



SMART START COLORADO STRATEGIC PLAN AND IMPLEMENTATION SCHEDULE

Goal One – Program Quality and Standards: Services and supports provided for all children and their families will be high quality, standards-driven, and developmentally appropriate.

Rationale: To be successful, an early childhood system must have quality in its programs, community infrastructure for supervision and management of these programs, and state support for the system and programs. To achieve this, an integrated system of quality measures will be developed that focus on the programs, community infrastructure, and state support. The intent is to build upon and streamline current quality measurement and management efforts to be easy to use and non-duplicative for providers. The Outcome and Evaluation Task Force will engage and collaborate with other groups developing early childhood standards and quality measures to gather input from a diverse range of stakeholders on possible functions and values of program standards and use of quality indicators. The creation of standards provides an opportunity for state and local stakeholders to develop consensus regarding standards for early childhood programs; to assess our strengths and areas for growth; to identify and disseminate information on early childhood programs that meet and exceed standards; and to chart a course for sustaining and enhancing the quality of early childhood programs throughout Colorado.

Objective 1A - Develop consensus on a core set of standard and quality indicators in the early childhood system.

- 1A1 Recruit key stakeholders to work together on this goal.
- 1A2 Use input to develop guiding statements of functions and value of program standards and use of quality indicators.
- 1A3 Develop a policy statement on the use of program standards and quality measures that guides development of the early childhood system.
- 1A4 Expand upon the matrix of standards and quality measures developed for Head Start.
- 1A5 Use the matrix to select and develop common standards and quality measures.
- 1A6 A review of current policy and code that impacts implementation of the consistent requirements will be completed and a plan for needed changes developed.
- 1A7 Create a consolidated set of standards using the analysis of compiled standards and indicators.
- 1A8 Make prioritized recommendations to streamline the current indicators and add needed indicators.

1A9 Develop a consolidated set of standards in partnership with providers/consumers based on uniform language and expectations.

1A10 Support will be provided to communities who volunteer to pilot the integrated quality measures and standards.

Objective 1B - Determine ways to measure quality across all service areas of the early childhood system.

1B1 Identify current measurement and data collection strategies of quality.

1B2 Crosswalk current measurement and data collection strategies of quality.

1B3 Identify gaps in measurement and data collection strategies.

1B4 Select, simplify and/or develop measurement and data collection strategies that will be accessible to a wide spectrum of service providers.

Objective 1C - Define ways to report on quality measures across all service areas that will be useful in decision-making.

1C1 Identify existing reports and uses of quality indicators.

1C2 Crosswalk and identify gaps and overlaps in the reports and uses.

1C3 Define a data analysis system (both qualitative and quantitative) on a program, community and state level.

1C4 Develop reporting mechanisms on a program, community and state level.

Objective 1D - Implement a plan to support ongoing improvements along a range of quality in meeting program standards.

1D1 Identify barriers to achieving program standards.

1D2 Develop and support a process for personnel and programs to improve quality.

1D3 Identify and utilize mechanisms to evaluate progress toward meeting standards.

Objective 1E - Develop and maintain resources to support continual improvement in meeting program standards.

1E1 Establish financial and other resources to support programs to meet and/or exceed standards.

1E2 Establish and support an infrastructure to provide technical assistance for local communities.

1E3 Identify and evaluate strategies for achieving program quality.

1E4 Establish funding and support for ongoing quality improvement activities.

Action Step	Responsibility	Target Date
Recruit key stakeholders to work together on this goal.	Outcome and Evaluation (O & E) Task Force	Ongoing
Use input to develop guiding statements of functions and value of program standards and use of quality indicators.	O & E Task Force/ OMNI Research and Training	Complete
Develop a policy statement on the use of program standards and quality measures that guides development of early childhood system.	O & E Task Force	In process
Expand upon the matrix of standards and quality measures developed for Head Start.	O & E Task Force /OMNI Research and Training	June 2006
Use the matrix to select and develop common standards and quality measures.	O & E Task Force	August 2006

