

3.1 TECHNICAL PROPOSAL

A. Capacity

Describe your organizations ability and capacity to design how pilot implementation could work in your community and how you propose to meet the following qualifications.

The Olympic Educational Service District #114 (OESD) is one of nine educational service districts within the state of Washington that provide training, technical assistance, administrative support and direct services to public and private school districts and other educational agencies. The OESD early childhood services include early childhood special education supports, Head Start/Early Head Start/ECEAP and Child Care Resource & Referral.

The OESD is in a prime position to assist the community in planning for the Kitsap County QRIS. About a year prior to the announcement that Kitsap County would be one of the five pilot sites for QRIS, the OESD and Olympic College convened a meeting of Kitsap County Early Learning Community partners. This group became the *Early Learning Everyone Welcome* with a purpose of creating a coordinated and inclusive system of early learning. This partnership received a Foundation for Early Learning Planning Grant that is helping the OESD region (Kitsap, Jefferson, Clallam and North Mason Counties) conduct a coordinated and comprehensive assessment focusing on the needs of the early learning systems across each of the previously mentioned counties. This process will be completed by January 31, 2008. The OESD also conducted a Kindergarten survey of school districts in February 2007 (data based on the 2006 – 2007 school year). Four school districts in Kitsap County were surveyed.

1. **Environmental Scan**

Describe your organization's ability to conduct environmental scans across multiple domains of the community to identify resources already in place that would facilitate the QRIS implementation as well as identify community resources needed. In your description, please address available resources and your organization's ability to assess each of the below aspects:

The OESD and the Kitsap QRIS team are capable of leading the efforts in Kitsap County around QRIS planning. Many members of the Kitsap County QRIS Team have conducted community assessments for their specific agency work (Head Start/Early Head Start/ECEAP, Child Care Resource & Referral and Holly Ridge). The OESD and the early childhood community have worked diligently to create a great working relationship with the two local tribes (Port Gamble S'Klallam and Suquamish) and the Navy within Kitsap County. This relationship is valued by each and every member of the early childhood community. The OESD and the early childhood community is also cognizant of the other culturally diverse communities in Kitsap County and works to reach out to these communities.

The Foundation for Early Learning previously mentioned planning grant's purpose is to conduct a community assessment to identify strengths, needs, resources, possibilities and barriers to change in the early childhood arena. This assessment is scheduled to be completed by January 31, 2008. This process will only enhance the efforts of the QRIS Pilot in Kitsap County, as the QRIS Team will be able to build on the relationships, outreach and information gained, as they complete the tasks for the planning process of the QRIS.

The OESD is an organization that has the ability to assess each of the elements of the environmental scan. The OESD is connected to all of the domains that are to be surveyed through the environmental scan – parents, early childhood educators, K-12 and

professional development. The environmental scanning process will be a partnership between the community QRIS planning team and the Kitsap County Health District. This partnership will provide for the best delivery of the process and experience in the analysis of data.

a. Parents:

1) Describe what is in place in your community to provide information to parents about early learning opportunities.

We are fortunate to live in a community that values early learning and provides support and opportunities from many sources to parents and caregivers. Agencies providing information include:

- a. Child Care Resource and Referral (both phone line and website)
- b. Kitsap County Health District
- c. Head Start/Early Head Start/ECEAP Programs
- d. Tribal Programs (health/wellness clinics)
- e. Local School Districts
- f. Kitsap County Parent Coalition

Other support provided in the community includes groups such as *Mothers of Preschoolers*, *READY for Kindergarten!*, *United Way 211* (a system which provides resources and volunteer opportunities specific to Kitsap County, and *Military OneSource* (a national system for military families that provides information about schools and housing). Kitsap County also has an innovative public engagement campaign, *Born Learning*, that helps parents and caregivers turn everyday moments into learning opportunities for children in their care.

The Kitsap County Health District is in the process of creating a comprehensive survey of parents that will assess what kinds of information that parents want and how they prefer to get the information. This survey is a community effort with input and direction from many different stakeholders. In our partnership with the Health District, we hope to be able to use this survey as a way to get the feedback that will be needed from parents.

2) Describe other information that parents want and need.

