/2016
3.5.1	Develop Next Generation Rating System and structures and embed licensing functions.	Not Started	1/1/2014	6/30/2014
3.5.1.1	Design ratings system using working models and TQRIS design.	Not Started	1/1/2014	2/28/2014
3.5.1.2	Develop implementation plan & process for ratings system	Not Started	3/3/2014	4/30/2014
3.5.1.3	Test system & implement	Not Started	5/1/2014	6/30/2014
3.5.2	Configure TRAILS and base legacy systems to support embedded licensing with Next Generation TQRIS	Not Started	1/1/2014	6/30/2014
3.5.3	Design and implementation of the TQRIS Web Portal	Not Started	1/1/2014	4/30/2014
3.5.4	Content loaded into the TQRIS portal	Not Started	4/1/2014	6/30/2014
3.5.5	Conduct system and integration testing to ensure quality assurance of the system.	Not Started	5/31/2014	8/1/2014
3.5.6	Milestone: Deploy to identified pilot groups for initial launch.	Not Started	8/1/2014	9/1/2014
3.5.7	Milestone: Deployment of phase 2 TQRIS Next Generation (as outlined in the TQRIS Implementation Plan)	Not Started	9/1/2014	10/1/2014
3.5.8	Milestone: Deployment of final TQRIS Next Generation (as outlined in the TQRIS Implementation Plan)	Not Started	1/1/2015	6/1/2015
3.5.9	On-going maintenance and administration of the TQRIS system.	Not Started	9/1/2014	12/31/2016
3.5.10	S- In-state travel to discuss grant efforts with statewide stakeholders.	Not Started	1/1/2014	12/31/2016
3.6	Implement Internal Rule and Policy Changes	In Progress	8/1/2013	12/31/2014
3.6.1	From the implementation plan, Identify, modify, and propose the necessary policy, practice, and support	In Progress	8/1/2013	9/1/2014
3.6.1.1	S- Licensing System updates to align with new rating standards and support capacity.	Not Started	2/1/2014	8/1/2014
3.6.1.2	S- Draft RFP for vendor to develop a TQRIS Mobile Application to support licensing staff in the field.	Not Started	12/1/2013	2/1/2014
3.6.1.3	S- Select Vendor for Mobile Application	Not Started	2/1/2014	3/1/2014
3.6.1.4	S- Develop Mobile Licensing application and purchase related technology.	Not Started	3/1/2014	9/1/2014
3.6.2	Build internal training programs to inform and train CDHS staff on policy and procedural changes.	Not Started	10/1/2013	10/31/2013
3.6.3	Milestone: Implement policies and procedures.	Not Started	2/1/2014	2/1/2014
3.7	Enhance Inter-Reliability Rating	Not Started	9/1/2013	12/31/2015
3.7.1	Select a qualified contractor to provide services to design inter-rater reliability design and training services.	Not Started	9/1/2013	12/31/2013
3.7.2	Design inter-rater reliability practices for Licensing Specialists and other external resources to ensure an	Not Started	9/1/2013	12/31/2013
3.7.3	Milestone: Implement Year 1 internal credentialing program for licensing staff and other potential external	Not Started	1/1/2014	12/31/2014
3.7.4	Conduct an annual evaluation of the effectiveness of the Inter-Rater Reliability training program	Not Started	11/1/2014	12/31/2014
3.7.5	Implement recommendations from the annual evaluation.	Not Started	1/1/2015	2/1/2015
3.7.6	Milestone: Implement Year 2 internal credentialing program for licensing staff and other potential external	Not Started	1/1/2015	12/31/2015
3.8	Universal Application (formerly Early Childhood Data System)	In Progress	1/1/2013	12/31/2014
3.8.1	Project setup for the Universal Application initiative (formerly Early Childhood Data System).	In Progress	2/15/2013	12/31/2013
3.8.1.1	Produce the Detailed SOW / Project Plan	Operational	10/17/2013	11/14/2013
3.8.1.2	Develop the Contractual Amendment	Operational	10/17/2013	10/31/2013
3.8.1.3	Approve the Contractual Amendment	In Progress	11/1/2013	11/14/2013
3.8.1.4	Initiate Stakeholder Engagement	Not Started	11/21/2013	12/31/2013

