

**Logic Model for SECCS Grant Program:  
The Maine Early Childhood Systems Initiative (Humane Systems for Early Childhood) Grant**

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>	TOTAL FUNDS REQUESTED (for the first year of the project): <b>\$140,000</b> TOTAL PROJECT BUDGET (for the first year of the project): <b>\$140,000</b>	General Public	Website for Early Childhood State Plan	Identify interim host sites for state plan.	By August 2006, identified interim host sites for a state plan called Invest Early in Maine, which is a working plan for the Humane Systems for Early Childhood Grant Program.	Interim host sites for a state plan called Invest Early in Maine, which is a working plan for the Humane Systems for Early Childhood Grant Program, are identified.		
<b>Maine Department of Health and Human Services (DHHS)</b> is the lead agency. The Maine DHHS provides health and human services to the people of Maine so that all persons may achieve and maintain their optimal level of health and their full potential for economic independence and personal development.	<b>PROJECT INPUTS (i.e., personnel and non-personnel)</b>			Work with Office of Child and Family Services (OCFS) and Maine Center for Disease Control (MeCDC) on Early Childhood Initiative (ECI) web pages, which include the state plan called Invest Early in Maine, SECCS partners, and SECCS Task Force meeting minutes.	By September 2006, worked with OCFS and MeCDC on ECI web pages, which include the state plan called Invest Early in Maine, SECCS partners, and SECCS Task Force meeting minutes.	Worked with OCFS and MeCDC on ECI web pages, which include the state plan called Invest Early in Maine, SECCS partners, and SECCS Task Force meeting minutes.		
<b>Maine Early Childhood Systems Initiative (Humane Systems for Early Childhood) Grant: Focus is</b> to create and sustain humane, family-centered, community-rooted, culturally proficient, and strengths-based systems to support young children and families.	<b>Personnel:</b>			Generate a list of partners who can provide a link to the ECCS website, particularly as it relates to the legislatively mandated subcommittee of the Task Force that will study Child Development Services.	By December 2006, generated a list of partners who can provide a link to the ECCS website, particularly as it relates to the legislatively mandated subcommittee of the Task Force that will study Child Development Services.	A list of partners who can provide a link to the ECCS website, particularly as it relates to the legislatively mandated subcommittee of the Task Force that will study Child Development Services is generated.		The Department of Education worked well with the Department of Health and Human Services on this activity.
<b>Project Goals:</b> 1) To galvanize public interest, participation in Task Force on Early Childhood work; 2) To implement Year 1.5 of State Humane Early Childhood Systems Plan; 3) To ensure the voice of early childhood in all appropriate venues (including non-traditional forums); 4) To support local early childhood infrastructure; and 5) To show progress toward sustainable, humane systemic changes for Maine's children and families.	Director of Special Projects: 1.0 FTE			Develop protocol for posting updates and minutes to the Early Childhood Initiative (ECI) website.	By December 2006, developed protocol for posting updates and minutes to the ECI website.	Protocol for posting updates and minutes to the ECI website is developed.	The ECCS coordinator sits between 2 offices (Office of Child and Family Services as well as Maine Center for Disease Control) in the Department of Health and Human Services (DHHS). Therefore, this website has been difficult to fit into the overall DHHS communication plan given its affiliation with two offices in DHHS.	
<b>ENVIRONMENT:</b>	Fringe Benefits: Health insurance, life insurance, retirement, and dental coverage.			Co-brand early childhood programs and initiatives.	By December 2006, co-branded early childhood programs and initiatives.	Early childhood programs and initiatives are co-branded.	Early childhood programs and initiatives hesitate letting go of their individual name/brand in order to co-brand.	The Invest in Maine established a common ground for the early childhood initiatives to stand on to work on advancing the state's early childhood agency.
Maine's early childhood health, family support, education and community systems are fragmented, silo funded, and drain our social capital.	<b>Non-Personnel:</b>			Secure technical assistance for effective early childhood campaigns.	By August 2007, secured technical assistance for effective early childhood campaigns.	Technical assistance for effective early childhood campaigns is secured.		
