

**Logic Model for SECCS Grant Program:  
The Iowa Early Childhood Comprehensive Systems (IECCS) Grant Program**

ORGANIZATIONAL STRUCTURE / ENVIRONMENT	INPUTS/RESOURCES	TARGET POPULATION	INTERVENTION		EXPECTED CHANGE (Outcomes/Objectives)	EVIDENCE OF CHANGE (Indicators)	BARRIERS	FACILITATORS
			DESCRIPTION	ACTIVITIES				
<b>GRANTEE/ PROJECT CHARACTERISTICS (i.e., goals and description of the project, environment, description of population/case load and partner organizations):</b>	<b>TOTAL FUNDS REQUESTED:</b> \$140,000 (for the first year of the project) <b>TOTAL PROJECT BUDGET:</b> \$140,000 (for the first year of the project)	Public				Increased public awareness about the medical home among the public.		
The <b>Iowa Department of Public Health (IDPH)</b> is the lead agency for the State Maternal and Child Health Early Childhood Comprehensive Systems Grant Program. The IDPH is administratively responsible for coordinating the state's Title V services for children with special health care needs through a contract with the University of Iowa, Department of Pediatrics, Child Health Specialty Clinics (CHSC).	<b>Personnel:</b>	Families, Early Childhood Advocates		Partner with the Iowa Medical Home Initiative (IMHI) to develop strategies to increase awareness about medical homes among the general public, families, and early childhood advocates.	During the first year, strategies are developed to increase awareness about the medical homes among the general public, families, and early childhood advocates.	Improved knowledge among families and early childhood advocates about medical homes.		
<b>SET</b> will act as the coordinating body for the Early Childhood Iowa (ECI) Stakeholders and component work groups (Quality Services and Programs, Results Accountability, Governance, Public Engagement, Professional Development, and Resources and Funding) for carrying out the grant activities. SET supports the Iowa Empowerment Board and provides technical assistance to the 58 Community Empowerment Areas across the state. The SET is an interagency group representing six state departments including public health, education, management, human rights, human services, and economic development.	Project Director (PD): .5 FTE	Physicians and Professional Medical Organizations	Access to Medical Home	Engage physicians and professional medical organizations in supporting the development and integration of medical homes throughout the Early Care, Health, and Education System.	During the first year, physicians and professional medical organizations supported the development and integration of the medical home concept throughout the Early Care, Health, and Education System.	During the first year, physicians and professional medical organizations supported the development and integration of the medical home concept throughout the Early Care, Health, and Education System.		
<b>The Iowa Early Childhood Comprehensive Systems (IECCS)</b> will collaborate with current initiatives to address the medical home, mental health, and early care and education components of Iowa's system. The project will establish a network of family support and parent education organizations. Through collaborations and partnerships, the Strategic Plan for Iowa's early Care, Health, and Education System was created and will subsequently be implemented.	Project Assistant .75 FTE	Early Childhood Programs		Promote the medical home definition, used by the IMHI, to early childhood programs.	During the first year, the medical home definition used by IMHI is promoted to early childhood programs.	Early Childhood programs adopted the medical home definition used by IMHI following promotional efforts.		
The four goals of this implementation plan are as follows: 1) Promote implementation of strategies to address the critical components in Iowa's Early Care, Health and Education Systems Strategic Plan, 2) Continue to strengthen leadership and collaboration to build the infrastructure for Iowa's Early Care, Health, and Education System, 3) Further develop results accountability for Iowa's Early Care, Health, and Education System to support data-informed decision making, 4) Create a commitment for broadening public will and investing resources for Iowa's Early Care, Health, and Education System.	<b>Non-Personnel:</b>	Physicians		Participate in IMHI's learning collaborative to educate physicians about their role in early childhood systems.	During the first quarter of the first year, the PD participated in the IMHI's efforts to educate physicians about their role in early childhood systems.	Increased number of physicians educated about their role in early childhood systems.		
<b>ENVIRONMENT:</b>	Direct Costs: Fringe Benefits, Travel, Supplies, and Contractual Costs	Children		Integrate the medical home concept throughout the Early Care, Health, and Education System.	Increased number of children with a medical home.	Increased number of children with a medical home.		