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3.8.2	Phase 1 Requirements Gathering	Not Started	12/1/2013	2/7/2014
3.8.2.1	Requirements Definition	Not Started	12/1/2013	2/7/2014
3.8.2.2	Milestone: Finished requirements gathering document for review and approval	Not Started	2/3/2014	2/7/2014
3.8.3	Phase 2 System Design and Development	Not Started	2/10/2014	6/30/2014
3.8.3.1	System Design	Not Started	2/10/2014	6/16/2014
3.8.3.2	Milestone: Fields for screening and application developed for all 12 programs within PEAK system	Not Started	4/28/2014	6/13/2014
3.8.4	Phase 3 System Testing and Release	Not Started	7/1/2014	12/31/2014
3.8.4.1	System testing for all new programs	Not Started	7/1/2014	11/28/2014
3.8.4.2	Milestone: All 12 programs are live on PEAK	Not Started	12/1/2014	12/31/2014
3.9	TQRIS Training and Supports	Not Started	9/1/2013	12/31/2016
3.9.1	From the implementation plan, define TQRIS training requirements	Not Started	9/1/2013	12/31/2014
3.9.2	Produce RFP vehicles for TQRIS training, coaching and technical assistance	Not Started	1/1/2014	3/31/2014
3.9.3	Select and contract appropriate contractors to provide TQRIs training, coaching and technical assistance	Not Started	3/31/2014	6/30/2014
3.9.4	Design and implement Year 2 training programs.	Not Started	7/1/2014	12/31/2014
3.9.5	Evaluate and assess training effectiveness.	Not Started	11/1/2014	1/31/2015
3.9.6	Modify and implement Year 3 training programs.	Not Started	1/1/2015	12/31/2015
3.9.7	Evaluate and assess training effectiveness.	Not Started	11/1/2015	1/31/2016
3.9.8	Modify and implement Year 4 training programs.	Not Started	1/1/2016	12/31/2016
3.10	Evaluation	In Progress	6/10/2013	12/31/2016
3.10.1	Design the evaluation criteria and scope of work.	In Progress	6/10/2013	11/15/2013
3.10.2	Select and contract appropriate evaluation contractor to perform evaluation - this may include a partnership	Not Started	11/15/2013	11/29/2013
3.10.3	Develop comprehensive Evaluation Plan	Not Started	12/2/2013	1/31/2014
3.10.4	Review and get US ED / HHS approval for Evaluation Plan	Not Started	2/3/2014	2/28/2014
3.10.5	Conduct Implementation Plan Evaluation	Not Started	3/3/2014	4/23/2014
3.10.6	Conduct Year 2 Evaluation	Not Started	9/1/2014	12/31/2014
3.10.7	Conduct Year 3 Evaluation	Not Started	7/1/2015	12/31/2015
3.10.8	Conduct Year 4 Evaluation	Not Started	7/1/2016	12/31/2016
3.11	Shared Services Models	In Progress	6/1/2013	12/31/2016
3.11.1	Define shared service requirements and guidelines.	Operational	6/1/2013	7/15/2013
3.11.2	Conduct application process, select providers, and implement shared services models.	In Progress	7/15/2013	12/31/2013
3.11.3	Evaluate and assess effectiveness of the models.	Not Started	1/1/2014	2/28/2014
3.11.4	Implement Year 2 Shared Services models.	Not Started	3/1/2014	12/31/2014
3.11.5	Evaluate and assess effectiveness of the models.	Not Started	1/1/2015	2/28/2015
3.11.6	Implement Year 3 Shared Services models.	Not Started	3/1/2015	12/31/2015
3.11.7	Evaluate and assess effectiveness of the pilots.	Not Started	1/1/2016	2/28/2016
3.11.8	Implement Year 4 Shared Services models.	Not Started	3/1/2016	12/31/2016
3.12	Non-Licensed Outreach and Support	Not Started	3/3/2014	12/30/2016
3.12.1	Identify and select contractor to provide outreach and technical assistance for non-licensed organizations.	Not Started	3/3/2014	5/30/2014
3.12.2	Identify non-licensed organizations requiring support.	Not Started	3/3/2014	5/30/2014
3.12.3	Provide technical assistance and supports to non-licensed organizations.	Not Started	9/1/2014	12/30/2016
3.12.4	Assess support plan for non-licensed organizations and adjust as needed.	Not Started	10/1/2014	6/10/2015
3.13	Data Management	In Progress	6/1/2013	12/31/2015
3.13.1	Identify and select technology architecture contractors to support linkage of key systems.	Operational	7/1/2013	7/31/2013
3.13.2	Identify and define technology architecture interfaces (extend RISE LINK) for TQRIS, K-Readiness, and	In Progress	8/1/2013	11/1/2013
3.13.3	Build and test interface connectivity	Not Started	1/1/2014	5/30/2014
3.13.4	Implement interface connections	Not Started	1/1/2014	5/1/2014
3.13.5	Identify and select reporting design contractors to design reporting capabilities.	Not Started	5/1/2014	7/1/2014
3.13.6	Design and build advanced reporting	Not Started	7/1/2014	12/31/2014
3.13.7	Implement advanced reporting systems	Not Started	1/1/2015	1/31/2015
3.13.8	Evaluate and refine advanced reporting systems	Not Started	6/1/2015	12/31/2015
3.14	S-Assuring Better Child Development Project	Not Started	11/1/2013	9/30/2016
3.14.1	S- Develop an agreement between the Department of Human services and the Department of Public Health	Not Started	11/1/2013	1/1/2014
3.14.2	S- Milestone: Sign agreement and begin project launch.	Not Started	1/1/2014	2/1/2014
3.14.3	S- Implement ABCD to first year project sites to enhance standardized developmental screening	Not Started	3/1/2014	12/31/2014

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3.14.4	S- Implement ABCD to second year project sites to enhance standardized developmental screening	Not Started	1/1/2015	12/31/2015
4	Developing a Great Early Childhood Education Workforce	In Progress	1/1/2013	12/31/2016

Project Goals/Desired Outcomes:

1. Colorado's Competencies for Early Childhood Educators and Administrators will be embedded in multiple parts of the larger professional development system.
2. Colorado's early childhood workforce registry/learning management system will support the ongoing development of the larger professional development system.
3. Colorado will expand its Coaching Network.
4. Colorado will provide incentives to promote competency development.