	/OMNI Research and Training	
A review of current policy and code that impacts implementation of the consistent requirements will be completed and a plan for needed changes developed.	O & E Task Force	November 2006
Create a consolidated set of standards using the analysis of compiled standards and indicators.	O & E Task Force	August 2007
Make prioritized recommendations to streamline the current indicators and add needed indicators.	O & E Task Force	August 2007
Develop a consolidated set of standards in partnership with providers/consumers based on uniform language and expectations.	O & E Task Force	August 2007
Support will be provided to communities who volunteer to pilot the integrated quality measures and standards.	O & E Task Force	August 2007

Goal Two – Program Availability: The early childhood system has the capacity to provide accessible services and supports for all children and their families.

Rationale: Children and families must have easy access to services in an effective, efficient, and equitable early childhood system. These services must be comprehensive and non-duplicative. There must be a continuum of services to address common needs. The system shall have the capacity to meet the needs of families and children while maintaining the flexibility necessary to individualize and coordinate services based on family needs and culture.

Objective 2A - Develop a consistent menu of comprehensive services and supports that effectively meet the needs of all young children and their families.

- 2A1 Statewide group will develop a menu of core comprehensive services that ought to be available to young children and their families in every community in Colorado.
- 2A2 Statewide group will identify potential indicators and data sources that relate to the core comprehensive services.
- 2A3 Parent and family representatives, as well as local community representatives, will review the menu and indicators and make suggestions for changes and additions.

Objective 2B - Develop a process to support early childhood needs assessments locally and statewide.

- 2B1 Identify and review needs assessments and data sources currently being used by communities to determine community need.
- 2B2 Develop a toolkit to assist local communities and the state with existing early childhood needs assessment processes. The toolkit will help to compile early childhood data as well as identify missing data.
- 2B3 Select three communities to pilot the early childhood needs assessment toolkit.

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- 2B4 Provide support and technical assistance to communities piloting the toolkit.
- 2B5 Make revisions to toolkit based on feedback from the communities piloting the toolkit.
- 2B6 Distribute toolkit to communities throughout the state for widespread use.

Objective 2C - Develop a process to address the improvement of early childhood service access and program availability.

- 2C1 Provide training and technical assistance to support community development of plans based on the needs assessment.
- 2C2 Identify and analyze community gaps based on the information obtained through the needs assessment.
- 2C3 Develop a process for compiling information from local needs assessments and gaps analysis to inform a state plan.

Objective 2D - Support the implementation of community and state plans to address program availability.

- 2D1 Provide training and technical assistance to support implementation of plans.
- 2D2 Develop and support a mapping process to determine current funding for programs within a community.
- 2D3 Develop a process to determine how current gaps and capacity needs could be met through reorganization of current funding, as well as through identification of new funding.

Action Step	Responsibility	Target Date
Statewide group will develop a menu of core comprehensive services that ought to be available to young children and their families in every community in Colorado.	Program Availability (PA) Task Force	Complete
Statewide group will identify potential indicators and data sources that relate to the core comprehensive services.	PA Task Force	Complete
Parent, family and community representatives will review the menu and make suggestions for changes and additions.	PA Task Force Parent and Family Engagement Task Force	Complete
Identify needs assessments and data sources currently being used to determine community need.	PA Task Force/OMNI Research and Training	Complete
Develop a Needs Assessment Toolkit that communities and the state can use to compile existing data and identify missing data.	PA Task Force/OMNI Research and Training	Complete
Select three communities to pilot the early childhood Needs Assessment Toolkit.	PA Task Force	Complete
Provide support and technical assistance to communities piloting the Needs Assessment Toolkit.	OMNI Research and Training	Complete
Make revisions to toolkit based on feedback from the communities piloting the Needs Assessment Toolkit.	PA Task Force/Pilot Communities/OMNI Research and Training	Complete
Distribute Needs Assessment Toolkit to communities throughout the state for widespread use.	PA Task Force/Early Childhood State	Complete

	Systems Team	
Contract with OMNI Institute to compile input from Needs Assessment Demonstration Sites. Update Needs Assessment Toolkit based on this feedback.	PA Task Force/Pilot Communities/OMNI Research and Training	June 2007
Contract with Conocer to create and design Partner Toolkit.	PA Task Force/Consolidated Child Care Pilots/TA Consultants	June 2007
Contract with TA Consultants to use Partner Toolkit with new SSC Partners as available.	PA Task Force/Early Childhood State Systems Team	June 2007

Goal Three – Parent and Family Engagement: All parents and families are partners in the early childhood system.

