

# STRATEGIC PLAN 2018-2021



## *Vision*

Ensuring children  
are born safe,  
healthy and eager  
to succeed in school  
and throughout  
their lives

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September 2017

Dear Stakeholders:

Serving Menominee county children and families is our highest priority. Investing in a child's development is the most important decision we can make as a community. Research tells us that the first five years of a child's life are critical in shaping our future leaders. It proves that quality early learning experiences directly impact a child's success in school and throughout their lives. Creating a better tomorrow starts with giving our children a "Great Start".



The Menominee County Great Start Collaborative (MCGSC) is a partnership of community leaders, health care professionals, human service agencies, charitable and faith-based organizations, educators and parents dedicated to improving programs and services that are available to Menominee County families. Our goal is to ensure children are born safe, healthy and are ready to enter Kindergarten and eager to learn.

One of the primary components of the Great Start initiative is our Parent Coalition. Parents are their child's first and most important teacher. Members of our Parent Coalition become an advocate for their child and all children in our community. The purpose of the Parent Coalition is to:

- Increase parent participation in early childhood planning and decision making.
- Serve as a "voice" for parents and children in our community.
- Serve as the sounding board for parent members of the Great Start Collaborative.
- Give parents the opportunity to have fun and make a difference.

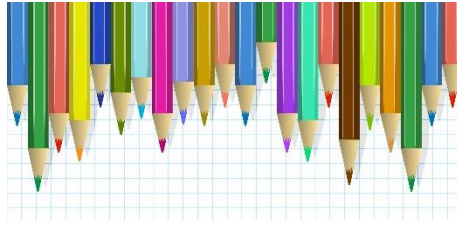
The strategic planning process involved a year-long comprehensive system scan of community stakeholders, educators, service providers, and parents for input on what it takes to have safe, healthy children who are ready to succeed in school and beyond. The resulting information enabled our collaborative to review and reflect on current issues and community needs. The process also included creating a developmental pathway for change, identifying root causes on prioritized goals and objectives and creating strategies and activities that create system change.

The following plan is the foundation upon which we are creating and sustaining a comprehensive and inclusive early childhood system – one that promotes the physical and emotional well-being of children and families in addition to creating supportive and flexible early learning opportunities. We can't thank our partners enough for the endless hours they have put in to creating our next 3-year strategic plan. If you have any questions or if you would like more information on the Great Start Collaborative of Menominee County or our Parent Coalition, please contact me at 906-866-5665 ext. 1028 or [shanson@mc-isd.org](mailto:shanson@mc-isd.org).

Sincerely,

*Sarah K. Hanson*





## **GREAT START COLLABORATIVE MEMBERS AND WORKGROUP PARTICIPANTS**

Rachael Basinski – Parent Member  
Cindy Basse – Great Start to Quality  
Mary Bauer – Menominee County Intermediate School  
Jami Beno – Parent Member  
Allyson Bickel – Greater M&M YMCA  
Deb Dupras – Great Start to Quality  
Cody Hamilton – North Central Area Schools  
Michell Hampton – Greater M&M YMCA  
Sarah Hanson – Menominee County Great Strat Collaborative  
Ron Kraft – Stephenson Area Public Schools  
Ricky Kurian – Northpointe Behavioral Services  
Jennifer MacDonald – Menominee County Intermediate School District  
Andrea Maxwell – CASA of Menominee County  
Brock Nelsen – Public Health Delta Menominee Counties  
Mary Nelson – Menominee County Intermediate School District  
Carrie Polley – Public Health Delta Menominee Counties  
Andrea Grinsteiner- Head Start  
Jan Smith – Menominee County Intermediate School District Literacy Coach  
Becky Stepniak – Menominee County Juvenile Probation  
Katie Simonitch – Menominee County Intermediate School District Early On  
Lori Tickler – Parent member  
Tri-City Area United Way  
Melissa Tucker – Parent Member  
District Rob Villas – Department of Health and Human Services

## **SPECIAL THANKS TO ORGANIZATION AND INDIVIDUALS WHO PARTICIPATED IN THE STRATEGIC PLANNING PROCESS!**





## Executive Summary

The Great Start Collaborative of Menominee County (GSC) was established in August of 2009 and is comprised of community leaders, health care professionals, human service agencies, charitable and faith-based organizations, educators and parents. The 2017 planning year consisted of oversight from a Systems Change Consultant, Stephanie Wagner. The Great Start Collaborative utilized tools and processes from the ABL Change Framework to help guide its strategic plan development. Additional technical assistance and consultation was provided by the Early Childhood Investment Corporation. Funding for the Great Start Collaborative and the Great Start Parent Coalition efforts are provided by a grant from the Michigan Department of Education, Office of Great Start. The Menominee County Intermediate School District (ISD) serves as the fiduciary.