Narrative: Colorado will focus on a few key strategies that will provide alignment and clarity for the state as we continue to pursue our long-term goals around early childhood workforce development. Colorado will focus on full implementation of the Core Competencies for Early Childhood Teachers and Directors; reform of the state's progression of credentials into a single, comprehensive system; and alignment of coursework from postsecondary institutions and professional development providers with the new Core Competencies. This project provides specific financial scholarships designed to help EC workers improve their skills as well as funding to support the deployment of the Core Competencies. This project also supports the statewide implementation of the Workforce Registry Learning Management System. This is a four year project.

Key Performance Measures

1. The Early Childhood Leadership Commission will approve the Competencies for Early Childhood Educators and Administrators.
2. The Training Approval System of Colorado will be aligned to the Competencies for Early Childhood Educators and Administrators.
3. The Colorado Early Childhood Professional Credential will be aligned to the Competencies for Early Childhood Educators and Administrators.
4. 100% of Colorado's Community College's will align their course competencies to the Competencies for Early Childhood Educators and Administrators.
5. 50% of Colorado's 4-year early childhood programs will align their course competencies to the Competencies for Early Childhood Educators and Administrators.
6. 75% of Colorado's early childhood assistant teachers, teachers and directors (working in licensed child care facilities) will be members of the Professional Workforce Registry and Learning Management System.

Selection Criterion Addressed: D(1-2) Developing Workforce Knowledge and Competency Framework and a progression of credentials; Supporting Early Childhood Educators

Cross-reference to other projects: Project 1 - Successful State Systems (Communication to families); Project 3 - High-Quality, Accountable Programs (Statewide implementation of new TQRIS; Training and communication to programs and providers); Project 4 - A Great ECE Workforce (Unify workforce competency system, Align teacher prep programs, Incorporate competencies into statewide professional development); Project 5 - Results Matter; Project 6 - Kindergarten Readiness

4	Developing a Great Early Childhood Education Workforce	In Progress	1/1/2013	12/31/2016
4.1	Staffing	In Progress	2/1/2013	2/28/2014
4.1.1	Develop new organization structure for CDE PD Team.	Operational	2/1/2013	2/25/2013
4.1.2	Prepare Position description for Early Childhood Professional Development Systems/Competencies	Operational	2/1/2013	2/25/2013
4.1.3	Hire PD Systems/Competencies Manager	Operational	3/3/2013	5/1/2013
4.1.4	Create PD Team position descriptions: LMS Project Manager	Operational	3/1/2013	5/15/2013
4.1.5	Milestone: Hire Project Manager for LMS Project Manager	Operational	6/1/2013	7/1/2013
4.1.6	Create a plan for the coordination of the coaching network. This may include a job description for a	In Progress	5/1/2013	1/30/2014
4.1.7	Milestone: Merge the PD Task Force and PD Advisory Teams	Operational	5/1/2013	12/30/2013
4.1.8	Identify members of EC PD Systems Advisory with representation from CDE, CDHS, CDHE, 4 Year	In Progress	5/1/2013	12/30/2013
4.2	Core Competencies Framework	In Progress	1/1/2013	12/31/2016
4.2.1	Complete Competencies Framework including component definitions and role-based guides.	Operational	1/1/2013	5/31/2013
4.2.2	Final presentation and approval by Early Childhood Leadership Commission	Operational	1/1/2013	5/31/2013
4.2.3	Ensure alignment of Colorado's PD System based on Competencies Framework with priority placed on	In Progress	1/1/2013	9/30/2014
4.2.3.1	Revision of Colorado's Early Childhood Professional Credential aligned with Competencies Framework,	In Progress	6/3/2013	9/30/2014
4.2.3.2	Revision of Trainer and Training Approval System based on Competencies Framework	In Progress	5/31/2013	2/28/2014
4.2.3.3	Develop Trainer and Training Approval Toolkit	Not Started	10/31/2013	12/31/2013
4.2.3.4	Review of 2012 Approved Trainers and Trainings based on Competencies Framework	Not Started	10/31/2013	12/31/2013
4.2.4	Milestone: Ensure adoption of the Competencies Framework by CDE Teacher Licensing, CDHS, CDHE and	In Progress	1/1/2013	12/31/2015
4.2.4.1	Include revised language to reflect Competencies Framework and alignment to Credentials in proposed	In Progress	8/1/2013	7/30/2014
4.2.4.2	Establish 2 & 4 year college/university EC Faculty Competencies Framework Integration Workgroup	In Progress	6/1/2013	12/31/2014
4.2.4.3	Establish Educator Licensing Workgroup to align Competencies Framework with Teacher Prep Guidelines	In Progress	6/10/2013	12/31/2014
4.2.4.4	Update EC Professional Credential to reflect CDHS Child Care Rules & Regs and ECE 2 and 4 Year	Not Started	1/1/2015	12/31/2015
4.2.5	Develop communication plan to inform EC Professionals about Competencies Framework	In Progress	1/28/2013	12/31/2013
4.2.5.1	Conduct focus groups and Listening Tours with key stakeholders	In Progress	5/31/2013	12/30/2013
4.2.6	Develop training strategies and materials about Competencies Framework and incentives.	In Progress	7/1/2013	3/31/2014
4.2.7	Milestone: Conduct Competencies Framework roll-out including targeted incentives for program directors,	Not Started	9/1/2013	12/30/2016
4.2.7.1	Develop RFP process in partnership with CDHE, Comm. College System, and local EC Councils and R&Rs	Not Started	9/2/2013	12/30/2016
4.2.7.1.1	Manage RFP process and annual awards.	Not Started	1/1/2014	12/30/2016