Inadequate investments in early childhood prevention, intervention and resources lead to high long-term costs. These issues negatively affect children's school readiness, families' ability to work productively, and the state's economic development.	Direct Costs: Sum of staff travel, equipment (e.g., computer), supplies (e.g., printer cartridges), contractual costs, and other (e.g., office rent, staff parking, cell phone, telephone, and technology support).	Office of Child and Family Services (OCFS) public relations staff	Explore potential to leverage Early Childhood Initiative work into general OCFS public relations staff and Integration plan (e.g., offer seed money and invite other OCFS programs to contribute money for these seed grants).	By August 2007, explored potential to leverage Early Childhood Initiative work into general OCFS public relations staff and Integration plan (e.g., offer seed money and invite other OCFS programs to contribute money for these seed grants).	Potential to leverage Early Childhood Initiative work into general OCFS public relations staff and Integration plan (e.g., offer seed money and invite other OCFS programs to contribute money for these seed grants) is explored.	DHSS is in a deficit budget.	Other related work from the Future Search Groups contributed to the progress of this activity.	

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Substantial numbers of our young children continue to enter their school years lacking physical and emotional health and safety; a sense of their own worth and dignity; a resilient spirit; and the capacity to thrive in their schools, families, and communities.	Indirect Costs: 10.2%, according to the State of Maine Indirect Cost Rates Agreement of 2003 for all health programs.	General Public	Marketing Early Childhood	Develop Early Childhood marketing plan, which includes government and other early childhood efforts/campaigns.	By November 2006, developed Early Childhood marketing plan, which includes government and other early childhood efforts/campaigns.	Early Childhood marketing plan, which includes government and other early childhood efforts/campaigns, is developed.		The Attorney General used a standard Early Childhood Initiative powerpoint to present this topic to entities like the Chamber of Commerce.	
This is an election year for Maine, whereby the term limits for Maine legislators will generate a huge turnover in experience, requiring very focused education efforts for all of Maine's interest groups. This means early childhood, without its singular voice, will be competing at a deficit with stronger lobbyists.	<b>OTHER INPUTS (contracts, other grant awards, matching funds):</b>	Governor, Attorney General		Coordinate Invest Early Work to maximize visibility of early childhood to Governor and Attorney General.	By November 2006, coordinated Invest Early Work to maximize visibility of early childhood to Governor and Attorney General.	Invest Early Work is coordinated to maximize visibility of early childhood to Governor and Attorney General.			
<b>PARTNERING ORGANIZATIONS:</b>	There is a contract with the Communities for Children and Youth through the State Planning Office. The contractor will work on capacity building and supporting communities with a Vista to do grassroots level work.	Governor		Plan a speaker's tour related to early childhood with the Governor.	By Fall 2007, planned a speaker's tour related to early childhood with the Governor.	A speaker's tour related to early childhood with the Governor is planned.			
<b>Department of Education:</b> oversees educational programming and professional development.	There is a contract with the Region 1 Child Care Health Consultant Training Collaborative in which the contractor will coordinate regional trainings and evaluate its trainings.	Legislators		Plan the legislator bus tours to focus on early childhood education.	By Fall 2007, planned the legislator bus tours to focus on early childhood education.	The legislator bus tours that focus on early childhood education are planned.			
<b>Attorney General:</b> uses the law to protect and serve the people of Maine.	There is a contract related to marketing. While the contractor has not yet been identified, the contractor will produce quarterly work on activities.			Plan early childhood education sessions for the legislature.	By January 2007, planned early childhood education sessions for the legislature.	Early childhood education sessions for the legislature are planned.			
<b>Maine Women's Lobby:</b> protect access to abortion, family planning, and sexuality education; secure adequate family leave; and, increase access to higher education.	There is money allocated to seed grants to continue data collection and reporting on a pilot for the School Readiness Initiative. The seed grant recipients will produce marketing materials to support the ECCS implementation and inform early childhood partners about this initiative.			Judges	Plan informational sessions on early childhood with the judicial branch.	By October 2007, planned informational sessions on early childhood with the judicial branch.	Informational sessions on early childhood with the judicial branch are planned.		
<b>Maine Children's Trust:</b> a statewide non-profit organization whose mission is to prevent child abuse and neglect.		Governor		Plan site visit tour with Governor's Office (e.g., visit existing quality programs utilizing the early Learning Guidelines and working on Teacher competency (MRTQ), visit quality training programs, and visit effective co-locations "HUBS").	Planned site visit tour with Governor's Office (e.g., visit existing quality programs utilizing the early Learning Guidelines and working on Teacher competency (MRTQ), visit quality training programs, and visit effective co-locations "HUBS").	A site visit tour with Governor's Office (e.g., visit existing quality programs utilizing the early Learning Guidelines and working on Teacher competency (MRTQ), visit quality training programs, and visit effective co-locations "HUBS") is planned.			
<b>Maine Children's Alliance:</b> advocates for sound public policies to improve the lives of all Maine's Children, Youth and Families.		Business Leaders		Governor's Community Summit on Early Childhood	Identify co-sponsors of the summit by contacting key business leaders.	Identified co-sponsors of the summit by contacting key business leaders.	Co-sponsors of the summit are identified by contacting key business leaders.		