The vision of GSC is to ensure all children are born safe, healthy and eager to succeed in school and throughout their lives. Our GSC does this by offering support to Menominee County families with children birth to age 8. There are 54 collaboratives in the state of MI that are all charged with working towards the four Michigan early childhood outcomes:

**The Action Agenda of this strategic plan is designed specifically to ensure that all Menominee County children are:**

- Born healthy
- Healthy, thriving and developmentally on track from birth to third grade
- Developmentally ready to succeed in school at the time of school entry
- Prepared to succeed in fourth grade and beyond by reading proficiently by the end of third grade

There were four main stages of the planning process:

- **Data Analysis, Collection and Reporting:** With the assistance of the facilitator, the Collaborative reviewed data from Kids Count Data, along with other local early childhood data with OGS outcome areas in mind.
- **Systems Scan Assessment:** Specific questions were formulated from the data analysis. An initial system scan meeting was held with GSC members and a second meeting with our School Readiness Advisory Committee with follow up outreach to ensure inclusion of diverse perspectives. Questions were disseminated to parent groups, kindergarten teachers, other stakeholders, and community members. Feedback and opinions were recorded and reviewed by Collaborative members. Recommendations were made and prioritized.
- **Root Cause Analysis:** The root cause analysis process was utilized to assess and identify system change targets that were actionable, feasible, powerful, and mission aligned. Mega-headlines and headlines were prioritized under two targeted problems: Substance Abuse and Kindergarten Readiness.
- **Strategy and Action Agenda Development:** During a strategic planning meeting in June 2017, the Collaborative selected root causes for system change as focus areas and secondary priorities. The root causes were labeled by



six system characteristics: Mindsets, Components, Connections, Resources, Power, and Regulations. Utilizing reference materials from the ABlE Change manual, members selected strategies that were appropriately based on type of root cause. The strategies were then assembled into an action agenda with goals, objectives, activities, timelines, and person responsible. In order to ensure that the Action Agenda was feasible, the director completed a funding assessment to determine what resources were needed to complete the activities included in the action agenda.

On July 12, 2017, the Menominee County Great Start Collaborative finalized the Goals and Objectives for the Action Agenda. The goals and strategies are based on a one-year timeline. Progress toward action agenda goals will be monitored through an ongoing review process. GSC members have a commitment to continuous learning and the action learning process. This commitment makes it difficult to predict which activities will be the most appropriate in year two and three of the strategic plan. Near the end of each year action agenda progress and emerging needs will be reassessed. The reassessment will be used to develop the annual work plan and action agenda for year two and three of the strategic plan. Members will also be reviewing other causes identified during the root cause analysis to determine if there is readiness to address additional system issues.

### Outcome 1: Children are born healthy.

Goal: All Children in Menominee County are born healthy

Objective: The number of Menominee County children being born to substance abusers is decreasing

- Strategy # 1: Social Marketing Campaign
- Strategy # 2: Community Outreach

### Outcome 2: Children are healthy, thriving and developmentally on track from birth to third grade.

Goal: All services, supports and opportunities are responsive to the evolving needs of all children, youth and families

Objective: Parents have the knowledge and skills to support their child in becoming Kindergarten prepared.

- Strategy # 1 Expand Trainings and Professional Development
- Strategy #2: Community Education





### Outcome 3: Children are developmentally ready to succeed in school at time of school entry.

Goal: Early Childhood services, supports and opportunities are coordinated and aligned.

Objective: All children are attending a high quality pre-K program

- Strategy # 1: Common Assessment Tool for K Readiness
- Strategy # 2: Strengthen Community Outreach to licensed and unlicensed childcare providers and homeschool families

Goal: Early childhood services, supports and opportunities are easy to access and reaching all individuals who need them

Objective: All children are attending a high quality pre-K program.

- Strategy # 1: Maintain and expand simplified process for preschool application
- Strategy # 2: Decrease funding barriers

### Outcome 4: Children are prepared to succeed in fourth grade and beyond by reading proficiently by the end of third grade.

Goal: All children in Menominee County are reading proficiently by the end of third grade

- Strategy # 1: Community education on the importance of early literacy
- Strategy # 2: Parent Education on reading strategies





## Great Start Collaborative Profile & History

The Start Collaborative of Menominee County was established in 2009 and is funded by the Michigan Office of Great Start. The Menominee County Intermediate School District (ISD) serves as the fiduciary for the collaborative and provides accommodations for all Great Start meetings and office space for the director and parent liaison. Both new and established community members from Menominee County have been selected to represent the Great Start Initiative. The Collaborative board includes representatives from a broad range of organizations including parents and service providers from:

- Head Start
- Department of Health and Human Services
- Spies Public Library
- Menominee County Intermediate School District
  - Early Childhood Services Coordinator/Parent Liaison
  - GSC Director
  - LD Teacher Consultant
  - Early On
  - Great Parents Great Start Home Visitor
  - Literacy Coach
- Public Health Delta Menominee Counties
- Great Start to Quality
- Tri-City Area United Way
- CASA of Menominee County
- Northpointe Behavioral Services
- Menominee County Juvenile Probation
- YMCA
- Parents
- Stephenson Area Public Schools
- North Central Area Schools