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5	Results Matter Expansion	In Progress	1/1/2013	12/31/2016

Project Goals/Desired Outcomes: The goal of this project is to further the use of authentic assessment as a means to more effectively understand and respond to the development and learning needs of young children served in Colorado's early learning education system. The desired outcomes include:

1. An increased number of early childhood teachers are trained and skilled in observation, assessment and using assessment results to inform individual child and group planning.
2. An increased number of children with high needs and their families have access to programs where child assessment data informs decision making at all levels.
3. An increased number of families are engaged in assessing and planning supports for their children's learning and development.
4. A comprehensive set of professional development strategies and resources are developed to support quality use of authentic assessment in early childhood programs with a substantial portion of those resources focused on informing and engaging families.

Key Performance Measures:

1. 90% of participating Early Head Start and Head Start teachers: a) trained in observation skills, the Teaching Strategies GOLD assessment system and the use of assessment results for planning; b) use anecdotal notes and at least one other documentation strategy in the classroom; c) pass inter rater reliability certification.
2. 90% of children in participating Early Head Start and Head Start programs are assessed with Teaching Strategies GOLD in a minimum of two checkpoints in year 1 and three checkpoints in year 2 and 3.
3. 80% of teachers in participating School Readiness Quality Improvement Program: a) trained in observation skills, the Teaching Strategies GOLD assessment system and the use of assessment results for planning; b) use anecdotal notes and at least one other documentation strategy in the classroom; c) pass inter rater reliability certification.
4. 80% of children in participating School Readiness Quality Improvement Program sites are assessed using Teaching Strategies GOLD a minimum of two checkpoints in year 1 of participation and three checkpoints in year 2 of the participation.
5. 85% of participating center based and family child care providers: a) trained in observation skills, the Teaching Strategies GOLD assessment system and the use of assessment results for planning; b) use anecdotal notes and at least one other documentation strategy in the classroom; c) pass inter rater reliability certification.
6. 75% of participating children in center based classrooms and family child care homes are assessed using Teaching Strategies GOLD a minimum of two checkpoints in year 1 of participation and three checkpoints in year 2 of participation.
7. 100% of the families of children assessed with Teaching Strategies GOLD during the project will be provided assessment summaries and suggested activities to support next steps for their children.
8. 80% of Early Head Start, Head Start, center based and family child care providers in the project use at least two strategies for engaging families in the assessment process.
9. A comprehensive library of professional development resources including online interactive guidance tools, interactive online courses, technical assistance resources and face-to-face training curricula is developed to address performance based skill development in observation, assessment, planning and data use with a strong focus on creating resources that support teachers in engaging families in the assessment and planning process.

Selection Criterion Addressed: Supporting effective uses of Comprehensive Assessment Systems

Cross-reference to other projects: Project 4 - Work Force - support of teacher competencies in assessment and curriculum planning

Project 2 - Early Learning Guidelines - linkages between the early learning guidelines, Colorado Academic Standards Project 3 - TQRIS - fostering the use of ongoing assessment, child outcomes measurement and data driven decision making as a standard of practice in high quality programs

Project 6 Kindergarten Readiness - Creating birth to five assessment portfolios that align with and feed into the ongoing school readiness assessment process in kindergarten

Selection Criterion Addressed: C(2) Supporting effective uses of Comprehensive Assessment Systems

Code	Project and Task Name	Status	Start Date	End Date
5	Results Matter Expansion	In Progress	1/1/2013	12/31/2016
5.1	Planning - Recruit and Hire Project Staff	In Progress	1/5/2013	1/2/2014
5.1.1	Prepare position descriptions and internal HR paperwork for expansion coordinator, center based child care	Operational	1/5/2013	3/27/2013
5.1.2	Post position announcements	Operational	3/15/2013	3/27/2013
5.1.3	Screen applications and schedule interviews	Operational	4/1/2013	6/13/2013
5.1.4	Interview candidates	Operational	4/8/2013	5/15/2013
5.1.5	Check references	Operational	4/15/2013	5/15/2013
5.1.6	HR makes employment offer	Operational	4/18/2013	5/15/2013
5.1.7	Milestone: Project lead staff start date	Operational	5/1/2013	6/3/2013
5.1.8	Prepare position descriptions and internal HR paperwork for 4 field based training and TA consultants	Operational	10/1/2013	10/31/2013
5.1.9	Post position announcements	Operational	11/1/2013	11/8/2013
5.1.10	Screen applications and schedule interviews	Not Started	11/11/2013	11/22/2013
5.1.11	Interview candidates	Not Started	12/2/2013	12/6/2013
5.1.12	Check references	Not Started	12/9/2013	12/10/2013
5.1.13	HR makes employment offer	Not Started	12/11/2013	12/13/2013
5.1.14	Milestone: Training and TA staff start date	Not Started	1/2/2014	1/2/2014
5.2	Internal Preparation for Project Administration	In Progress	1/5/2013	1/1/2014
5.2.1	Establish FY13 spending authority through interagency agreement with CDHS	Operational	2/1/2013	3/22/2013
5.2.2	Establish FY14 spending authority through interagency agreement with CDHS	Operational	4/1/2013	7/1/2013
5.2.3	Set up funding codes and internal accounts	Operational	2/1/2013	4/30/2013
5.2.4	Arrange for office space	Operational	2/1/2013	6/3/2013
5.2.5	Purchase computer, monitor, office furniture	Operational	3/31/2013	5/31/2013
5.2.6	Arrange for desk, mobile phones and iPads	Operational	5/15/2013	6/14/2013
5.3	Phase 1 - Plan and Implement Results Matter Scale-Up in Early Head Start and Head Start Programs	In Progress	6/3/2013	2/28/2014
5.3.1	Meet with Head Start Collaboration Director and Head Start Association to review grant activities and identify	Operational	6/3/2013	8/1/2013
5.3.2	Identify the local programs that have not yet started assessing all children as part of Results Matter	Operational	6/17/2013	8/30/2013
5.3.3	Meet with local program representatives to identify needed resources and recommended process.	Operational	7/1/2013	10/11/2013
5.3.4	Purchase child assessment portfolios from Teaching Strategies, LLC. Set up new accounts if needed.	In Progress	7/1/2013	2/28/2014
5.3.4.1	S- Technology investments to provide provicers with systems that support the use of Teaching Strategies	Not Started	1/1/2014	2/28/2014
5.3.5	Milestone: Develop an implementation plan for the EHS/HS scale up including professional development	In Progress	7/1/2013	10/31/2013