From feedback received during a QRIS open house and individual interviews with community stakeholders we know that parents want a rating system for child care providers and to be referred to “good” providers, better access to information regarding licensed child care complaints, information on choosing child care, the pros and cons to the different types of early learning environments and parent references from families currently in the chosen child care. Parents are seeking information on typical development and reassurance that they are parenting correctly. Knowledge about what their child needs to be ready for school and ways to be sure that the early childhood programs that they are accessing will prepare their child for school are some of the key questions parents are asking. Parents also want to know where services are and how do they access them. Many parents in Kitsap are seeking parent support groups including Father’s Network, Sibshops (pedal-to-the-metal celebrations of the many contributions made by brothers and sisters of kids with special needs) and Grandparents Parenting Again. Parents desire more access to non-standard hours child care not only to support their need to work, but to also provide a convenient way to attend support groups and training. Teen parents are seeking access to child care to finish school – many times the care is not provided by the school or convenient to getting to school.

3) Describe how parents prefer to get information about early learning opportunities in their community.

We know from our QRIS open house and meeting with stakeholders that parents prefer to get information in a variety of ways. Parents are more than likely to rely on their social networks, faith based organizations and other social services used such as food banks, WIC and energy assistance offices for information about early learning opportunities. Many parents access the web for information because it is something they can do when they have down time from their parental responsibilities. Written materials and videos are still used, as well. Parents of children with special needs want to have a “coach” share with them and guide them.

4) Describe how you will ensure parent leadership in planning activities (e.g. Parent Advisory Group)

The OESD and its community partners are committed to ensuring that parents will have leadership roles during this planning process. At least two parents will be involved on the Community QRIS team. This team will continually strive to get input from parents and to keep them informed of the planning process. We know that relationships are key to working with parents, therefore we will use systems already in place that work with parents. These systems include the Kitsap County Interagency Coordinating Council, local Parent Teacher Associations and the four Head Start/Early Head Start/ECEAP family policy councils (OESD, Kitsap Community Resources, Port Gamble S’Klallam Tribe and Suquamish Tribe) and the Navy to report the progress and to solicit input for further planning. Child Care Resource & Referral of Kitsap County will also include information pages for parents in their provider newsletters and on their website. The *Born Learning* campaign has been asked to write a quarterly column in the newly created “Kitsap Families” (a quarterly publication of the Kitsap Sun newspaper which will debut

in November 2007). The United Way *Born Learning* campaign spokesperson has graciously offered to use this column to keep parents informed about the QRIS pilot in Kitsap County and to solicit parent input for the planning process.

b. Educators and Early Learning Programs:

1) List all Early learning programs (and educators within these programs) in your community within the following categories: Licensed (e.g., child care centers and family child care homes), state regulated (e.g., Early Childhood Education and Assistance Program, ECEAP), federally regulated (e.g., Head Start, Early Head Start), Exempt (e.g., offer 3 ½ hours or less of care per day).

During the community process of applying for the QRIS RFP, time was spent on determining how we would proceed in identifying the selection criteria for early learning programs to be served with the QRIS pilot. The input from a broad spectrum of individuals and groups identified a multi-jurisdictional area that crosses multiple cities, school districts, sovereign nations and political areas. These different jurisdictions will be brought together around a common vision of a Quality Rating and Improvement System in Kitsap County. The specific list of providers within this defined area can be seen in

Attachment 3.2 b (1)

2) How many children can these programs serve if their enrollment is at 100%?

At maximum enrollment the programs listed in **Attachment 3.2 b (1)** would serve 1,398 children.

3) Samples of evaluations that have been conducted on the quality and availability of child care and early learning programs in your community.

Over the past few years early learning programs have been evaluated using an assortment of tools. Selected child care providers have been evaluated using the Family Child Care Environmental Rating Scale, the Early Childhood Environmental Rating Scale and the Infant Toddler Environmental Rating Scale. The Head Start/ECEAP/Early Head Start programs have been evaluated using the Early Childhood Environmental

Rating Scale and the Infant Toddler Environmental Rating Scale. The Creative Curriculum Checklist has been used within the early learning programs in Kitsap County, as well. The tribes use tribal child care versions of these same tools. Corporate programs in Kitsap County also use evaluation tools that are designed specifically for their program. One of these tools is KinderCare's Company is Coming Master Score Sheet. The military has a very strong presence in Kitsap County and certifies homes on the Navy bases, as well as licensed centers and homes. The Navy uses for evaluating these programs.