The Menominee GSC has achieved many successes including:

- In October 2012, the Collaborative developed a KIDS Cash Health and Wellness Incentive Program with over thirty businesses participating. The purpose of this incentive program is to engage families and children in making healthy choices. In 2017, our GSC created a Kids Cash Store as an incentive for children to save their Kids Cash for educational toys!
- Since 2014, Great Start and the ISD have been receiving an annual grant from Tri City Area United Way to support the Imagination Library program.
- In 2016, Great Start received two additional grants from the M&M Area Community Foundation to support our Imagination Library program.
- The Menominee County Imagination Library has been growing significantly over the past two years with nearly 500 children currently enrolled. This is 40% of all Menominee County children ages 0-5!





- In 2016, Great Start formed an Early Literacy Council that has been implementing numerous literacy programs including: Book drives (to provide free books to all kids who attend GSC events) Literacy Nights, 1000 Books B4 Kindergarten, Adventure Course and much more planned for 2018!
- In 2017, GSC completed the Strengthening Families Assessment with our Parent Coalition and identified two goals:
  - ★ The Great Start Parent Coalition actively builds relationships with service providers and families by highlighting services and events and sharing resources when possible
  - ★ The Great Start Parent Coalition recognizes the unique parenting challenges experienced by families with children who have special needs and/or are in crisis by connecting families with resources

The Great Start Collaborative of Menominee County was fortunate to have the guidance of Stephanie Wagner, Systems Change Consultant, and Michele Chenier, Technical Assistant Specialist, during the strategic planning process. The data collected in the plan is based on state-wide Kids Count data, data collected from other state-wide resources, and a system scan of the current early childhood programs and services. The information from analysis of this data supports the foundation for this strategic plan and the early childhood action agenda for Menominee County.

The Parent Coalition and the Collaborative recognize the vital role parents play in terms of the Great Start Initiative. Together they strive to be the voice for children in Menominee County. The Collaborative is eager to include parents and strongly supports the Parent Coalition. Accomplishments of the Parent Coalition include:

- Parent Coalition membership and involvement
- Establishment of parent cafés throughout the county
- Development of a Facebook page and newsletter that have become great communication tools for outreach throughout this rural area
- Participation in our literacy events and Adventure Course Fundraiser for Imagination Library
- Strengthening Families Assessment
- Many have also expressed an interest in participating in the Trusted Advisors Grant work





## Community Needs and Strengths Assessment

### The Great Start of Collaborative of Menominee County

#### *Vision*



A Great Start for every child in Menominee County. Safe, healthy and ready to succeed in school and in life.

#### *Mission*



Working together in our community to accomplish better results for all the families of young children.

***Statement of Identity:*** The Menominee County Great Start Collaborative (MCGSC) is the local planning and decision-making body for the Great Start system – Michigan’s comprehensive early childhood system, directed by the Office of Great Start. MCGSC is charged with working toward the four outcomes directed by the Office of Great Start. The goal of the Great Start system is for all Michigan children to be healthy and ready to succeed in school and in life.

#### *Values*

- Children and families are the highest priority.
- Children with the greatest need must be served first.
- Investing early increases impact.
- Opportunities to coordinate and collaborate must be identified and implemented.
- Our collaboration is characterized by:
  - Commitment to mutual relationships and goals.
  - A jointly developed structure and shared responsibility.
  - Mutual authority and accountability for success.
  - Collaboration of a wide range of community stakeholders.
  - Recognizing the rewards of collaboration.
- Parents and communities must have a voice in building and operating the system.
- Efficiencies must be identified and implemented. Examples of ways we achieve efficiency include reduced duplication and shared resources.

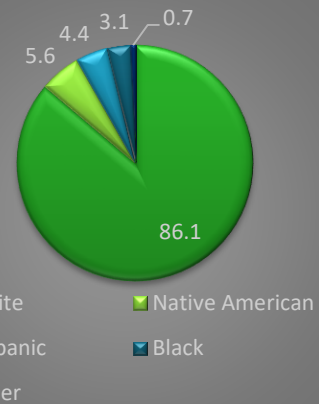
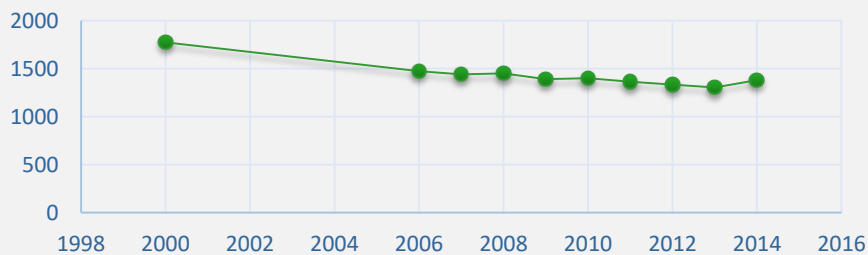


- Quality matters. We strive for program quality through:
  - Creating a system of comprehensive services that address health, safety, and educational needs of children and their families.
  - Identification and utilization of high-quality evidenced based programs.
  - Program evaluation and monitoring of data indicators.
- Thoughtful and strategic planning:
  - Focus on system change that supports quality programs.
  - We review and address the six components of system change.
  - When changes are implemented we utilize the ABLe Change rules to increase the impact of those changes.