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94% of the population is white; however, racial and cultural diversity is increasing. Of the children between ages of zero and five, six percent are children of Hispanic origin and an estimated 8.9% of children have a special health care need. Children ages zero to five have a higher rate of poverty (13.1%) than the general population (8.9%).	Indirect Costs: The negotiated indirect rate of the Iowa Department of Public Health is 26%. This amounts to \$14,574.	Families	Access to Medical Home	Integrate the medical home concept throughout the Early Care, Health, and Education System.	Increased percentage of families reporting access to health care.	Increased percentage of families reporting access to health care.		
DPH estimates that 8.3% of children ages zero through four are without health insurance.	<b>OTHER INPUTS (contracts, other grant awards, matching funds):</b>	Children with Special Health Care Needs			Increased percentage of families reporting access to health care for children with special health care needs.	Increased percentage of families reporting access to health care for children with special health care needs.		
DPH estimates that 40 to 50 percent of Iowa's population resides in Medically Underserved Areas. The majority of pediatricians practice in urban areas, which is particularly problematic for rural areas due to transportation barriers.	Community Empowerment Facilitator: .25 FTE (in-kind from the Iowa Department of Management)	Physicians and Professional Medical Organizations	Access to Dental Care	Participate in the State Oral Health Collaborative Systems (SOHCS) grant to educate physicians about their role in facilitating early entry to dental homes for young children.	During the first, second, and third quarter of the first year, physicians are educated about their role in facilitating early entry to dental homes for young children.	Increased number of physicians educated about their role in facilitating early entry to dental homes for young children.		
According to a Commonwealth Report, "12 percent to 16 percent of children experience developmental problems, only one-third of those children- usually those with most obvious conditions- are identified in pediatric practices prior to school entry." Based on the citations in this report, we can assume that Iowa's percentages reflect the national numbers.	Competitive selection processes will be used to select contractors to provide consulting services to: 1) assist ECI stakeholders with facilitation of meetings, and 2) develop family support technical assistance and training regarding assessment.	Children				Increased number of children with a dental home.		
Only 28 child psychiatrists practice in the state with 26 of them located in Polk County, the state's most populous and urban county. A state-level mental health study concluded that Iowa has no comprehensive system of mental health care for children. The current system is multi-faceted and complex, involving many players and sectors: public and private, specialty and general health, and health and social welfare.	University of Iowa's Public Policy Center will plan and conduct the Child and Family Household Health Survey, which will include an early childhood focus.	Young Children	Infrastructure for Mental Health Services	Facilitate linkages and coordination among mental health initiatives to improve the social-emotional development of young children and the infrastructure for mental health services for young children.	Linkages and coordination with mental health initiatives are made.	Linkages and coordination with mental health initiatives are made.		
Iowa's early care and education system is fragmented. Many different programs, funding streams and services make the system confusing for parents. Community programs are not always coordinated with state level programs, sometimes resulting in duplication of services. The 2000 Iowa Child and Family Household Health Survey found that 33 percent of parents had problems finding child care so they could go to work or school. Iowa does not currently have a comprehensive professional development system for early care, health, and education practitioners.	Contract: There will be support to convene the Early Care, Health, and Education Congress from the contractor, Iowa Childcare and Early Education Network.	Young Children				Improved social-emotional development of young children.		
Approximately 40 percent of children eligible for Early Head Start or Head Start are not served due to limited program capacity. Parents often have no choice but to use the only available care in their rural communities, and frequently the choice is for unregulated care. The 2002 study by the Midwest Research Consortium on Quality in Child Care found poorer quality infant-toddler care in both center-based and home child care in Iowa as compared to the other Midwest states. The study also concluded that Iowa had fewer statewide initiatives to support quality or professional development of child care workforce than other Midwest states.		Young Children				Improved infrastructure for mental health services for young children.		

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Iowa does not currently have an integrated, comprehensive system approach to family support, home visitation, and parenting education.		Early Childhood Partners	Infrastructure for Mental Health Services	Conduct an early childhood awareness campaign on the importance of social-emotional development of children.	Conducted an early childhood awareness campaign on the importance of social-emotional development to children to partners.	Improved awareness of the importance of social-emotional development of children among partners.			
<b>PARTNERING ORGANIZATIONS:</b>		Early care, health, and education practitioners	Improvements in the Quality and Accessibility of Early Care and Education/Child Care	Support the advancement of a professional development system for early care, health, and education practitioners to improve access to high quality early care and education for Iowa's young children.	During the first year, a professional development system for early care, health, and education practitioners is advanced.	A professional development system for early care, health, and education practitioners is advanced.			