<b>Association of Maternal and Child Health Programs:</b> represents state public health leaders who promote the health of America's families.		Summit Planning Team Members			Develop 10 member planning team representing public and private sectors including parents for the Summit.	Developed 10 member planning team representing public and private sectors including parents for the Summit.	10 member planning team representing public and private sectors including parents for the Summit is developed.		

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<b>Maine National Association for the Advancement of Colored People:</b> insures the political, educational, social and economic equality of minority groups and citizens.		Planning Consultant	Governor's Community Summit on Early Childhood	Hire a planning consultant for the Governor's Summit on Early Childhood.	Hired a planning consultant for the Governor's Summit on Early Childhood.	A planning consultant for the Governor's Summit on Early Childhood is hired.		
<b>Anthem Blue Cross Blue Shield:</b> aims to improve the health of the people it serves.		Summit Planning Team Members, Planning Consultant		Determine the conference logistics such as the date, location, size, and format.	Determined the conference logistics such as the date, location, size, and format.	The conference logistics such as the date, location, size, and format are determined.		
<b>National Center for Cultural Competence:</b> increases the capacity of health and mental health programs to design implement, and evaluate culturally and linguistically competent service delivery systems.		Summit Invitees		Develop the Summit invitation list.	Developed the Summit invitation list.	The Summit invitation list is developed.		
<b>Maine Association for Infant Mental Health:</b> encourages the awareness of infancy as a critical period in the development of individuals.		Summit Planning Team Members, Planning Consultant		Develop Draft Summit agenda to align and advance the Governor's policy agenda on early childhood.	Developed Draft Summit agenda to align and advance the Governor's policy agenda on early childhood.	Draft Summit agenda to align and advance the Governor's policy agenda on early childhood is developed.		
<b>Early Head Start/Head Start:</b> is a Federal direct service program providing comprehensive child and family development services for families with children from birth to age five.				Develop speaker's list for the Summit.	Developed a speaker's list for the Summit.	A speaker's list for the Summit is developed.		
<b>Department of Economic and Community Development:</b> creates economic opportunity for the people of Maine.				Invite key speakers to the Summit.	Invited key speakers to the Summit.	Key speakers to the Summit are invited.		
<b>Office of Substance Abuse:</b> administers services for substance abuse prevention.				Mail a "hold the date" notice for the Summit.	Mailed a "hold the date" notice for the Summit.	A "hold the date" notice for the Summit is mailed.		
<b>Department of Labor:</b> offers a diverse array of services to Maine workers, employers, and job seekers with the mission of promoting the economic well being of the labor force and employers, attracting and retaining a wide range of employment opportunities, promoting independence and lifelong learning, fostering economic stability, and ensuring the safe and fair treatment of all people on the job.		Business Leaders		Identify key business leaders associated with economic development who are willing to provide leadership at the summit.	Identified key business leaders associated with economic development who are willing to provide leadership at the summit.	Key business leaders associated with economic development who were willing to provide leadership at the summit are identified.		
<b>Child Development Services:</b> consists of regional sites organized as intermediate educational units or as private non-profit corporations, one state level intermediate educational units and the Interdepartmental Coordinating for Early Intervention advisory board.		Business Leaders		Have key business leaders identify the people in their community who should attend the summit.	Had key business leaders identify the people in their community who should attend the summit.	The people in the community who should attend the summit will be identified by the key business leaders.		
<b>Head Start:</b> is a comprehensive early childhood development program for children, ages 3-5, whose family income is at or below the poverty level or who have a disability.		Business Leaders		Engage the people in the community identified by key business leaders pre-summit and post-summit.	Engaged the people in the community identified by key business leaders pre-summit and post-summit.	People in the community identified by key business leaders pre-summit and post-summit will be engaged.		
<b>Maine Chapter American Academy of Pediatrics:</b> is a membership organization of 220 pediatricians and sub specialists who are dedicated to fulfilling the Chapter's mission: to improve the lives of children and adolescents in Maine.		Business Leaders	Engage key business leaders in presenting economic development and early childhood issues at the summit.	Engaged key business leaders in presenting economic development and early childhood issues at the summit.	Key business leaders are engaged in presenting economic development and early childhood issues at the summit.			
<b>Zero to Three:</b> supports the healthy development and well-being of infants, toddlers and their families.		Summit Planning Team Members, Planning Consultant	Announce that the Summit is part of the overall Early Childhood Initiative.	Announced that the Summit is part of the overall Early Childhood Initiative.	Announced that the Summit is part of the overall Early Childhood Initiative.			