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5.3.6	Design EHS/HS specific professional development content.	Operational	7/1/2013	9/30/2013
5.3.7	Milestone: Conduct administrator training	In Progress	8/15/2013	10/31/2013
5.3.8	Milestone: Provide classroom team observation training	In Progress	8/15/2013	10/31/2013
5.3.9	Milestone: Provide TS GOLD teacher training	In Progress	8/15/2013	10/31/2013
5.3.10	Milestone: EHS/HS teachers trained and ready to begin implementing observation and assessment	In Progress	9/15/2013	10/31/2013
5.3.11	Provide ongoing consultation and technical support for local EHS/HS programs	In Progress	9/15/2013	12/31/2013
5.3.12	Milestone: Provide TS GOLD tips and tricks training	In Progress	9/15/2013	12/31/2013
5.3.13	Milestone: Provide training on family engagement	In Progress	9/15/2013	12/31/2013
5.3.14	Ongoing informal evaluation activities - analysis and reflection on training feedback, informal interviews with	In Progress	10/1/2013	2/28/2014
5.4	Phase 2 - Plan and Implement Results Matter Scale-Up (Cohort 1) in School Readiness Quality	Not Started	1/1/2014	12/31/2015
5.4.1	Meet with SRQIP director to discuss grant activities and draft a plan for potential processes for scale-up.	Not Started	1/1/2014	4/1/2014
5.4.2	Milestone: Identify list of sites, SRQIP grant activities, and Early Childhood Council (ECC) involvement.	Not Started	1/1/2014	12/31/2014
5.4.2.1	S- Development of training and technical assistance materials to support assessment adoption.	Not Started	1/1/2014	12/31/2014
5.4.3	Meet with center directors, ECC Coordinators and other key stakeholders to discuss grant activities and	Not Started	1/1/2014	4/1/2014
5.4.4	Develop process for meeting goal of 1000 high needs children in SRQIP funded sites and other center	Not Started	3/1/2014	6/1/2014
5.4.4.1	S- Technology investments to provide providers with systems that support the use of Teaching Strategies	Not Started	3/1/2014	6/1/2014
5.4.5	Submit Cohort 1 child record estimates to Teaching Strategies, LLC. Set up new accounts as needed.	Not Started	7/1/2014	7/31/2014
5.4.6	Develop Cohort 1 implementation plan including professional development activities.	Not Started	7/1/2014	7/31/2014
5.4.7	Hold orientation meetings for Cohort 1 participants	Not Started	7/1/2014	8/15/2014
5.4.8	Design center based and family child care specific professional development content.	Not Started	5/1/2014	8/1/2014
5.4.9	Milestone: Conduct administrator training	Not Started	8/15/2014	9/15/2014
5.4.10	Milestone: Conduct classroom team observation training	Not Started	8/15/2014	9/15/2014
5.4.11	Milestone: Conduct teacher trainings on assessment	Not Started	8/15/2014	9/15/2014
5.4.12	Provide ongoing consultation and technical support for Cohort 1 sites	Not Started	9/15/2014	12/31/2015
5.4.13	Provide staff with tips and tricks training	Not Started	9/15/2014	12/31/2014
5.4.14	Provide staff with parent engagement training	Not Started	9/15/2014	12/31/2014
5.4.15	Informal evaluation activities - analysis and reflection on training feedback, informal interviews with teachers	Not Started	9/15/2014	12/31/2014
5.4.16	Milestone: Based on feedback from Cohort 1, design ongoing implementation supports to strengthen their	Not Started	9/15/2014	1/31/2015
5.4.17	Milestone: Train new staff in observation	Not Started	9/15/2014	12/31/2014
5.4.18	Milestone: Train new administrators	Not Started	9/15/2014	12/31/2014
5.4.19	Milestone: Train new staff in assessment	Not Started	9/15/2014	12/31/2014
5.4.20	Provide ongoing consultation and technical support for the Cohort 1 sites	Not Started	10/1/2014	12/31/2014
5.4.21	Provide new staff with tips and tricks training	Not Started	9/15/2014	12/31/2014
5.4.22	Ongoing informal evaluation activities - analysis and reflection on training feedback, informal interviews with	Not Started	9/15/2014	1/31/2015
5.5	Phase 3 - Plan and Implement Results Matter Scale-Up (Cohort 2) in School Readiness Quality	Not Started	1/1/2015	1/31/2016
5.5.1	Based on stakeholder feedback, improve upon resources and strategies used with Cohort 1 in order to	Not Started	1/1/2015	4/1/2015
5.5.2	Milestone: Identify list of sites, SRQIP grant activities, and Early Childhood Council (ECC) involvement.	Not Started	1/1/2015	12/31/2015
5.5.2.1	S- Development of training and technical assistance materials to support assessment adoption.	Not Started	1/1/2015	12/31/2015
5.5.3	Meet with center directors, ECC Coordinators and other key stakeholders to discuss grant activities and	Not Started	3/1/2015	6/1/2015
5.5.4	Develop process for identifying up to 1000 additional high needs children in SRQIP funded sites and other	Not Started	7/1/2015	7/31/2015
5.5.5	Submit Cohort 2 child record estimates to Teaching Strategies, LLC. Set up new accounts as needed.	Not Started	7/1/2015	7/31/2015
5.5.6	Develop Cohort 2 implementation plan including professional development activities.	Not Started	7/1/2015	8/15/2015
5.5.7	Hold orientation meetings for Cohort 2 participants	Not Started	5/1/2015	8/1/2015
5.5.8	Milestone: Conduct administrator training	Not Started	8/15/2015	9/15/2015
5.5.9	Milestone: Conduct classroom team observation training	Not Started	8/15/2015	9/15/2015
5.5.10	Milestone: Conduct teacher training on assessment	Not Started	8/15/2015	9/15/2015
5.5.11	Provide ongoing consultation and technical support for Cohort 2 sites	Not Started	9/15/2015	9/15/2015
5.5.12	Provide staff with tips and tricks training	Not Started	9/15/2015	12/31/2015
5.5.13	Milestone: Ongoing informal evaluation activities - analysis and reflection on training feedback, informal	Not Started	9/15/2015	12/31/2015
5.5.14	Based on feedback from Cohort 1, design ongoing implementation supports to strengthen their second year	Not Started	9/15/2015	12/31/2015
5.5.15	Milestone: Train new staff in observation	Not Started	9/15/2015	12/31/2015
5.5.16	Milestone: Train new administrators	Not Started	9/1/2015	12/31/2015
5.5.17	Milestone: Train new staff in assessment	Not Started	9/15/2015	12/31/2015
5.5.18	Provide ongoing consultation and technical support for the Cohort 2 sites	Not Started	9/15/2015	12/31/2015