<b>Iowa's Department of Education:</b> is a member of the SET.		Early care, health, and education practitioners		Align the professional development system with statewide initiatives underway to improve the quality of early care and education for young children.	During the first year of the implementation plan, the professional development system is aligned with existing statewide quality initiatives underway.	The professional development system is aligned with statewide quality initiatives underway.			
<b>Iowa's Department of Human Services:</b> is a member of the SET.		Parents		Assist the Iowa Department of Human Services (IDHS) to provide education and promote awareness about Iowa's proposed voluntary Quality Rating System for child care in Iowa.	During the first year, education about Iowa's proposed voluntary Quality Rating System for child care in Iowa is provided.	During the first year, education about Iowa's proposed voluntary Quality Rating System for child care in Iowa is provided.			
<b>Iowa's Department of Human Rights:</b> is a member of the SET.		Young Children		Review and implement policies and procedures that support high quality early care and education in Iowa.	During the fourth quarter of the first year, policies and procedures that support accessibility of high quality early care and education for Iowa's young children are reviewed and implemented.	Policies and procedures that support accessibility of high quality early care and education for Iowa's young children are reviewed and implemented.			
<b>Iowa's Department of Management:</b> is a member of the SET.		Family		Increase family capacity to provide a quality learning environment.	Increased percentage of children, ages 0-3, with an Individualized Family Service Plan (IFSP) served primarily in natural environment.	Increased percentage of children, ages 0-3, with an IFSP served primarily in a natural environment.			
<b>Iowa's Department of Economic Development:</b> is a member of the SET.						Increased percentage of children, ages 3-5, with a disability, educated with non-disabled peers to the maximum extent appropriate, including preschool.			
<b>Iowa Medical Home Initiative (IMHI):</b> is a statewide collaboration to improve the health and quality of life for children with special health care needs or chronic conditions by promoting the medical home model as a practice standard.						Increased percentage of children ages 3-5, receiving special education and related services, that demonstrated improved skills.			
<b>Iowa's Mental Health, Mental Retardation, Developmental Disability, and Brain Injury Commission:</b> is charged with developing a system of information, services, and supports that meet the needs of children with mental health issues, mental retardation, developmental disabilities, or brain injuries.		Early Care and Education Environments		Increase the capacity of early childhood providers to provide high quality early childhood care and education.	Increased percentage of child care centers with accreditation.	Increased percentage of child care centers with accreditation.	Increased percentage of child care centers with accreditation.		
<b>Assuring Better Child Health and Development (ABCD):</b> created a developmental screening tool for physicians. ABCD will also develop recommendations on how physicians can utilize existing referral resources to connect families to services based on demonstration sites.						Increased number of bachelor degrees awarded for early childhood education.			
<b>Iowa Child Care and Early Education Network:</b> is funded by the Department of Human Services and the Iowa Community Colleges and is currently working on a professional development system.						Increased placement rate of bachelors degree graduates in early childhood education.			

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<b>The Quality Rating System (QRS):</b> is a quality of care initiative at the state level. SECCS project will collaborate with DHS to provide education and promote awareness about the proposed QRS to Early Childhood Iowa stakeholder, child advocacy organizations, and other early childhood partners.					Increased number of associate degrees for early childhood education.	Increased number of associate degrees for early childhood education.		
<b>Healthy Child Care Iowa:</b> is a Title V program that offers on-site consultation, technical assistance, training, and other supports to child care providers.					Increased placement rate of associate degrees awarded for early childhood.	Increased placement rate of associate degrees awarded for early childhood.		
<b>Urban Education Network:</b> developed a financing study on early childhood.						Increased percentage of licensed and registered providers by educational level.		
<b>Public Policy Center at the University of Iowa:</b> conducted the first version of the Iowa Child and Family Household Health Survey in 2000 in collaboration with the DPH and Child Health Specialty Clinics. The 2000 survey was the first comprehensive statewide attempt to evaluate the health status, access to health care, and social environment of children in Iowa. The second version will have a new section added on early childhood.		Early Care and Education Environments	Improvements in the Quality and Accessibility of Early Care and Education/Child Care	Increase the capacity of early childhood providers to provide high quality early childhood care and education.	Increased percentage of licensed and registered providers by educational level.	Increased percentage of licensed/registered child care providers that received training through the CCR&R network.		