Rationale: Families are significant partners in creating a comprehensive and integrated early childhood system. Ready family is one of the four components (ready child, ready school and ready community) of school readiness. An integrated early childhood system honors parents/families as the primary reason that their children thrive. In addition:

- The development of a quality early childhood system is dependent on parent/family voice and choice in all phases of needs assessment, planning, implementation and evaluation
- Best practice requires authentic parent/family involvement to show positive outcomes for the families served
- Parents/families are strong and effective advocates for funding and legislation to support the system and to identify needed system change
- Parents/families are best at identifying barriers to accessing programs and services
- Community and school environments are created to listen and support parents and children, respond to family needs, and know how to partner with parents/families in the provision of services and in the systems.

Families should be significant partners in creating a comprehensive and integrated early childhood system. The development of an early childhood system is greatly enhanced through authentic involvement of consumers in all phases of needs assessment, planning, implementation and evaluation. The resulting system will support families as primary determinants of how their children thrive. This includes creating community and school environments that support parents and children, providing parental education and support to meet family needs, and partnering with families in the creation of family services.

Objective 3A - Families are involved in governance and system level activities.

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- 3A1 Create an environment where expertise of parent/family members is recognized and valued.
- 3A2 Provide parent/family leadership training for family members who want to get involved in systems development.
- 3A3 Create a resource directory of parent/family leaders.
- 3A4 Engage parents/ family members in governance, policy making, and system level activities on a regular basis.
- 3A5 Assure intentional process for inviting, involving and engaging parents/families and being responsive to families.
- 3A6 Develop protocol/template for orientation and training materials for family members involved in planning and systems development that can be individualized at all levels.

Objective 3B –Parents/families of diverse cultures are engaged in all system efforts.

- 3B1 Communities and agencies are committed to learning about and providing culturally appropriate services for children and families.
- 3B2 Diversity is supported and utilized to create a community of cooperation and confidence to improve the lives of children and families.
- 3B3 Parent/families of diverse cultures are educated in the utilization of available resources and acceptable practices to support their involvement.
- 3B4 Parent/family involvement represents the diversity of the community at all levels of systems development.
- 3B5 Prepare culturally competent staff, who are successful in engaging families of diverse culture.
- 3B6 Resources used to engage families of diverse cultures are sensitive to the attributes of diversity.

Objective 3C – Parents/families and providers are partners on their children's services and care.

- 3C1 Implement policy and evidence-based strategies to integrate parents/families in early childhood systems.
- 3C2 Provide education, information and strategies for providers in how to foster a family-centered approach in their practice
- 3C3 Include measures of family-centered practice in quality management systems
- 3C4 Create integrated supports for parents/families to become effective advocates and first teachers for their children.
- 3C5 Parents/families are confident decision-makers in their children's lives and have authentic choice in service delivery options.

Objective 3D - Support is provided for parents to be partners in the provision of services.

- 3D1 Develop the infrastructure for parent/family advocates and mentors
- 3D2 Build upon the unique strengths of parents/ family members.
- 3D3 Build capacity for parent/family involvement strategies at the community level.
- 3D4 Provide compensation for parents/families to support their involvement.
- 3D5 Create paid opportunities for family members to be trainers, educators and evaluators.