Several members from Kitsap County attended the state-sponsored CLASS (classroom assessment scoring system) training. Attendees from Kitsap County included school district, OESD, Head Start and tribal early learning professionals. The CLASS is a relationship-based assessment system that can be applied cross-culturally and considers elements such as positive climate, engagement between teachers and children, developmental progress of children, interaction with the environment, etc. This system also informs individual training and technical assistance. We, as a community, feel that this system could play an important role in the design of the QRIS.

- 4) List of educators' levels of education and professional development in your community.

Providers' level of education and professional development – see *Attachment 3.2 b*

(2)

- 5) Show what educators' need in their early learning environments, including:
- Curriculum
 - Materials
 - Learning environments
 - Developmentally appropriate play areas
 - Technical assistance

From information gathered during stakeholder interviews it was shared that even though providers have STARS training, it does not appear that this training makes a difference in the way some early learning educators run their programs. Therefore, additional basic training is a high need. Behavior management, behavioral support and understanding how to respond to cues seem to be an overwhelming need. Access to training for children with special needs was a high priority, as well. Center Director's feel that they need access to more information on the administration of their programs. Technical assistance around the use of technology for both planning of early childhood programs and how to provide appropriate activities for young children using technology is needed by early childhood educators.

To get a better understanding of what is specifically needed regarding curriculum, materials, learning environments, developmentally appropriate play areas and technical assistance can be better determined using the environmental scan.

c. K-12:

1) Describe your community kindergarten program and future goals, including existing or planned full-day kindergarten programs.

According to the regional Kindergarten survey conducted by the OESD in February 2007, Kitsap County has full day Kindergarten in all five school districts. One of the school districts offers full day services to all children free of charge. The other four districts offer full day Kindergarten using criteria based on income level, geographical area, special needs and/or first come – first served policy.

School districts are in the process of developing plans to expand their existing full day Kindergarten programs. OSPI is focusing on providing technical assistance, as is the OESD. Also, Bremerton School District has been named as the "Lighthouse District,"

one of five in Washington State, to provide technical assistance to school districts in providing full day Kindergarten.

2) Describe your community relationship with K-12 as it pertains to early learning.

Early childhood educators would like to continue building relationships with the K-12 system and desire technical assistance on nurturing relationships with their local K-12 systems. The early childhood community has requested OESD assistance, as the OESD is seen in the community as a resource to assist the K-12 system in partnering with the early learning community. The OESD Head Start/Early Head Start/ECEAP and Child Care Resource & Referral programs both offer technical assistance and information to school districts on building relationships with the early learning community. Within Kitsap County many programs cross both the K-12 and early learning communities. These programs include the Bremerton School District *Early Childhood Care and Education Group*, South Kitsap School District *READY! for Kindergarten*, Central Kitsap School District *Preschool Collaboration* and North Kitsap School District *Joint Early Learning*.

Port Gamble S'Klallam and Suquamish Tribes partner with their local elementary schools, Wolfle and Suquamish, respectively. The programs offered through Wolfle Elementary school in partnership with the Port Gamble S'Klallam Tribe early childhood program include reading buddies, preschool visits to the Kindergarten six times per year, summer transition program and family reading nights. The Suquamish Tribe in partnership with Suquamish Elementary school includes a summer transition program.

3) In your community relationship with K-12 described above, explain how this relationship includes ongoing communication and support for early learning educators and families.

In Kitsap County we are able to provide ongoing communication and support for early learning educators and families through the local Head Start/Early Head Start/ECEAP

programs, partnerships with the early learning systems in each of the school districts in Kitsap County, Kitsap Interagency Coordinating Council (Infant Toddler Early Intervention) and the local Parent Teacher Associations. Child Care Resource & Referral and early childhood educators provide technical assistance and guest speakers for the early childhood classes, either Family & Consumer Science or Psychology Department offerings, within many of the high schools in Kitsap County.

**d. Professional Development and Education Organizations/
Institutions:**

1)Indicate professional development and educational opportunities now available to early learning providers in your community.