<b>Oral Health Bureau:</b> is developing a systems approach to build local oral health infrastructure.					Increased percentage of child care settings in the upper tiers of the Child Care Quality Rating System.	Increased percentage of child care settings in the upper tiers of the Child Care Quality Rating System.		
<b>Children's Cabinet</b>		Parents and Community		Increase the accessibility and affordability of high quality early care and education environments for all children.	Increased percentage of eligible families receiving child care assistance.	Increased percentage of eligible families receiving child care assistance.		
<b>Every Child Counts:</b> a child advocacy organization that focuses on Early Childhood Iowa by moving the strategic plan forward.		Families			Reduced average child care cost	Reduced average child care cost		
		Representatives of statewide family support and parent education programs		Convene representatives of statewide family support and parent education programs.	During the first and third quarter of the first year, PD and SET convened representatives of statewide family support and parent education programs.	PD and SET convened representatives of statewide family support and parent education programs.		
				Establish a network of family support and parent education organizations.	During the first year, a network of family support and parent education organizations is established.	A network of family support and parent education organizations is established.		
		Family support and parent education organizations	Infrastructure for Family Support and Parent Education Programs	Develop statewide indicators for family support and parent education programs as part of the infrastructure building efforts.	During the third and fourth quarter of the first year, the SET developed statewide indicators for family support and parent education programs as part of the infrastructure building efforts.	Developed statewide indicators for family support and parent education programs as part of the infrastructure building efforts.		
		Families		Provide training opportunities on child and family assessment and evaluation tools.	During the fourth quarter of the first year, the PD and SET provided training opportunities about child and family assessment and evaluation tools.	Increased training opportunities about child and family assessment and evaluation tools.		
		Early care, health, and education professionals		Integrate family support and parent education training into the early care, health, and education professional development system.	During the first year, the PD integrated family support and parent education training into the early care, health, and education professional development system.	Improved the infrastructure for family support and parent education programs.		

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		Early Care and Education Professionals	Healthy Child Care Iowa Consultation and Training Activities	Continue to provide health and safety training for early care and education professionals.	During the first year, continued to provide health and safety training for early care and education professionals.	Increased knowledge among early care and education professionals about children's health and safety issues.		
		Child care nurse consultants		Expand the child care nurse consultant network through the Title V child health agencies.	During the first year, expanded the child care nurse consultant network through the Title V child health agencies.	Expanded the child care nurse consultant network through the Title V child health agencies.		
		Healthy Child Care Iowa campaign and DHS Child CARE Unit		Sustain a partnership and formal agreement between the Healthy Child Care Iowa campaign and the DHS Child Care Unit.	During the first year, sustained a partnership and formal agreement between the Healthy Child Care Iowa campaign and DHS Child Care Unit.	Sustained a partnership and formal agreement between the Healthy Child Care Iowa campaign and DHS Child Care Unit.		
		Professional medical organizations				Strengthened relationships with professional medical organizations.		
		Professional medical organizations		Conduct on-site health and safety assessments that include identification of medical home and health insurance of children enrolled in child care.	During the first year, the Healthy Child Care Consultants conducted on-site health and safety assessments that included identification of medical home and health insurance of children enrolled in child care.	Conducted on-site health and safety assessments that included identification of medical home and health insurance of children enrolled in child care.		
		ECI stakeholders	Stakeholder Support	Provide support to the ECI component work groups for early care, health, and education system building activities.	During the first quarter of the first year, the PD, PA, and SET provided support to the ECI component work groups for early care, health, and education system building activities.	Provided support to the ECI component work groups for early care, health, and education system building activities.		
		ECI stakeholders		Provide cultural competency and leadership development training for the ECI stakeholders.	During the first year, the SET provided cultural competency and leadership development training for the ECI stakeholders.	Increased knowledge and awareness among ECI stakeholders on cultural competency and leadership issues.		
		ECI stakeholders		Incorporate cultural competency principles into Early Care, Health, and Education system planning and implementation.	During the first year, the SET incorporated cultural competency principles into Early Care, Health, and Education system planning and implementation.	Incorporated cultural competency principles into Early Care, Health, and Education system planning and implementation.		
		Families, consumers, ethnic minorities, business leaders, physicians, and local community associations		Continue to broaden the membership of the stakeholders to include families, consumers, ethnic minorities, business leaders, physicians, and local community associations.	During the first year, the PD, PA, and SET continued to broaden the membership of the stakeholders to include families, consumers, ethnic minorities, business leaders, physicians, and local community associations.	Broadened stakeholder membership to include families, consumers, ethnic minorities, business leaders, physicians, and local community associations.		