### Quantitative Data Review and Analysis

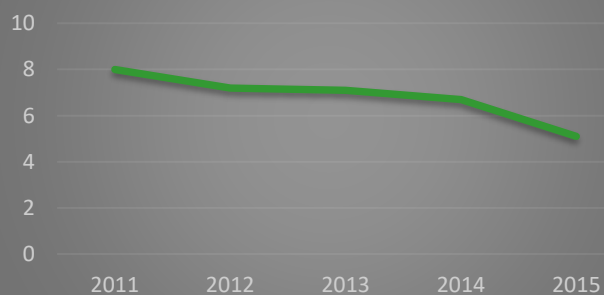
*Demographically, Menominee County has seen a decrease in the number of young children but only slight changes in racial composition.*

**Number of Menominee County Children  
Ages 0-5**

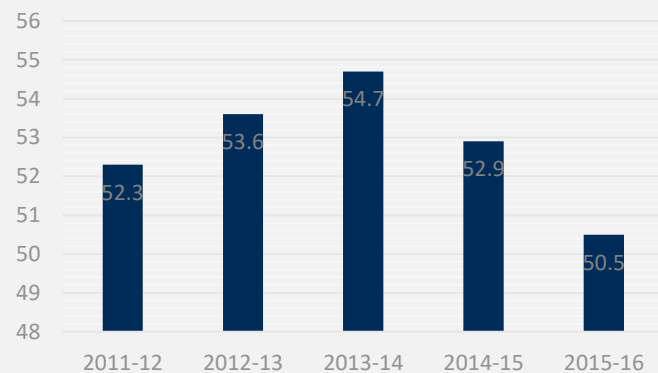


*Three major economic conditions  
have improved for Menominee  
County children and families.*

**% of Unemployment**



**% of Children K-12 Receiving  
Free or Reduced Lunch**



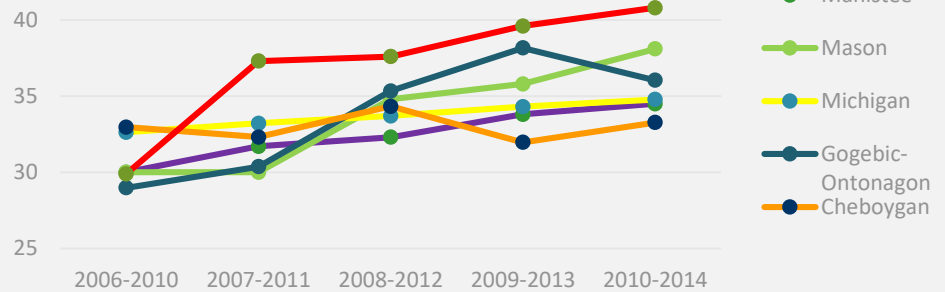
### Median Income



**Median income has increased by nearly \$1940 from 2010-2014**

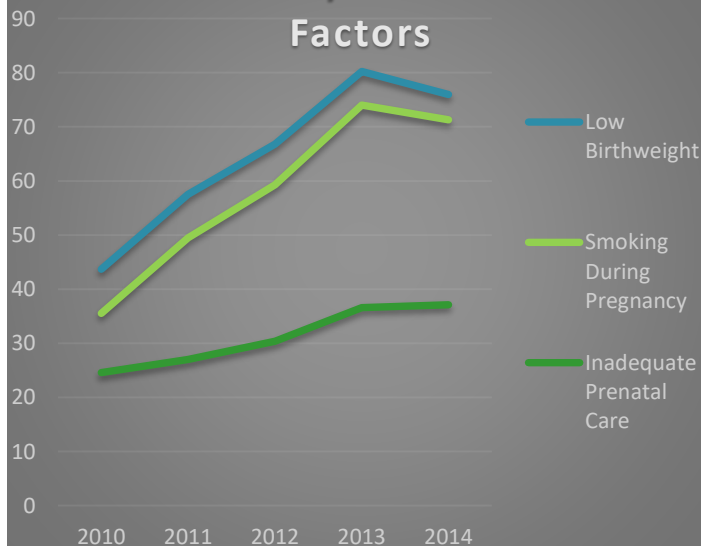
**Rate of children under 18 in single parent families increased from 29.9% in 2006-2010 to 40.8% in 2010-2014. This is higher than the state (34.8%) and peer counties (33.3%-38.1%)**

### % of Children Under 18 Living in Single Parent Families



## Outcome 1: Children are Born Health

### Prenatal/Infant Risk Factors



### Prenatal risks

- Although Menominee County's low birthweight (4.7%) is nearly half of the state (8.4%), Menominee County has a much higher rate of women who smoked during pregnancy and women who had less than adequate prenatal care.
  - 37.1 % of Menominee County children born in 2014 were born to women who did not receive adequate prenatal care. This is compared to the state value of 31.2%.
  - In 2014, 34.2% of Menominee County children were born to women who smoked during pregnancy.
- Data is not available for the impact of substance abuse on healthy births. During system scan data, however the issue of substance abuse and its impact was included in a number of data points.