Early learning professionals in Kitsap County have a variety of professional development and educational opportunities available to them. Entry level professional development includes:

- OESD Child Care Resource & Referral trainings and onsite consultation,
- Kitsap Community Resources Parent training,
- corporate center training offered to employees of their centers,
- local National Association for the Education of Young Children affiliate conference and workshops,
- Tribal Educational Departments within local tribes,
- Kitsap County Health District,
- Literacy Council trainings,
- Family Resource Coordinator Trainings,
- foster parent trainings,
- online STARS training and

- various for profit resources.

Mid level training is available to early learning providers through:

- the four Head Start/Early Head Start/ECEAP contractors in Kitsap County,
- OESD,
- Starting Line workshops (training created to support Infant Toddler Early Intervention), Bremerton School District Early Childhood Care and Education Group,
- Washington State University online workshops and
- Olympic College workshops.

For credit professional development is available locally through:

- Building Bridges (a partnership between Olympic College and OESD Child Care Resource & Referral),
- Olympic College,
- Evergreen College (reservation based) and
- Northwest Indian College.

2) Submit data you have, if any, that show whether the current professional development and educational opportunities accessible in your community are making a difference in the quality of early learning opportunities children receive.

The Bremerton School District *Early Childhood Care and Education Group* has data that shows the difference they are making in the early learning opportunities of the children participating in the early learning programs that are part of the Early Childhood Care and Education Group. Holly Ridge has data that shows the success of University of Washington Experimental Education Unit Autism Spectrum Disorder (ASD) training. This training allowed Holly Ridge to begin serving children birth to three years of age who came in for ASD therapy. See **Attachment 3.2 d (1)**

- 3) Describe how professional development and education are linked to early learning and K-12 in your community.

The four Head Start/Early Head Start/ECEAP contractors in Kitsap County and the local school districts have Memorandums of Understanding that address joint trainings for the early childhood educators, both preschool and school staff. The Bremerton School District offers professional development to community based early childhood programs (preschool and child care) partnering in the Early Childhood Care and Education Group. Holly Ridge, the early intervention program in Kitsap County, also has Memorandums of Understanding and joint early childhood training with all of the school districts.

e. Community and Potential Partnerships:

- 1) Describe the relationship you have with your community.

The OESD is looked upon by the community as a convener of agencies, school districts and individuals in the early childhood field. The OESD and Olympic College brainstormed ways to engage the early childhood professional and other interested partners. It was decided to create an inclusive group to address activities around early childhood. This group is called *Early Learning Everyone Welcome*, so that all will feel that they have something to contribute. Participants include school districts (including early childhood staff up to superintendents), higher education professionals, Head Start/Early Head Start/ECEAP, parents, social service providers, business partners, child care providers, licensors, Child Care Resource & Referral staff and legislators.

- 2) Explain ongoing communication and support for early learning educators and families in your community.

In Kitsap, the early learning community prides itself in being respectful and inclusive of all. The development of the *Early Learning Everyone Welcome* is an example of this. The title of the group suggests that all are welcome and that we truly treasure the addition

of partners at any given time. The early learning community has established communication primarily through email, as this was the preferred method of receiving information.

3) Describe potential partnerships to support a QRIS pilot and system planning effort in your community.

The OESD has established positive partnerships within Kitsap County. These partnerships include Olympic College, Holly Ridge (Birth – 3 program), school districts, businesses and social service agencies.

Partnerships within Kitsap County that support a QRIS Pilot include:

- Foundation for Early Learning community assessment and engagement process,
- Bremerton School District *Early Childhood Care and Education Group*,
- *READY! For Kindergarten* partnership between OESD and South Kitsap School District,
- *Born Learning* partnership between United Way and businesses,
- Child Care Resource & Referral and child care providers,
- Kitsap County Health District and El Centra de la Familia,
- Kitsap Interagency Coordinating Council and the Head Start/Early Head Start/ECEAP partnership (includes tribal programs),
- Holly Ridge and school districts,
- school district early childhood special education coordinators and
- school districts partnering with local child care providers.

There is a strong commitment and partnerships already in place to support the QRIS Pilot process in Kitsap County. As part of this commitment the Community QRIS team

will be embedded into the *Early Learning Everyone Welcome*. This will assure broad input, accountability and participation across our culturally diverse county.

f. Project Approach/Methodology:

Describe the methodological approach your organization will use to conduct this project. Please address the below questions and include a draft work plan and project schedule.