		ECI stakeholders, ECI component work groups, and ECO Co-chair committee		Review and refine the operations of the ECI stakeholders, ECI component work groups, and ECI Co-chair committee.	During the second quarter of the first year, the SET reviewed and refined the operations of the ECI stakeholders, ECI component work groups, and ECI Co-chair committee.	Reviewed and refined the operations of the ECI stakeholders, ECI component work groups, and ECI Co-chair committee.		
		Maternal and Child Health program's	Linkages Across Early Childhood Initiatives	Update the internal scan of the Maternal and Child Health program's capacity to address early childhood services.	During the fourth quarter of the first year, the PA updated the internal scan of the Maternal and Child Health program's capacity to address early childhood services.	Increased awareness of the program's gaps.		
		Executive Branch		Provide technical assistance to the Executive Branch to address system development for Iowa's Early Care, Health, and Education system.	During the first year, SET provided technical assistance to the Executive Branch to address system development for Iowa's Early Care, Health, and Education system.	System development for Iowa's Early Care, Health, and Education system is addressed.		
		Local communities		Conduct regional meetings to introduce Iowa's Early Care, Health, and Education System Strategic Plan and engage local communities.	During the first quarter of the first year, SET, PD, and PA conducted regional meetings to introduce Iowa's Early Care, Health, and Education System Strategic Plan and engage local communities.	Iowa's Early Care, Health, and Education System Strategic Plan is introduced, and local communities are engaged.		

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		Business partners	Identification and Fostering of Early Childhood Champions	Partner with Urban Education Network, the Children's Cabinet, and child advocacy organizations like Every Child Counts and Iowa Child Care and Early Education network to engage business partners.	During the first year, SET, PD, and PA partnered with Urban Education Network, the Children's Cabinet, and child advocacy organizations to engage business partners.	Engaged business partners.		
		Early Childhood Champions		Communicate ECI stakeholders' recommendations for system development to the Children's Cabinet.	During the first year, SET communicated ECI stakeholders' recommendations for system development to the Children's Cabinet.	ECI stakeholders' recommendations for system development are communicated to the Children's Cabinet.	Children's Cabinet is not as active/engaged as hoped.	
		Early Childhood Related Boards and Councils		Explore convening early childhood related boards and councils to advance Iowa's Strategic Plan.	During the first quarter of the first year, SET explored convening early childhood related boards and councils to advance Iowa's Strategic Plan.	Early childhood related boards and councils are convened to advance Iowa's Strategic Plan.		
		Iowa's Strategic Plan	Continuous Quality Improvement for Plan Implementation	Establish baselines and trend data for Iowa's Strategic Plan indicators and goal measures.	During the first and second quarter of the first year, SET established baselines and trend data for Iowa's Strategic Plan indicators and goal measures.	Baselines and trend data for Iowa's Strategic Plan indicators and goal measures are established.		
		Iowa's Strategic Plan		Determine benchmarks and targets for Iowa's Strategic Plan indicators and goal measures.	During the first and second quarter of the first year, SET and ECI component work groups determined benchmarks and targets for Iowa's Strategic Plan indicators and goal measures.	Benchmarks and targets for Iowa's Strategic Plan indicators and goal measures are determined.		
		Iowa's Strategic Plan		Develop and implement mechanisms for reporting progress in achieving goals of Iowa's Strategic Plan.	During the first and second quarter of the first year, SET developed and implemented mechanisms for reporting progress in achieving goals of Iowa's Strategic Plan.	Mechanisms for reporting progress in achieving goals of Iowa's Strategic Plan are developed and implemented.		
		Iowa's Strategic Plan		Develop and implement a process to regularly review, analyze, and reassess Iowa's Strategic Plan.	During the first and second quarter of the first year, SET developed and implemented a process to regularly review, analyze, and reassess Iowa's Strategic Plan.	A process to regularly review, analyze, and reassess Iowa's Strategic Plan is developed and implemented.		
		Iowa's Strategic Plan		Reassess Iowa's Strategic Plan to assure that it addresses the needs of all children including disparate populations and children with special health care needs.	During the third quarter of the first year, SET and ECI component work groups reassessed Iowa's Strategic Plan to assure that it addresses the needs of all children including disparate populations and children with special health care needs.	Iowa's Strategic Plan is reassessed to assure that it addresses the needs of all children including disparate populations and children with special health care needs.		