**Outcome 2: Children are healthy, thriving, and developmentally on track from birth to 3rd grade.****Many physical health indicators for young children indicate a strength for Menominee County.****Areas of strength:**

- Percent of low birthweight in Menominee County (4.7%) is nearly half of the state (8.4%).
- Percentage of children 0-18 insured increased from 2010 (94.7%) to 2014 (95.3%).
- Rate of lead testing for Medicaid eligible 1-2 year olds increased from 2011 to 2015 (52.3% to 65.5%) and was higher than state.
- Infant death numbers are low (rates/1000 not calculated).

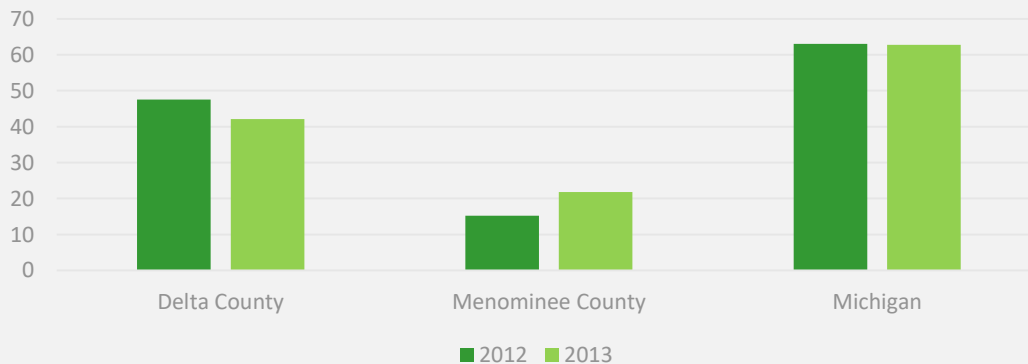
**Areas of need:**

- Rate of toddlers fully immunized decreased from 2011 to 2015 from 72.2% to 67.6%.
- Access to primary care providers is less for Menominee (2667:1 ratio) than Michigan (1271:1) and all peer counties (1263:1 to 2253:1).
- Children with health insurance is less for Menominee (95.3%) than Michigan (96.0%)
- More children are receiving Early On services in Menominee (3.1%) compared to Michigan (2.6%)

**Social Emotional Health Indicators in Menominee County are heavily influenced by substance abuse.**

Primary Substance of Abuse at Admission	# of Admissions 2015	# of Admissions 2016	% of Admissions 2015	% of Admissions 2016
Alcohol	886	952	40.48	41.59
Other Opiates/Synthetics	911	903	41.62	39.45
Heroin	72	84	3.29	3.67
Marijuana/Hashish	216	197	9.87	8.61
Methamphetamine/Speed	51	79	2.33	3.45
All Other Drugs	53	74	2.42	3.23
<b>Total Admissions</b>	<b>2189</b>	<b>2289</b>	<b>100</b>	<b>100</b>

Substance Abuse-  
2012 Annual  
Report for  
NorthCare  
Network (Prepaid  
Inpatient Health  
Plan for the Upper  
Peninsula)

**Admissions per 10,000 population to Publicly-Funded Substance Abuse Treatment Programs**

2015 PHDM  
Community Health  
Assessment





**Areas of strength:**

- According to the Communities That Care Survey conducted by the Healthy Youth Coalition, the age of first use for alcohol is rising for 10<sup>th</sup> graders. In 2016 10<sup>th</sup> graders reported that the age of first use increased to 13.5 from 13.1 in 2014.
- Excessive drinking rates were lower in Menominee County than the state (20%) and Marquette County (22%). It was consistent with three neighboring counties.