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Action Step	Responsibility	Target Date
The parent and engagement task force will recruit and engage representatives of a diverse group of parent/family organizations.	Parent and Family Engagement (PFE) Task Force	Ongoing
The parent and family engagement task force will join with other parent groups to coordinate work.	PFE Task Force	Ongoing
Review the work of the other task forces and identify the specific needs and the role for a parent representative for each task force.	PFE Task Force and Co-Chairs of other seven task forces	May 2005 and September 2006
The Parent Engagement Task Force will recruit and support family representatives for other task forces.	PFE Task Force and Co-Chairs of other seven task forces	Ongoing
Create a resource directory of parent leaders.	Dependent on funding; task force will determine vendor for this activity	2007
Resource mapping of all parent/family leadership activities.	Contractor and Smart Start Colorado Director	September 2006
Review and update Action Plan for Goal Three	PFE Task Force and Smart Start Colorado Director	September 2006
Prepare Parent and Family Engagement presentation for the educational segment at the Early Childhood State Systems Team meeting.	PFE Task Force	Complete
Develop budget for parent/family engagement activities and make funding decisions	PFE Task Force and Smart Start Colorado Director	June 2006
Contract with a Parent Liaison to build cadre of parents as policy partners and coordinate Task Force work.	PFE Task Force and Smart Start Colorado Director	August 2006
Assist parents in attending conferences and trainings as appropriate.	PA Task Force/Early Childhood State Systems Team	Ongoing

Goal Four – Professional and Workforce Development: The early childhood system ensures integrated and formalized ongoing professional and workforce development.

Rationale: To provide quality services that will have the best outcomes for children and families, it is important that the staff providing the services are knowledgeable about their jobs, early childhood development, and the impact that they can have on

positives outcomes for the development of young children. One part of the goal is to create core competencies and a lattice of job opportunities that allow individuals to move laterally across disciplines as well as up in their own discipline as a way to develop a cross trained and integrated work force and to offer more opportunities for early childhood staff.

Objective 4A: An overarching early childhood professional development structure is formed.

- 4A1 Complete an assessment to determine the formal structures for each Smart Start Colorado discipline (Health/Medical Home, Mental Health, Early Care and Education and Family Support/Parent Education).
- 4A2 Identify and partner with higher education and credentialing/accrediting agencies, and ensure that credit and non-credit training is bridged. Additionally ensure that articulation and transfer agreements are supported.
- 4A3 Develop a formal infrastructure to house and support early childhood professional development.
- 4A4 Make models of existing professional and workforce development options available to use for technical assistance.

Objective 4B: A core knowledge base exists for all staff within the early childhood system

- 4B1 Identify a broad range of stakeholders, including families, to be involved in the core knowledge base development process
- 4B2 Develop and implement a plan for engaging the stakeholders in the process.
- 4B3 Identify content areas of, define, and agree upon the comprehensive core knowledge base including: cultural competency, system values/principles, child development, child guidance, brain development, school readiness, medical home, rules and regulations of agencies/referral sources, family-centered approaches, and collaboration across disciplines.
- 4B4 Include the core knowledge base in all early childhood degree and training programs in the state.
- 4B5 Incorporate the core knowledge base into orientation and on-going professional development trainings.

Objective 4C: Professional development activities supplement the core knowledge base across disciplines

- 4C1 Create a mechanism for identifying and distributing information on early childhood core knowledge for professionals.
- 4C2 Ensure professional development opportunities are based on the cultural (geographic, ethnic, linguistic, etc) diversity of the community and are reflective of the children and families that are served.
- 4C3 Develop a process for state and local training plans for supporting and implementing cross-disciplinary training.
- 4C4 Identify ways to support individuals and programs to participate and succeed in professional development activities.
- 4C5 Develop mechanism to provide competitive compensation as an incentive to attract and engage in professional development activities.
- 4C6 Develop mechanisms for ensuring that early childhood professionals are aware of and can access professional development resources and support.

Objective 4D: Improve the quality, availability and capacity of professional development resources to meet the needs of early childhood staff

- 4D1 Develop an ongoing statewide and local process to determine the need for professional development.
- 4D2 Develop non-credit training approval system to ensure high-quality.
- 4D3 Create, expand and widely market accessible professional development training formats, times and locations.

Objective 4E: Supports and incentives are accessible for professional development

- 4E1 Identify existing financial resources for participation in professional development.