		Iowa Child and Family Household Health Survey	Iowa Child and Family Household Health Survey	Collaborate in planning and conducting the second version of the Iowa Child and Family Household Health Survey.	During the first and second quarter of the first year, the PD collaborated with the contractor, University of Iowa's Public Policy Center, in planning and conducting the second version of the Iowa Child and Family Household Health Survey.	Collaborated in planning and conducting the second version of the Iowa Child and Family Household Health Survey.		
		Iowa Child and Family Household Health Survey		Determine population-based data for early childhood indicators and goal measures that are not currently available.	During the first quarter of the first year, the PD determined population-based data for early childhood indicators and goal measures that are not currently available.	Population-based data for early childhood indicators and goal measures that are not currently available are determined.		
		Iowa Child and Family Household Health Survey		Publish and disseminate results of the early childhood section of the Iowa Child and Family Household Health Survey.	During the fourth quarter of the first year, the PD in collaboration with the University of Iowa's Public Policy Center published and disseminated results of the early childhood section of the survey.	Results of the early childhood section of the survey are published and disseminated.		

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		Early childhood evidence-based research models	Incorporation of Evidence-Based Research Models	Establish criteria for assessing evidence-based research models for system planning and implementation for Iowa's Early Care, Health, and Education System.	During the second and third quarter of the first year, the SET established criteria for assessing evidence-based research models.	Criteria for assessing evidence-based research models are established.		
		Early childhood evidence-based research models		Disseminate criteria for use in assessing local programs and services.	During the third and fourth quarter of the first year, the PD disseminated criteria for use in assessing local programs and services.	Criteria for use in assessing local programs and services are disseminated.		
		Early childhood evidence-based research models		Promote evidence-based programs and services among ECI represented organizations.	During the fourth quarter of the first year, the SET and PD promoted evidence-based programs and services among ECI represented organizations.	Evidence-based programs and services are promoted among ECI represented organizations.		
		Early childhood evidence-based research models		Establish ECI website as the link for information on early childhood evidence-based research models.	During the third and fourth quarter of the first year, the SET, PA and PD established ECI website as the link for information on early childhood evidence-based research models.	ECI website is established as the link for information on early childhood evidence-based research models.		
		Iowa's financing strategy	Financing Strategy Promotion	Refine Iowa's financing strategy for the Early Care, Health, and Education System.	During the first and second quarter of the first year, the PD refined Iowa's financing strategy.	Iowa's financing strategy for the Early Care, Health, and Education System is refined.		
		Iowa's financing strategy		Provide financing strategy recommendations to the Children's Cabinet.	During the second quarter of the first year, the SET provided financing strategy recommendations to the Children's Cabinet.	Financing strategy recommendations are provided to the Children's Cabinet.	Children's Cabinet is not as active/engaged as hoped.	
		Early childhood advocacy organizations		Partner with early childhood advocacy organizations like Every Child Counts and Iowa Early Childcare and Early Education Network to promote the financing strategy among legislators and other key decision makers (e.g., directors of state departments, Governor, Governor's staff).	During the first year, the SET partnered with early childhood advocacy organizations like Every Child Counts and Iowa Early Childcare and Early Education Network to promote the financing strategy among legislators and other key decision makers.	The financing strategy is promoted among legislators and other key decision makers.		
		Legislators		Recruit legislators to serve on the ECI Resources and Funding component work group.	During the first year, the SET recruited legislators to serve on the ECI Resources and Funding component work group.	Legislators recruited to serve on the ECI Resources and Funding component work group.		
		State Agency Directors of the Children's Cabinet	System Integration	Secure commitment of state agency directors of the Children's Cabinet to explore opportunities for aligning funds.	During the first year, the SET secured commitment of state agency directors of the Children's Cabinet to explore opportunities for aligning funds.	Secured commitment of state agency directors of the Children's Cabinet to explore opportunities for aligning funds.		
		Children's Cabinet		Encourage the Children's Cabinet to direct resources towards research/evidence-based practices.	During the fourth quarter of the first year, the SET encouraged the Children's Cabinet to direct resources towards research/evidence-based practices.	Resources are directed towards research/evidence-based practices.		