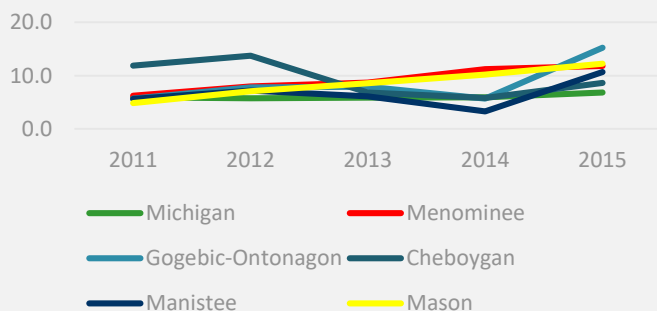
**Areas of need:**

- The 2015 local regional behavioral risk factor survey found that approximately 12 percent of adults met the definition of heavy drinkers (60 or more drinks in the previous month for men and 32 or more drinks for women) and about 8 percent met the definition for binge drinkers (five or more drinks in two hours for men and four or more for women).
- In 2014, 2.4 percent of all traffic crashes in Delta County and 5.8 percent of all traffic crashes in Menominee County involved alcohol or drugs (2015 PHDM Community Health Assessment). This was the lowest percentage in five years for Delta County and the highest percentage in five years for Menominee County. Of note, for 2014 accidents which resulted in incapacitating injuries, 15.8 percent involved alcohol and/or drugs in Delta County and 14.3 percent involved substances in Menominee County (Michigan Traffic Crash Facts.org).
- Approximately 3 percent of adults in Delta and Menominee Counties reported driving after having had too much to drink at least once in the previous month.
- The Michigan violent crime rate in 2014 was 359.2 per 100,000 people, while local rates were between 54.8 and 84.8 in that same period. A person is 4 to 6 times more likely to be a victim of a violent crime in Michigan as a whole, compared with Delta and Menominee counties.

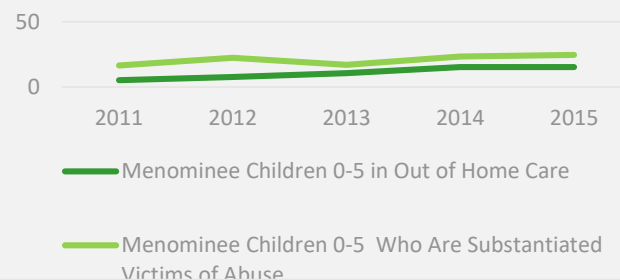
**The rate per 1,000 Children Ages 0-5 Who Are Substantiated Victims of Abuse increased from 2011 to 2015.**

	FY11	FY12	FY13	FY14	FY15
Michigan	19.1	19.7	20.6	20.6	23.8
Menominee	16.5	22.4	16.9	23.4	24.6
Cheboygan	47.4	40.4	30.4	29.9	36.5
Gogebic-Ontonagon	26.8	17.3	31.1	39.3	40.3
Manistee	28.6	16.7	17.3	17.5	32.6
Mason	40.9	32.7	38.7	33.8	40.5

Rate per 1,000 of Children Ages 0-8 in Foster Care



Rate per 1,000 of Children Ages 0-5 in Out-of-Home Care - Abuse or Neglect



**Outcome 3: Children are developmentally ready to succeed in school at time of school entry.**

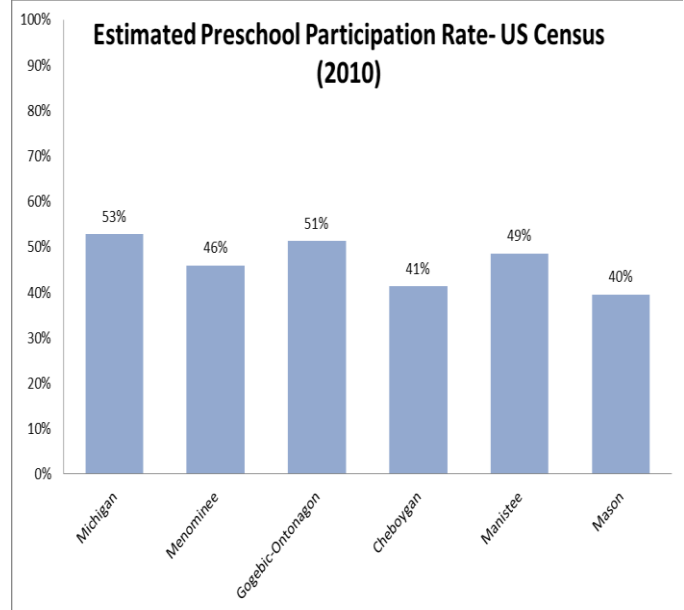
**Preparing a child for school requires a partnership between families, schools, childcare providers, support services, and the community.**

**Areas of strength:**

- The percent of 4 years olds served in a preschool (53.9%) is higher than Michigan (47.5%)
- The percent of students not graduating on time is lower in Menominee (20.8%) than Michigan (21.4%).

**Areas of need:**

- The rate of 1<sup>st</sup> graders older than cohort decreased from 2011 (47.4%) to 2015 (39.4), but the rate is still higher than Michigan rate (22.8%).
- The number of licensed childcare centers and the number of Family Homes decreased between 2012 and 2016, but the number of Group Homes increased.
- The number of children (250) enrolled in preschool (2010 census) for Menominee (45.9%) was lower than the state (52.8%) and two peers (41.3% to 51.3%).