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5.5.19	Provide new staff with tips and tricks training	Not Started	10/1/2015	12/31/2015
5.5.20	Provide new staff with family engagement training	Not Started	9/15/2015	12/31/2015
5.5.21	Ongoing informal evaluation activities - analysis and reflection on training feedback, informal interviews with	Not Started	9/15/2015	1/31/2016
5.6	Phase 4 - Continue to support School Readiness Quality Improvement Program (SRQIP) Sites and other	Not Started	1/1/2015	12/31/2016
5.6.1	Milestone: Based on stakeholder feedback, improve upon resources and strategies used in order to better	Not Started	1/1/2016	4/1/2016
5.6.2	Provide ongoing consultation and technical support for Cohort 2 sites.	Not Started	1/2/2016	12/31/2016
5.6.2.1	S- Development of training and technical assistance materials to support assessment adoption	Not Started	1/2/2016	9/30/2016
5.6.3	Provide staff with tips and tricks training	Not Started	9/16/2016	12/31/2016
5.6.4	Ongoing informal evaluation activities - analysis and reflection on training feedback, informal interviews with	Not Started	9/16/2016	12/31/2016
5.7	Long-term System Improvement Activities	Not Started	1/2/2014	12/31/2016
5.7.1	Prepare a synthesis of all input gathered through informal contact with participants, forums and meetings,	Not Started	1/1/2016	6/1/2016
5.7.2	Identify themes based on the synthesis and developed recommendations for long term resource	Not Started	1/1/2016	6/1/2016
5.7.3	Milestone: Share findings and recommendations with key stakeholder groups:	Not Started	6/1/2016	8/31/2016
5.7.4	Integrate feedback from key stakeholder groups and develop plan for long term resource development work	Not Started	9/1/2016	10/31/2016
5.7.5	Coordinate with RM product developers to refine existing resources and develop new products as needed.	Not Started	11/1/2016	12/31/2016
5.7.6	S- Develop procurement vehicle to recruit data analysis services to ensure the linkage of Results Matter	Not Started	1/2/2014	3/1/2014
5.7.7	S- Milestone: Launch procurement vehicle with selected vendor to begin data mapping and integration.	Not Started	3/1/2014	12/31/2015
6	Kindergarten Readiness	In Progress	1/1/2013	12/31/2016

Project Goals/Desired Outcomes: All students in state funded preschool and kindergarten have an individual readiness plan informed by a school readiness assessment.