The OESD will use an inclusive approach to the planning process. A community system (*Early Learning Everyone Welcome*) of leadership and oversight. As stated previously, the Community QRIS team will be embedded in *Early Learning Everyone Welcome* so that we can maximize peoples' time and not create additional meeting requirements. The *Early Learning Everyone Welcome* will be used to guide engagement of all parents, early learning educators, K-12, professional development organizations and institutions, health professionals, business and other community partners in the development of the QRIS plan. A facilitator will be hired to assist in the process of engagement. Meetings with the QRIS team will be conducted in ways that encourage participation of parents and providers such as videoconferencing, online meetings and teleconferences. Travel, child care and substitute reimbursements will be available for parents and providers to eliminate barriers to participation. Interpretation services will be available for both written materials and during meetings. The OESD will contract with the Kitsap County Health District to assist in the development of the environmental scan of the different domains in Kitsap County. The Health District will take the data and analyze the information so that the QRIS team can prepare for the participation and effectiveness of the QRIS. The OESD will also develop and publish a website so that parents, early childhood educators, K-12, professional development organizations and

institutions, business and other interested partners have access to the ongoing process and information. See **Attachment 3.2 f**

1) What resources are available in your community that will allow you to bring together parents, early educators, administrators, school systems, business interests, and broader community representatives to collaborate on the design and implementation of the QRIS?

Within Kitsap County we have systems in place that could be accessed to ensure a broad community representation as we are in the planning phase of the QRIS. These systems include the *Early Learning Everyone Welcome* (which has representatives from parents, early educators, administrators, early childhood collaborations with school systems, business interests and other interested community members; a variety of teleconferencing systems (including the K-20); access to businesses through the United Way engagement with businesses in relation to early learning; tribal early learning programs; and the local Interagency Coordinating Council (infant toddler early intervention).

2) What additional resources (if any) are needed to create a system for successfully implementing the QRIS in your community?

Additional resources that will be needed in Kitsap County include business involvement and investment. The involvement of business and their investment into early learning must be at a greater level than is currently in place. Technical assistance in developing the plan could also be necessary at some point.

3) What infrastructure components are currently in place in your community that could be used to most effectively prepare for and implement the QRIS?

Please refer to the previously mentioned systems and partnerships. As you can see, Kitsap County is fortunate to have early childhood infrastructures in place that would provide a building block for the success of the QRIS planning and implementation. At the

OESD the Early Learning Departments Collaboration brings a strong partnership between schools and early learning.

The Bremerton School District has been involved with the early learning educators for a number of years. They partner with the early learning educators to bring a literacy curriculum with training to deliver within their early childhood setting. This collaboration has delivered positive results for the school districts with the majority of children ready for school and less children needing remedial assistance as they enter school. The early care educators that partner with the Bremerton School District may be ready to be part of the QRIS in Kitsap County.

The Foundation for Early Learning Planning Grant will provide a strong framework for the beginning of the QRIS planning process, parent, early childhood, K-12, business and other stakeholder leaders have been identified. The community assessment, to be finished in January, will provide information on strengths, needs, resources and barriers to the QRIS planning team. This planning process will also engage an early learning presentation that is consistent, from which the QRIS planning team can piggyback on to continue the message and to build onto.

The *Early Learning Everyone Welcome* consists of many individuals who are very committed to early learning and the advancement of systems that will enhance the quality of early learning. This group will form a catalyst to have a thorough and engaging QRIS planning process. Olympic College Early Learning Department has leaders who are very committed to delivering quality training with credit, workshop for STARS credit and online options. The staff have been forerunners in the development of the Bridges

project, a module based credit system, which is a partnership between the community colleges and Child Care Resource & Referral programs.

The Kitsap Interagency Coordinating Council has always addressed child care and has expressed a desire to continue providing support of the QRIS planning process. The council has a history of providing support to community processes. The facilitation of the Head Start/Early Head Start/ECEAP Partnership has been a long standing subcommittee of the Kitsap Interagency Coordinating Council. This subcommittee has assisted the four Head Start/Early Head Start/ECEAP contractors in Kitsap facilitate collaborative efforts as they deliver services to families within Kitsap County. The council has agreed to be an avenue where the information can be shared during meetings for input, guidance and oversight, in much the same way as they have for the Head Start/Early Head Start/ECEAP Partnership.