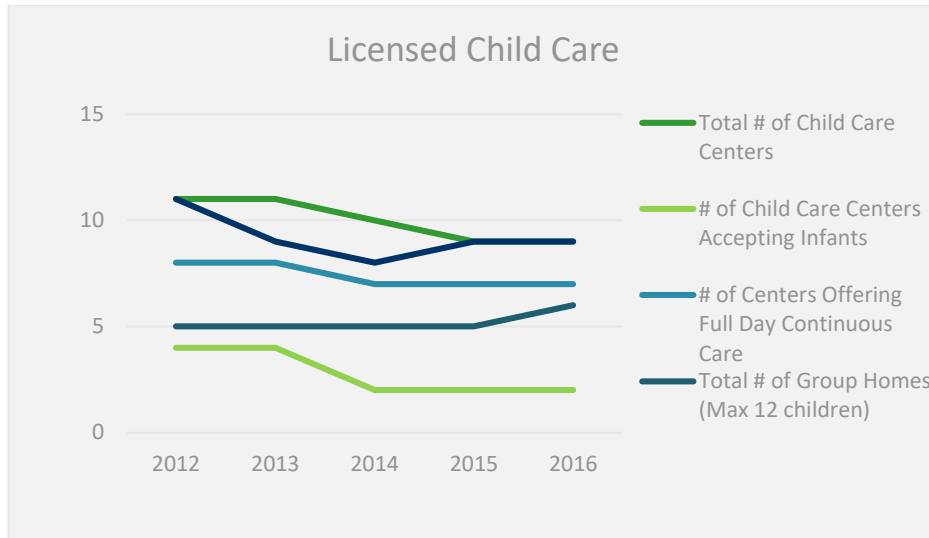
**Licensed Child Care 2012-2016**

	2012	2013	2014	2015	2016
<b>Total # of Child Care Centers</b>	11	11	10	9	9
<b># of Child Care Centers Accepting Infants</b>	4	4	2	2	2
<b># of Centers Offering Full Day Continuous Care</b>	8	8	7	7	7
<b>Total # of Group Homes (Max 12 children)</b>	5	5	5	5	6
<b>Total # of Family Homes (Max 6 children)</b>	11	9	8	9	9

**Other factors that contribute to parent's ability to prepare their child for school:****Areas of Strength:**

- The percent of births to mothers without a high school diploma decreased from 2010 to 2014 (17.5% to 10.7%) and is lower than Michigan (13.1%). This is after four years of increasing rates.
- Teen births for Menominee decreased from 2010 to 2014, 10.6% to 8.6% OR 22 to 18 births per year. The 2014 rate is still higher than Michigan (7.0)
- Repeat teen births also dropped from 5 in 2010 to 2 in 2014. In 2013, Menominee's rate of 13.8% was lower than Michigan's (15.1%).



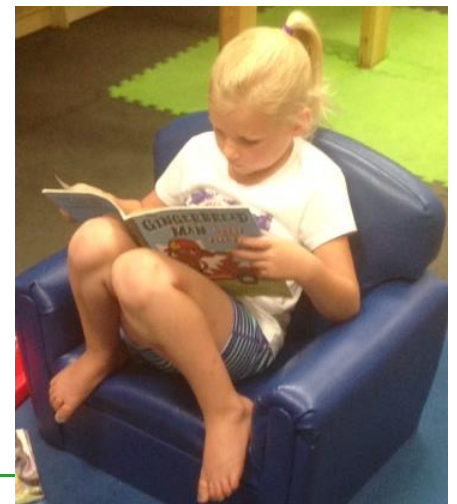
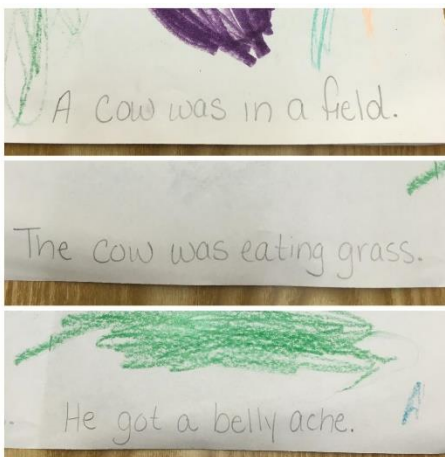
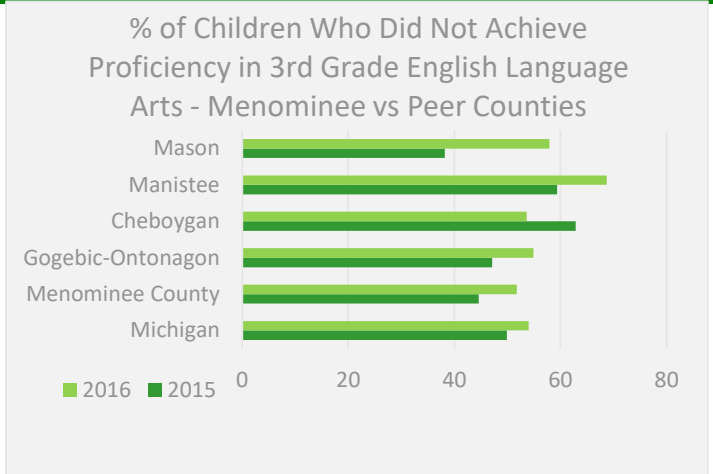
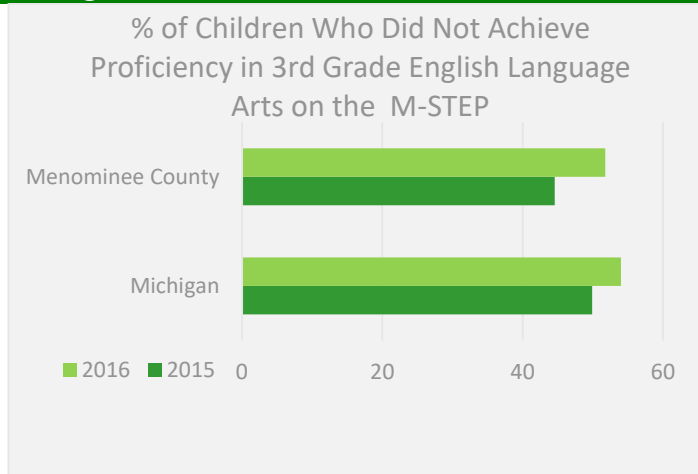