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<p><b>Maine Youth Advisory Leadership Team:</b> is a team of Maine youth in care (in state custody), ages 14-21, engaged in the education of the government, general public, caregivers, and peers regarding the needs of children and young adults in the child welfare system.</p> <p><b>Maine Chapter of Fight Crime - Invest in Kids:</b> is led by police chiefs, sheriffs, prosecutors, other law enforcement leaders, and violence survivors dedicated to preventing crime and violence.</p> <p><b>University of Maine (Cooperative Extension, Muskie School of Public Service, Institute for Public Sector Innovation, Margaret Chase Smith Policy Center):</b> contributes to ECCS implementation efforts through its various centers and institutes.</p>		Summit Planning Team Members, Planning Consultant	Governor's Community Summit on Early Childhood	Prepare summit materials (e.g., speaker presentations, toolkits, school readiness indicators report, and the ECCS strategic plan).	Prepared summit materials (e.g., speaker presentations, toolkits, school readiness indicators report, and the ECCS strategic plan).	Summit materials are prepared (e.g., speaker presentations, toolkits, school readiness indicators report, and the ECCS strategic plan).		
				Develop summit attendance list.	Developed summit attendance list.	Summit attendance list is developed.		
				Implement the Summit.	Implemented the Summit.	The Summit is implemented.		
				Highlight the actions taken during the Summit.	Highlighted the actions taken during the Summit.	The actions taken during the Summit are highlighted.		
		Leads for the State Humane Early Childhood Systems Plan	Implementation of the Plan	Assign leads to implement the State Humane Early Childhood Systems Plan, communicate implementation progress, and identify resource needs.	Assigned leads to implement the State Humane Early Childhood Systems Plan, communicate implementation progress, and identify resource needs.	Leads are assigned to implement the State Humane Early Childhood Systems Plan, communicate implementation progress, and identify resource needs.	Staff turnover makes it difficult to assign leads and then ensure these leads can execute the plan.	On the other hand, some individuals never change jobs, so the stability ensures that they can execute the parts of the implementation plan assigned to them.
		Task Force Steering Committee and Children's Cabinet		Formalize a mechanism within Task Force Steering Committee and Children's Cabinet for addressing obstacles or necessary modifications to the implementation plan for the State Humane Early Childhood Systems Plan.	Formalized a mechanism within Task Force Steering Committee and Children's Cabinet for addressing obstacles or necessary modifications to the implementation plan for the State Humane Early Childhood Systems Plan.	A mechanism within Task Force Steering Committee and Children's Cabinet for addressing obstacles or necessary modifications to the implementation plan for the State Humane Early Childhood Systems Plan is formalized.	Sometimes it is difficult to identify who is a voting member when the steering committee is so large.	People want to be a part of the ECCS steering committee even if they are not voting members.
		Early Childhood Division Director	Ensure the voice of early childhood in appropriate venues	Support the Early Childhood Division Director in developing policy for division as it relates to OCFS integration and The Governor's Children's Cabinet Task Force on Early Childhood (TFEC) state plan.	Supported the Early Childhood Division Director in developing policy for division as it relates to OCFS integration and the TFEC state plan.	The Early Childhood Division Director is supported in developing policy for division as it relates to OCFS integration and the TFEC state plan.	The Director doesn't yet understand the early childhood system	
		Early Childhood Vista Team	Local Early Childhood Infrastructure	Develop Early Childhood Vista team.	By September 2006, developed an Early Childhood Vista team.	An Early Childhood Vista team is developed.	Time is a barrier for this particular activity. Recruiting vistas for rural parts of Maine continues to be another challenge. Communities also had to change the application for the vistas.	One individual's primary focus revolves around recruiting vistas for all areas of Maine.
		Bucksport Bay Early Childhood Network		Work with Bucksport Bay Early Childhood Network for Year 2 of pilot of a community assessment tool to develop its work into a "promising practice."	By July 2007, worked with Bucksport Bay Early Childhood Network for Year 2 of pilot of a community assessment tool to develop its work into a "promising practice."	Bucksport Bay Early Childhood Network is worked with for Year 2 of pilot of a community assessment tool to develop its work into a "promising practice."		The Maine Immunization Program funds this activity.
		Communities for Children and Youth Internet Mapping for Communities Projects Staff		Promote use and expansion of Communities for Children and Youth's Internet Mapping for Communities Projects.	By August 2007, promoted use and expansion of Communities for Children and Youth's Internet Mapping for Communities Projects.	Use and expansion of Communities for Children and Youth's Internet Mapping for Communities Projects is promoted.	Expansion cannot continue without the funding needed for additional data sets.	The core infrastructure exists and the current data sets have been incorporated into the structure.