Key Outcomes:

Phase in participation of all state funded kindergarten classrooms in the school readiness assessment system over two years.
 Training and technical assistance is available for teachers, principals, and other administrators.
 School readiness assessment data is integrated into Colorado's RISE/SLDS, allowing for longitudinal data analysis.
 System is developed to connect preschool and kindergarten assessment data.
 State (CDE) has provided guidance on format(s) for individual readiness plans and quality kindergarten assessments.
 System is developed that collects, analyses, and reports readiness data. These data are used to inform instruction, professional development, and policy decisions at the state and local level.

Narrative: A school readiness assessment system that meets the requirements of CAP4K, informs instruction, informs individual readiness plans for preschool and kindergarten students and engages families, is fully implemented.

Key Performance Measures:

100% of children in state funded preschool and kindergarten will have an individual readiness plan informed by a school readiness assessment.
 100% of teachers in state funded kindergarten classrooms will implement a school readiness assessment system.
 90% of teachers implementing the school readiness assessment system will have passed an inter rater reliability test.
 70% of schools have a process that aligns preschool and kindergarten assessment systems.

Selection Criterion Addressed: E(1) Understanding the status of children at kindergarten entry

Cross-reference to other projects: Project 5 - Results Matter Expansion, Project 3 - TQRIS, Project 2 - Early Learning and Development Guidelines

6	Kindergarten Readiness	In Progress	1/1/2013	12/31/2016
6.1	Activity 6.1: Staffing/administration/operating /interagency agreements	In Progress	1/1/2013	12/31/2016
6.1.1	Prepare job descriptions for K Readiness Project Manager and Implementation Coordinator	Operational	2/1/2013	8/1/2013
6.1.2	Prepare job descriptions for two additional implementation staff members. Funded by the supplemental	Not Started	9/11/2013	12/2/2013
6.1.3	Post positions on CDE web site	Operational	2/25/2013	3/15/2013
6.1.4	Post job descriptions for two additional implementation staff	Not Started	11/1/2013	11/15/2013
6.1.5	Recruit possible candidates for positions	Operational	2/1/2013	11/15/2013
6.1.6	Office space secured, computers, phones, supplies purchased	Operational	2/25/2013	7/31/2013
6.1.7	Milestone: Staff hired (Implementation Coordinator and Project Manager)	Operational	3/1/2013	8/1/2013
6.1.8	Prepare information for interagency agreement with CDHS for April-June 2013	Operational	2/15/2013	4/15/2013
6.1.9	Prepare information for interagency agreement with CDHS for July 1, 2013 -June 30, 2015	Operational	3/1/2013	5/31/2013
6.1.10	Develop process for reporting to CDE Board, CDHS, ECLC,	In Progress	6/1/2013	12/31/2013
6.1.10.1	Review reporting dates established in the CDHS/CDE interagency agreement	In Progress	7/1/2013	11/29/2013