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- 4E2 Develop new financial resources to support professional development for early childhood staff.
- 4E3 Develop ways to support individuals and programs to participate and succeed in professional development activities.
- 4E4 Ensure early childhood professionals are aware of and can access professional development resources and support.

Objective 4F: An integrated plan exists for credentialing and licensing

- 4F1 Identify which positions should be licensed and credentialed and included in a comprehensive career lattice.
- 4F2 Establish minimum standards and competency for credentialing or licensing of positions where standards are limited or don't exist.
- 4F3 Create a mechanism to evaluate a professional's level of proficiency in early childhood.

Action Step	Responsibility	Target Date
Assess the professional development elements and components needed for a comprehensive professional development system, beginning with early care and education.	Professional and Workforce Development (PWD) Task Force	Complete
Use the elements and components as identified above to frame the development of the Smart Start Colorado Office of Professional Development (SSCOPD) in collaboration with an array of partners representing health, mental health, early care and education and family support/parent education.	PWD Task Force	Complete
Identify a broad range of stakeholders, including families, to be involved in the SSCOPD development process and in the development of the core early childhood professional development system.	PWD Task Force and the Parent and Family Engagement Task Force	Ongoing
Develop guiding principles and a scope of work for the SSCOPD	PWD Task Force	Complete
Develop recommendations for a Smart Start Colorado Office of Professional Development to be presented to the ECSST, the Colorado Department of Human Services, foundations and other key funding and decision makers.	PWD Task Force	Complete
Explore the development of a core knowledge base for effective services to children and families in other fields, such as family support, health and mental health. Partner with other organizations or professional associations to promote training in such core knowledge areas	Smart Start Colorado Office of Professional Development	Timeline and plan for cross-discipline core knowledge base by July 2005

Note: The Professional & Workforce Development Task Force has evolved into the Advisory Board for the Office of Professional Development..

Goal Five – Public Engagement: The public understands the importance of, places a high priority on and promotes the early childhood system.

Rationale: To develop an effective early childhood system requires community support and understanding to use the system. This goal addresses the need for public engagement to ensure that all constituencies participating in the early childhood systems work understand and articulate the work in the same effective way. Public engagement establishes a brand and key message to define the early childhood system, action plans to mobilize key stakeholders, communication plans to share information and dissemination, and supports advocacy work to build and sustain the early childhood system.

Objective 5A: Develop an identity for the early childhood system

- 5A1 Develop a brand and logo for the early childhood system.
- 5A2 Develop processes for co-branding with other organizations.

Objective 5B: Implement a communications plan to support and promote Smart Start Colorado

- 5B1 Develop a Smart Start Colorado website to serve as a resource for early childhood professionals, families and local communities throughout Colorado.
- 5B2 Maintain and update the website.
- 5B3 Develop key messages and printed materials to increase knowledge about and broad based support for Smart Start Colorado.
- 5B4 Cultivate and support key early childhood champions.

Action Step	Responsibility	Target Date
Develop a brand and logo for the early childhood system.	Public Engagement (PE) Task Force	Complete
Develop processes for co-branding with other organizations.	PE Task Force	Complete
Develop key messages and printed materials to increase knowledge about and broad based support for Smart Start Colorado.	PE Task Force	Complete
Develop a Smart Start Colorado website to serve as a resource for early childhood professionals, families and local communities throughout Colorado.	PE Task Force	Complete
Maintain and update the website.	PE Task Force and Smart Start Colorado Director	Ongoing
Write and distribute periodic e-newsletter to keep stakeholders informed of systems-building work.	PE Task Force and Smart Start Colorado Director	Ongoing
Key champions for the early childhood will be cultivated and supported in their efforts	PE Task Force and Smart	Ongoing

to build support for the system.	Start Colorado Director	
Contract with Intermountain Strategic Communications firm to provide coordinated, unified communication campaign for SSC Partners and local champions.	PE Task Force and Smart Start Colorado Director	December 2006
Work with key champions to implement policy agenda.	PE Task Force, Policy Task Force and Smart Start Colorado Director	Ongoing

Goal Six – Organizational Structure: The early childhood system has formally established governance and administrative structures at the state and local levels.