		State agencies		Assure that state agencies represented on the Children's Cabinet have incorporated the goals of Iowa' Strategic Plan into the work of their agencies.	During the first year, the SET assured that state agencies represented on the Children's Cabinet have incorporated the goals of Iowa' Strategic Plan into the work of their agencies.	The state agencies represented on the Children's Cabinet have incorporated the goals of Iowa' Strategic Plan into their work.	Children's Cabinet is not as active/engaged as hoped.	
		Policy barriers		Identify policy barriers for aligning funds and strategies to eliminate barriers to systems integration.	During the first year, the SET identified policy barriers for aligning funds and strategies to eliminate barriers.	Policy barriers for aligning funds and strategies to eliminate these barriers are identified.		
		Community		Increase community investment in early care, health, and education system.	Ratio of Community Empowerment local cash investments to state and federal investments.	Ratio of Community Empowerment local cash investments to state and federal investments.		

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		Business sector partners	Public-Private Partnerships	Use business sector champions to develop strategies to engage additional business sector partners.	During the first year, the SET used business sector champions to develop strategies to engage additional business sector partners.	Engaged additional business sector partners to garner resources for Iowa's Early Care, Health, and Education System.		
		Private Partners		Develop messages to articulate economic and social returns on investment in early childhood.	During the first year, the SET developed messages to articulate economic and social returns on investment in early childhood.	Cultivated new public-private partnerships to garner resources for Iowa's Early Care, Health, and Education System.		
		Public		Develop a social marketing plan to reach target audiences.	During the third quarter of the first year, the SET, PD, and PA developed a social marketing plan to reach target audiences.	Developed a social marketing plan to reach target audiences.		
				Explore private funding and resources to assist in developing and financing a public awareness campaign.	During the first year, the SET, PD, and PA explored private funding and resources to assist in developing and financing a public awareness campaign.	Identified private funding and resources to assist in developing and financing a public awareness campaign.		
		Policy Makers and Elected Officials	Public Awareness Campaign	Partner with early childhood advocacy networks to educate policy makers and elected officials about early childhood issues and Iowa's strategic plan.	During the first year, the SET partnered with early childhood advocacy networks to educate policy makers and elected officials about early childhood issues and Iowa's strategic plan.	Increased awareness and knowledge among policy makers and elected officials about early childhood issues and Iowa's strategic plan.		
		Early Childhood Advocates		Continue to update the Early Childhood Advocacy Toolkit for early childhood advocates.	During the second, third, and fourth quarters of the first year, the PA and SET continued to update the Early Childhood Advocacy Toolkit for early childhood advocates.	Increased awareness among early childhood advocates about early childhood issues.		
		Iowa's financing strategy		Refine Iowa's financing strategy for the Early Care, Health, and Education System.	During the first and second quarter of the first year, the PD refined Iowa's financing strategy.	Iowa's financing strategy for the Early Care, Health, and Education System is refined.		
				Provide financing strategy recommendations to the Children's Cabinet.	During the second quarter of the first year, the SET provided financing strategy recommendations to the Children's Cabinet.	Financing strategy recommendations are provided to the Children's Cabinet.	Children's Cabinet is not as active/engaged as hoped.	
		Early childhood advocacy organizations	Sustainability	Partner with early childhood advocacy organizations like Every Child Counts and Iowa Early Childcare and Early Education Network to promote the financing strategy among legislators and other key decision makers (e.g., directors of state departments, Governor, Governor's staff).	During the first year, the SET partnered with early childhood advocacy organizations like Every Child Counts and Iowa Early Childcare and Early Education Network to promote the financing strategy among legislators and other key decision makers.	The financing strategy is promoted among legislators and other key decision makers.		
		Legislators		Recruit legislators to serve on the ECI Resources and Funding component work group.	During the first year, the SET recruited legislators to serve on the ECI Resources and Funding component work group.	Legislators recruited to serve on the ECI Resources and Funding component work group.		
		Community		Increase community investment in early care, health, and education system.	Ratio of Community Empowerment local cash investments to state and federal investments.	Ratio of Community Empowerment local cash investments to state and federal investments.		
			Evaluation	Conduct process evaluation.	The PD monitored the work plan and progress in achieving project objectives by established dates, and accomplishments were maintained in a log of accomplishments.	The PD monitored the work plan and progress in achieving project objectives by established dates, and accomplishments were maintained in a log of accomplishments.		
				Conduct outcome evaluation.	The PD evaluated the extent to which the project activities promoted system change to further the implementation of Iowa's strategic plan.	The PD evaluated the extent to which the project activities promoted system change to further the implementation of Iowa's strategic plan.		