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6.1.11	Review and adjust budget	In Progress	6/1/2013	6/1/2016
6.1.12	Identify and review possible assessment systems to add to Colorado menu	In Progress	1/1/2013	12/31/2013
6.1.13	Milestone: Hire research analyst	Not Started	9/1/2013	12/31/2013
6.1.14	Milestone: Hire Statistician	Not Started	9/9/2013	12/31/2013
6.1.15	Milestone: Prepare information for interagency agreement with CDHS for July 1, 2015 - December 31, 2016	Not Started	1/1/2015	4/30/2015
6.1.16	S- Post additional openings for two Implementation support Coordinators	Not Started	12/1/2013	1/1/2014
6.1.17	S- Recruit possible Implementation Support Coordinator candidates and interview.	Not Started	1/1/2014	2/1/2014
6.1.18	S- Milestone: Hire additional Implementation Support Coordinators	Not Started	2/1/2014	2/1/2014
6.2	Selecting and support the school readiness assessment system	In Progress	2/25/2013	12/31/2016
6.2.1	Convene School Readiness Assessment Advisory Committee	In Progress	9/1/2013	12/25/2016
6.2.2	Conduct regional information meetings throughout the state on the requirements of the READ Act, and	Operational	4/1/2013	10/1/2013
6.2.3	Prepare information and process for CDE Board decisions on implementation of School Readiness	In Progress	10/1/2013	12/31/2014
6.2.4	Design process for CDE Board review and approval of a process regarding use of data collected	In Progress	9/2/2013	5/31/2014
6.2.5	Work with Teaching Strategies to develop a customized version of GOLD for use in Kindergarten	In Progress	5/1/2013	9/1/2015
6.2.6	Review customized TS GOLD for kindergarten, revise as needed	Not Started	1/1/2014	5/30/2015
6.2.7	Collaboration with other states implementing KEA - ongoing review of any customized versions they have	In Progress	2/25/2013	12/31/2014
6.2.8	S- Convene Assessment Review Committee	Not Started	9/1/2014	10/1/2014
6.2.9	S- Focus Groups of Kindergarten teachers and administrators to collect feedback on the assessment	In Progress	10/14/2013	9/30/2016
6.2.10	S- Purchase Teaching Strategies GOLD training materials for CDE conducted assessment trainings.	Not Started	1/1/2014	9/30/2016
6.2.11	S- Purchase assessment training tools from other State Board of Education approved vendors	Not Started	1/1/2014	9/30/2016
6.3	Public information/orientation	In Progress	2/1/2013	12/31/2016
6.3.1	Develop plan for ongoing status updates	In Progress	2/1/2013	6/30/2013
6.3.2	Develop and maintain school readiness web page	Operational	2/1/2013	3/1/2013
6.3.3	Conduct webinars	In Progress	2/1/2013	12/31/2016
6.3.4	Conduct 4-8 regional orientation events	In Progress	3/1/2013	12/31/2014
6.3.5	Conduct 4-8 regional information/feedback events	In Progress	10/14/2013	12/31/2016
6.3.6	Prepare communication and marketing materials	In Progress	4/1/2013	12/31/2016
6.3.6.1	Establish internal communication plan from State Board of Education to Cabinet to professional staff	Not Started	5/1/2013	12/31/2016
6.3.6.2	Establish external communication plan - primary stakeholders including kindergarten teachers, principals,	In Progress	5/1/2013	12/31/2016
6.3.6.3	Establish external communication plan - secondary stakeholders - birth to five partners, advocacy groups	In Progress	5/1/2013	12/31/2016
6.3.7	S- Intra-state travel for CDE staff to assist with trainings and provide in person technical assistance.	In Progress	10/1/2013	9/30/2016
6.3.7.1	S- Kindergarten teacher travel to assist in trainings.	Not Started	1/1/2014	9/30/2016
6.3.7.2	S- Principals and Administrators Institute to better understand key elements of systems supporting school	Not Started	8/1/2014	9/1/2014
6.3.7.3	S- Learning Community meeting with other states implementing Teaching Strategies GOLD and the vendor	Not Started	1/1/2014	12/31/2014
6.4	Work with Teaching Strategies	In Progress	2/1/2013	12/31/2016
6.4.1	Development communication plan with TSI	Operational	2/1/2013	12/31/2016
6.4.2	Customize TS GOLD for use in Colorado kindergarten classrooms	In Progress	2/25/2013	5/30/2014
6.4.3	Identify training options for teachers and coaches	Operational	3/1/2013	12/31/2014
6.4.4	Identify training options for administrators	In Progress	3/1/2013	12/31/2014
6.4.5	Develop webinar series for Principals	In Progress	4/1/2013	12/31/2015
6.4.6	Annual roundtable discussions to review feedback and possible updates to the online system	Not Started	4/1/2014	4/1/2016
6.4.7	Milestone: Finalize CDE contract with Teaching Strategies, Inc. for data handling of subscriptions for school	Operational	2/1/2013	8/1/2013
6.4.8	S- Training the Trainer sessions for CDE staff with Teaching Strategies GOLD	Not Started	1/1/2014	9/30/2015
6.4.9	S- Full-day vendor hosted training sessions for kindergarten teachers using the assessment system. (flexible	In Progress	6/1/2013	9/30/2015
6.5	Phase 1 implementation	In Progress	1/1/2013	6/30/2014
6.5.1	Provide access to online survey to collect information from interested districts	Operational	1/1/2013	2/10/2013
6.5.2	Milestone: Finalize list of participants for the 2013-14 school year	Operational	3/1/2013	7/31/2013
6.5.3	Prepare contact list for phase 1 participants	Operational	3/1/2013	7/31/2013
6.5.4	Prepare process for granting funds to the school districts	Operational	4/1/2013	6/30/2013
6.5.5	Milestone: Distribute grants to school districts for acquiring subscriptions to support district participation in	Operational	6/1/2013	9/30/2013
6.5.6	Conduct training for phase 1 teachers	In Progress	4/1/2013	12/31/2013
6.5.7	Conduct training for phase 1 principals and other administrators	In Progress	4/1/2013	12/31/2013
6.5.8	Convene regional public orientation events	Operational	4/1/2013	12/31/2013
6.5.9	Collect feedback from teachers in phase 1 classrooms	In Progress	10/1/2013	6/30/2014

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6.6	Phase 2 implementation	Not Started	1/1/2014	12/31/2014
6.6.1	review feedback from phase 1 teachers and administrators	Not Started	1/1/2014	5/1/2014
6.6.2	Make revisions to assessment tool or process	Not Started	1/1/2014	8/31/2014
6.6.3	Identify districts/schools to be added in the Fall of 2014	Not Started	2/1/2014	4/1/2014
6.6.4	Milestone: Distribute grants to school districts	Not Started	5/1/2014	7/1/2014
6.6.5	Conduct training for phase 2 teachers	Not Started	3/1/2014	12/31/2014
6.6.6	Conduct training for phase 2 principals and other administrators	Not Started	3/1/2014	12/31/2014
6.6.7	Convene regional public orientation events	Not Started	1/1/2014	12/31/2014
6.7	Data systems and project improvement	Not Started	9/1/2013	1/1/2016
6.7.1	Milestone: Complete plan for integration of school readiness data with TQRIS and SLDS/RISE	Not Started	6/1/2014	12/31/2014
6.7.2	Develop process for longitudinal data analysis of participating children entering 3rd grade	Not Started	1/1/2014	1/1/2016
6.7.3	Design process and format for reporting data to all partners	Not Started	9/1/2013	1/1/2016