Rationale: Any organizational structure must contain mechanisms necessary to turn a system vision into reality. Consequently, an organizational structure must be created that can effectively envision, create, and implement core functions critical to achieving that reality. Clearly articulated core functions are the foundation of an early childhood system that is effective, efficient, and equitable for all children and families.

Objective 6A: Develop a state level organizational structure to support the early childhood system.

- 6A1 Define and agree upon the core functions for the state level organizational structure to include: systems oversight, public engagement, communication, coordination, system planning process, resource development, workforce and leadership development, fiscal management, accountability, quality management and evaluation.
- 6A2 Research potential models for a statewide organizational structure for an early childhood system.
- 6A3 Compare the potential models on the identified functions based on the strengths, needs and culture of Colorado.
- 6A4 Engage key stakeholders in a review of the models to develop engagement and commitment to a specific model.
- 6A5 Develop an implementation plan to move toward the selected organizational structure.

Objective 6B: Develop local organizational structures to support the early childhood system.

- 6B1 Define and agree upon the core functions for local level organizational structure to include: systems oversight, public engagement, communication, coordination, system planning process, resource development, workforce and leadership development, fiscal management, accountability, quality management and evaluation.
- 6B2 Work with local Consolidated Child Care Pilot communities to review the proposed functions.

Objective 6C: Create service and system integration for the early childhood system.

- 6C1 Develop a seamless user-friendly early childhood system.
- 6C2 Develop a plan for resource and referral integration and capacity across the early childhood system.
- 6C3 Develop a plan for integrated data management for information sharing and governance.
- 6C4 Develop a system of shared fiscal information for governance functions.

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Action Step	Responsibility	Target Date
Define and agree upon the core functions for the <u>state</u> level organizational structure to include: systems oversight, public engagement, communication, coordination, system planning process, resource development, workforce and leadership development, fiscal management, accountability, quality management and evaluation.	Organizational Structure (OS) Task Force	Complete
Define and agree upon the core functions for <u>local</u> level organizational structure to include: systems oversight, public engagement, communication, coordination, system planning process, resource development, workforce and leadership development, fiscal management, accountability, quality management and evaluation.	OS Task Force	Complete
Research potential models for a statewide organizational structure for an early childhood system.	OS Task Force	Complete
Compare the potential models on the identified functions based on the strengths, needs and culture of Colorado.	OS Task Force	Complete
Hire a Smart Start Colorado Director to implement the Smart Start Colorado Strategic Plan.	Early Childhood State Systems Team	Complete
Present and obtain feedback on a proposed organizational structure model information to key stakeholders.	OS Task Force and Smart Start Colorado Director	Complete
Work with a collaborative, state-level commission to guide the development of the early childhood system.	OS Task Force and Smart Start Colorado Director	Complete
Begin to implement core functions of the organizational structure via existing organizations and funding; e.g., technical assistance for systems building.	Smart Start Colorado Director	In process

Goal Seven – Accountability: The early childhood system is accountable for children’s readiness for school and life.

Rationale: The accountability goal focuses on the ability of the early childhood system to provide positive child and family outcomes. To be successful, an early childhood system must monitor the outcomes and cost benefit of services and use this information to guide decision-making on policy and funding and support the continuous development of the system. The goal should be to gather enough information to be able to determine the impact of the programs and services without providing too much burden for providers. The Outcome and Evaluation Task Force will engage and collaborate with other groups developing early childhood child and family outcomes. The work of the Outcome and Evaluation Task Force will build on the work of the School Readiness Indicators and on other current measures.

Objective 7A – Develop a set of defined and prioritized child and family outcomes across all service areas of the early childhood system.