The Kitsap County Health District is a resource to the early learning community in many ways. They offer an early childhood health consultant who is able to assist early childhood educators technical assistance and training within their early childhood setting. The Health District is also very knowledgeable in the collection and analysis of data.

The local affiliate of the National Association for the Education of Young Children, Kitsap Association for the Education of Young Children, is a strong affiliation. This group can be an avenue that provides guidance and leadership in developing the QRIS plan and in the actual delivery of the QRIS. The association can promote the QRIS and solicit involvement from the early childhood educators among their membership.

4) Based on your knowledge of and experience with working with stakeholders in your community, what strategies will be most effective for preparing for, implementing, and evaluating the QRIS in your community?

In Kitsap County it is a priority to us to be inclusive of all. In putting together this proposal a few methods were used. The *Early Learning Everyone Welcome* email list with additional interested parties added throughout the process was used to receive feedback during all phases of the writing of the proposal. Individual interviews of well over 15 early learning professionals (both direct service and agency staff) and parents were conducted to get feedback to help develop the proposal. Existing early learning meetings were also consulted to provide feedback. This process was very successful in getting information. This process of including all voices will continue to be used throughout the planning process. The OESD also realizes that our partners need different avenues to participate in this process and will use technology including teleconferencing, videoconferencing, online meetings conducted through something like Go to Meeting. We also will ensure that materials developed in this process and handouts for participants in the planning process are translated. We will also provide access to interpretive services at all meetings. The community also recognizes that parents and providers will need to have incentives to encourage participation.

Kitsap County recognizes that we will need to clearly identify what is expected and what the benefit will be for the community. Therefore, we know that we will need to have access to the expertise of an outside facilitator. This will ensure that the process is objective.

Attachment 3.2 b (1)

<p><u>BREMERTON ECCE GROUP/FAMILY CHILD CARE</u> WANDA SELG-GONZALES SKYE BEAMENDERFER</p>	<p><u>BREMERTON ECCE GROUP/CHILD CARE CENTER</u> ABUNDANT LIFE CHILD CARE AND PRESCHOOL EMMANUEL LUTHERAN CHILD CARE EMBASSY EDUCATIONAL CENTER FOOTSTEPS TO THE FUTURE SYLVAN WAY CHILD CARE AND PRESCHOOL KCR-ROSEMARY MOEN FULL DAY JESSIE KINLOW EARLY LEARNING CENTER KITSAP CHILD CARE AND PRESCHOOL</p>
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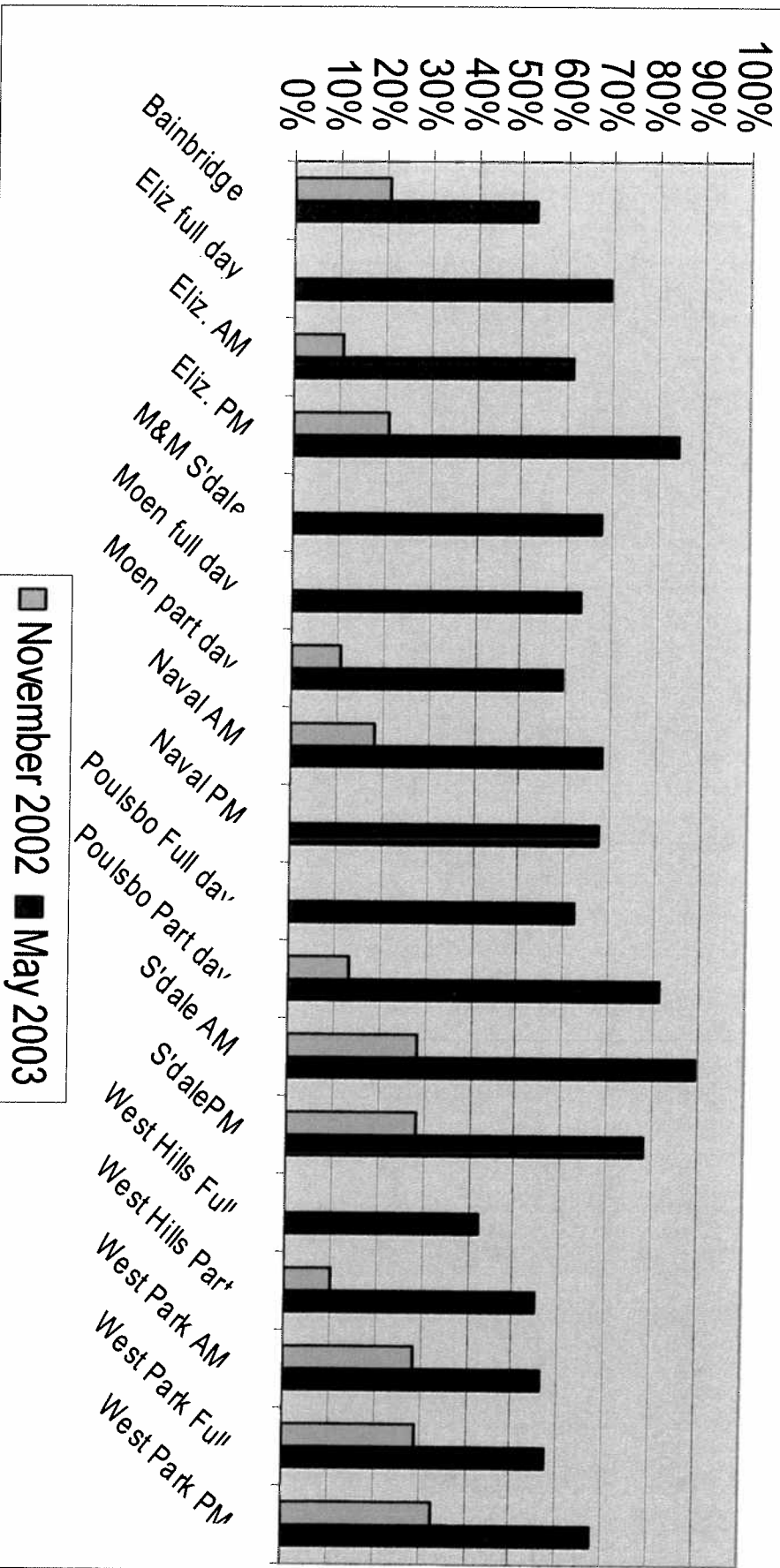
Attachment 3.2 b (2)