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		State Planning Office Staff	Local Early Childhood Infrastructure	Work with State Planning Office to incorporate local Early Childhood data into annual municipal reports.	By August 2007, worked with State Planning Office to incorporate local Early Childhood data into annual municipal reports.	State Planning Office is worked with to incorporate local Early Childhood data into annual municipal reports.	There are not enough data sets to incorporate into the annual municipal reports.		
		Maine Family Networks		Continue funding of Maine Family Networks, which is a parent driven organization comprised of families with kids entering kindergarten that work on connecting other families to medical and educational homes.	By August 2007, continued funding of Maine Family Networks.	Funding of Maine Family Networks is continued.			
		National Organizations		Work with national organizations (e.g., National Alliance of Children's Trust, Future Search Networks, and Fight Crimes: Invest in Kids) who have expressed interest in Maine's innovative early childhood project called the Early Childhood Initiative.	By August 2007, worked with national organizations who have expressed interest in Maine's innovative early childhood project.	Worked with national organizations who have expressed interest in Maine's innovative early childhood project.			
		Healthy Maine Partnerships Staff, Office of Substance Abuse Staff		Establish stronger connection to Healthy Maine Partnerships (an informal public health infrastructure) and Office of Substance Abuse (Substance Abuse and Mental Health Services Administration State Incentive Grants awardees).	By May 2007, established stronger connection to Healthy Maine Partnerships (an informal public health infrastructure) and Office of Substance Abuse (Substance Abuse and Mental Health Services Administration State Incentive Grants awardees).	A stronger connection to Healthy Maine Partnerships (an informal public health infrastructure) and Office of Substance Abuse (Substance Abuse and Mental Health Services Administration State Incentive Grants awardees) is established.		An outline that aligns public health districts with state agencies exists.	
		Public Health Nurses, Head Start/Early Head Start Staff		Promote ongoing cross-disciplinary training opportunities using existing resources (i.e., opening Home Visiting Training to public health nursing and Head Start/Early Head Start).	Promoted ongoing cross-disciplinary training opportunities using existing resources (i.e., opening Home Visiting Training to public health nursing and Head Start/Early Head Start).	Ongoing cross-disciplinary training opportunities using existing resources (i.e., opening Home Visiting Training to public health nursing and Head Start/Early Head Start) is promoted.	The funding for this activity ended in February 2007 due to budget cuts.		
		Maine Children's Alliance Staff		Sustainability	Work with Maine Children's Alliance/Kids Count to optimally measure and report system change (in conjunction with Maternal and Child Health Block Grant, School Readiness Indicators Project, the Children's Cabinet Maine Marks and others).	Worked with Maine Children's Alliance to optimally measure and report system change (in conjunction with Maternal and Child Health Block Grant, School Readiness Indicators Project, the Children's Cabinet Maine Marks and others).	Maine Children's Alliance is worked with to optimally measure and report system change (in conjunction with Maternal and Child Health Block Grant, School Readiness Indicators Project, the Children's Cabinet Maine Marks and others).		
		Department of Health and Human Services Staff			Incorporate recommendations of the Early Childhood Initiative into Department reorganizations and state policies.	Incorporated recommendations of the Early Childhood Initiative into Department reorganizations and state policies.	Recommendations of the Early Childhood Initiative are incorporated into Department reorganizations and state policies.	Primary prevention is a tertiary focus for the Department.	
				Evaluation	Share updates on recommendation activities at The Governor's Children's Cabinet Task Force on Early Childhood (TFEC) monthly meetings as they related to the Year One Progress Indicators.	Shared updates on recommendation activities at the TFEC monthly meetings as they related to the Year One Progress Indicators.	Updates on recommendation activities are shared at the TFEC monthly meetings as they related to the Year One Progress Indicators.		
			Work with Quality Assurance from OCFS on performance measures within the Division of Early Childhood.		Worked with Quality Assurance from OCFS on performance measures within the Division of Early Childhood.	Quality Assurance from OCFS is worked with on performance measures within the Division of Early Childhood.	Two organizations measure child well-being differently, which makes for incompatible data sets.	The state level public health workgroup is addressing the need for an epidemiology for public health and Office of Child and Family Services.	
			Work with the Children's Cabinet and Maine Children's Alliance on data measures.		Worked with the Children's Cabinet and Maine Children's Alliance on data measures.	Children's Cabinet and Maine Children's Alliance are worked with on data measures.			