- 7A1 Recruit key stakeholders to work together on this goal
- 7A2 Draft a proposal for assistance to develop an outcomes matrix.
- 7A3 Obtain funding for proposal to and hire a contractor to complete the outcomes matrix.
- 7A4 Identify target outcomes that are already in place on a program level, such as Head Start and Colorado Preschool Program.
- 7A5 Crosswalk the target outcomes between programs to identify commonality, range and gaps.
- 7A6 Streamline similar outcomes and add outcomes to address gaps.
- 7A7 Create a prioritized list of child and family outcomes.

Objective 7B – Develop ways to measure child and family outcomes across all service areas of the early childhood system and coordinate to produce useable data.

- 7B1 Identify existing measurement and data collection strategies of child and family outcomes.
- 7B2 Crosswalk existing measurement and data collection strategies with list of prioritized child and family outcomes.
- 7B3 Identify gaps in measurement and data collection strategies and develop measures.
- 7B4 Select, simplify and/or develop measurement and data collection strategies that will be accessible to a wide spectrum of service providers.

Objective 7C - Define ways to monitor, report on and use outcome information across all service areas of the early childhood system that will be useful in decision-making on a program, community and state level.

- 7C1 Identify existing reports and uses of outcome measures.
- 7C2 Crosswalk and identify gaps and overlaps in the reports and uses.
- 7C3 Define a data analysis system on a program, community and state level.
- 7C4 Develop reporting mechanisms on a program, community and state level.

Objective 7D - Define ways to measure the cost/benefit of outcomes and services.

7D1 Identify ways to measure the cost of services and systems.

7D2 Identify costs/benefits of the system to individual and society of costs.

Action Step	Responsibility	Due Date
Recruit key stakeholders to work together on this goal.	Outcome and Evaluation (O & E) Task Force	Ongoing
Draft a proposal for assistance to develop outcomes matrix.	O & E Task Force	Complete
Obtain funding for proposal and hire a contractor (Gail Joseph) to complete the outcomes matrix.	O & E Task Force	Complete
Identify target outcomes that are already in place on a program level, such as Head Start and Colorado Preschool Program.	O & E Task Force	Complete
Crosswalk the target outcomes between programs to identify commonality, range and gaps.	O & E Task Force and OMNI Research and Training	Complete
Streamline similar outcomes and add outcomes to address gaps.	O & E Task Force	Complete
Create Position Paper to include guiding principles for selection of core outcomes.	O & E Task Force/Gail Joseph	February 2007
Create a prioritized list of child and family outcomes.	O & E Task Force/Gail Joseph	April 2007
Identify existing measurement and data collection strategies, identify gaps, and suggest measures as needed for the list of prioritized child and family outcomes.	O & E Task Force and Smart Start Colorado Director	April 2007
Develop ways to measure systems-wide outcomes and coordinate across the domains to produce useable data.	O & E Task Force and Smart Start Colorado Director	2007
Align outcomes with program standards and provider core knowledge standards.	O & E Task Force and Smart Start Colorado Director	2007

Goal Eight – Funding and Finance: The early childhood system has adequate, sustainable and flexible funding and resources from a broad array of public and private partners.

Rationale: The early childhood system requires consistent and sustainable financing and resources to ensure consistent access and growth. This includes identifying the various sources of financing and resources, identifying potential funding mechanisms, identifying cost models for a high quality early childhood system, and engaging key financial champions in the process.

Objective 8A - Identify funding partners and resources (public and private).

- 8A1 Find and assist local Pilots willing to pilot a model for assessment and analysis of funding.
- 8A2 Build on and expand Children's Mental Health Funding Matrix.
- 8A3 Review and analyze the state budget report prepared by The Children's Campaign.
- 8A4 Develop a process for identifying private funding sources.
- 8A5 Identify program using fees for services funding (i.e., programs that charge a fee which helps with sustainability, programs that are revenue generating).
- 8A6 Determine programs with reciprocal outcomes to develop partnerships (programs doing similar things with common goals).

Objective 8B - Identify funding mechanisms.

- 8B1 Identify successful funding and finance strategies from other states.
- 8B2 Identify successful funding and finance strategies currently being used by local communities.
- 8B3 Consistently collect, review and present national strategies and research on funding early care and education systems.
- 8B4 Partner with the Denver Mayor's leadership team and work in tandem on funding strategies that can be scaled statewide.