Education level	High school diploma	Some college early childhood	CDA	AA not early childhood	AA early childhood	BA or BS not early childhood
Number of providers	12	3	2	8	7	7

*This is a picture of the providers, as we were not able to get an answer from every program, chosen by our community as the representative group for the QRIS Pilot.

The Results

We have lots of rhyming kids 2002-2003

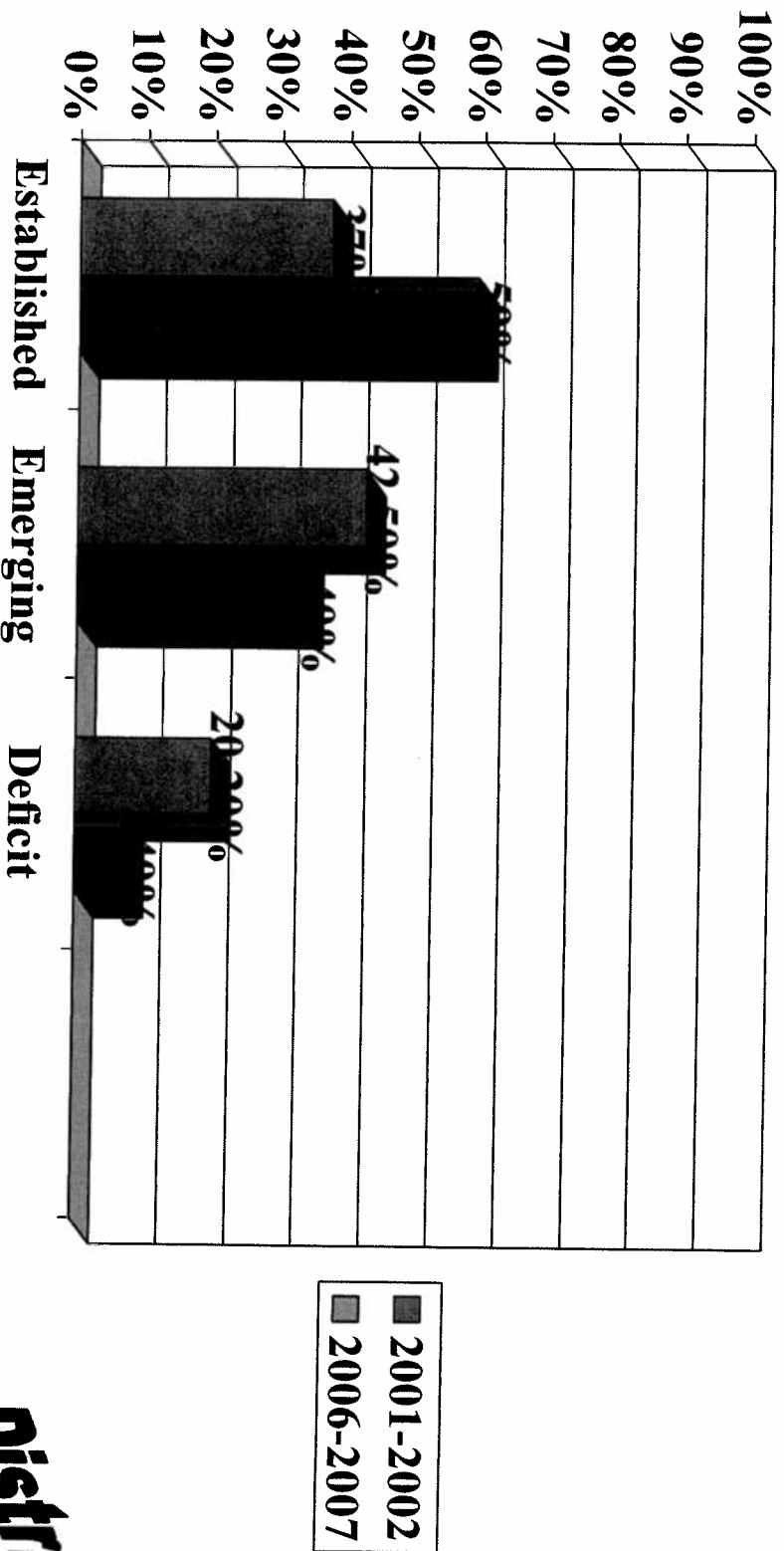


Preschool

Early Reading Efforts and Student Achievement

Children entering Kindergarten

Reading Instructional Level Based on DIBELS



District

Attachment 3.2 f (2)

QRIS Draft Work Plan and Project Schedule

Activity/Task	Person Responsible	Completion Date
Begin hiring process for QRIS Project Coordinator	Program Supervisor	November 12, 2007
Hold QRIS Team meeting to review project components and establish Parent Advisory Group	Program Supervisor	November 13, 2007
Establish meeting schedule for QRIS Team and Parent Advisory Group	QRIS Team	November 13, 2007
Hire QRIS Project Coordinator	Program Supervisor	November 2007
Contract to provide facilitation services for meeting(s)	Program Supervisor	November 2007
Recruit for Parent Advisory Group	QRIS Team	November 2007
Communication system is initiated	QRIS Project Coordinator	November 2007
QRIS Team participates in monthly State level QRIS coordination planning meetings	QRIS Team	June 2008
Begin networking with local cultural community associations and parent networking organizations or meetings to begin involving a wider population of stakeholders	QRIS Project Coordinator	January 2008
Contract to provide ongoing interpretive services of written materials and meetings when needed	Program Supervisor	ongoing
Local community QRIS plan is created	QRIS Team	December 15, 2007
Gather resources for evaluating quality in early learning programs and QRIS implementation	QRIS Team	December 15, 2007
Contract with Bremerton-Kitsap Health Department for the development, dissemination and analysis of environmental scan	Program Supervisor	December 2007
Contract for technical writer to compile information into a workable document	Program Supervisor	December 2007
Create stakeholder groups to identify quality in early learning programs	QRIS Team	December 2007

Work with Bremerton-Kitsap County Health Department to develop environmental scan for all stakeholder groups	QRIS Team	January 31, 2008
Environmental scan is initiated	Bremerton-Kitsap Health District/QRIS Team	February 2008
Data from environmental scan is gathered and the data entered	QRIS Project Coordinator/Clerical Support	February 2008
Data is analyzed	Bremerton-Kitsap Health District	March 15, 2008