Objective 8C - Identify cost models for a high quality early childhood system.

- 8C1 Refine and expand local and state cost of quality models for early education, health, mental health and family support. Projections must include costs of system infrastructure.
- 8C2 Identify sources of technical assistance on these models (city, county, and state planning groups/agencies).

Objective 8D – Create a resource plan with implementation strategies.

- 8D1 Review policy strategies at city, county, regional, state, and federal level.
- 8D2 Identify short term benefits and fiscal outcomes of potential strategies for Colorado.
- 8D3 Complete a gap analysis for financing proposed early childhood system (Cost of projected system, what exists, funding the gap)
- 8D4 In partnership with the Policy Task Force, develop policy vision and targeted recommendations related to funding and financing for statewide system.
- 8D5 Partner with City and County of Denver's ECE Initiative and leverage for statewide system building potential.
- 8D6 Identify financial champions and create team of people able to present economic impact of an effective early childhood system.
- 8D7 Develop and implement a targeted recruiting plan for champions.

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Complete the synthesis of the Colorado state budget, including the 5-year historical budget and funding pattern.	The Children's Campaign	Complete
Build a funding matrix to identify all federal and state funding sources for early education, health, mental health, family support/parent education and system infrastructure.	Claudia Zundel, Tracy Kraft-Tharp, Project Bloom	Complete
Request top funding priorities from all ECSST Task Forces and begin using funding matrix to identify opportunities.	Claudia Zundel with support from all Task Force co-chairs and Finance Task Force	Complete
Create a toolkit for using funding matrix.	Claudia Zundel, Tracy Kraft-Tharp, Project Bloom	In process
Research opportunity for creating a database to support continued updating and analysis funding opportunities (from funding matrix) with OMNI and CPL technology projects.	Finance Task Force	In process
Analyze and report information from integrating the state budget report and the funding matrix.	Finance Task Force	In process
Create intentional partnership between the Finance Task Force and Denver City and County ECE Initiatives.	Nancie Linville, Susan Steele	Complete
Local resource mapping projects will be initiated in Consolidated Child Care Pilots.	Sharon Triolo-Moloney and Pilots	Complete
Detailed fiscal mapping projects will be expanded in three Consolidated Child Care Pilots with support of consultants.	Sharon Triolo-Moloney and Pilots	In process
Review results from Qualistar Early Learning network partner resource mapping.	Brian Schultz and Finance Task Force	Complete
Three Project Bloom communities will begin using funding matrix to identify funding opportunities.	Claudia Zundel, Project Bloom	In process
Develop system for routine updating of fiscal/resource mapping.	Finance Task Force	In process
Contract with the Anne Mitchell and the Colorado Children's Campaign to complete a statewide financial mapping project that will include identifying the cost of proposed system in conjunction with other task forces/technical assistance, identification of current funding, and funding the gaps.	Finance Task Force/Colorado Children's Campaign/Anne Mitchell	September 2007 pending funding

Attachment 2.1.2
 Coordination and Strategic Plan of Early Childhood Systems Work
 (Under the Office of the Lieutenant Governor's Office)
 Colorado State Plan for CCDF Services

Last	First	Agency	Address	Work Phone Fax	Email Address
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*Task Force Chairpersons: Rachel Hutson/Sarah Hoover (Program Availability), Nancie Linville/Sharon Triolo-Moloney/Wendy Watson (Finance), Jenna Davis/Kathryn Hammerbeck/Linda Adams (Public Engagement), José Esquibel/Evie Hudak (Evaluation and Outcomes), Eileen Forlenza/Jen Vasquez (Parent and Family Engagement), Jennifer Landrum/Ken Seeley (Policy).

Note: Pilot Coordinators/Leadership Alliance has rotating representation rotating every six months. Current co-chairs: Pat Bolton and Scott Young. Caren Padgett completes her term June 2007.

Quorum = 20/40