#### Areas of need:

- Licensed child care options are decreasing in Menominee county.
- There are only two licensed child care centers accepting infants in Menominee county.
- The number of children under 18 living in a single parent family has increased over the last four years.
- The number of children in grades k-2 who participate in special education increased from 69 during the 2011-2012 school year to 73 in the 2015-2016 school year.

**Outcome 4: Children are prepared to succeed in fourth grade and beyond by reading proficiently by the end of third grade.**

**Reading proficiency in 3rd grade from 2015 to 2016 decreased but was higher than the state of Michigan and Peer counties in 2016.**





## Goals and Objectives

### System Scan

The Menominee system scan of the current early childhood system included two system scan meetings. One meeting was held with collaborative members and the other with our GSRP and Kindergarten teachers. After the first system scan meeting with GSC members, a plan was created to obtain additional input so that all four key perspectives were represented:

1. Those experiencing the targeted problem;
2. Direct service providers;
3. Community Members; and
4. Decision makers.

Data collected through the system scan process was analyzed and compared to quantitative data. Data was organized into mega-headlines with corresponding headlines<sup>1</sup>. Through a group prioritization process, the following mega-headlines and headlines were identified for root cause analysis:

#### Problem: Not all children are ready for Kindergarten

- **Mega-Headline: Early Childhood services, supports and opportunities are easy to access and reaching all individuals who need them.**  
→ Headline: All children are attending a high quality pre-K program
- **Mega-Headlines: All services, supports and opportunities are responsive to the evolving needs of all children, youth and families.**  
→ Headline: Parents have the knowledge and skills to support their child in becoming Kindergarten prepared.
- **Mega-Headlines: All early childhood services, supports and opportunities are coordinated and aligned.**  
→ Headline: The community has a shared understanding of the value of kindergarten readiness.

#### Problem: Not all 3<sup>rd</sup> graders in Menominee County are proficient in the M-Step Language Assessment

**Mega-Headlines: All children in Menominee County are reading proficiently by the end of third grade.**

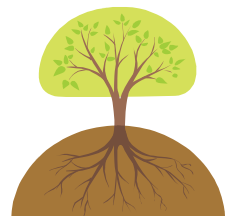
→ Headline: All Menominee County children will have access to books in their homes.

#### Problem: Not all children are born healthy

- **Mega Headline: All Children in Menominee County are born healthy**  
→ Headline: The number of children born to mothers who report using drugs/alcohol during pregnancy decreases.

### Connecting Root Causes to Strategies:

During our strategic planning meeting in May 2017, the Collaborative selected root causes as focus areas and secondary priorities. The root causes were labeled by the six system characteristics: Mindsets, Components, Connections, Resources, Power, and Regulations. Utilizing reference materials from the ABL Change manual, the members selected strategies that were most likely to impact the cause based on its system label. The strategies were then assembled into an action agenda with goals, objectives, activities, timelines, and person responsible.



## Developing the Action Agenda

A variety of approaches and guidelines were used to help develop an action agenda that would meet the criteria of the ABLe Change Framework. GSC members were committed to developing a plan that would be actionable, feasible, powerful, and mission aligned. These criteria were discussed at each planning meeting. Members were reminded to scan the strategies and activities they selected to make sure that ...

1. The target audiences were ready for the change or that there were steps to build readiness for change.
2. The GSC and partners had the capacity for the activity or that there were activities planned such as training or acquiring resources to build capacity.
3. There was enough communication, promotion, and training planned to achieve diffusion and integration of the strategy.
4. Sustainability was considered early in the process to ensure that policies, training, and stable funding were planned to support continuation of the change.

In order to ensure that activities were aligned with the other frameworks used by the GSC, the action agenda incorporates three checklists:

### A Holistic Framework

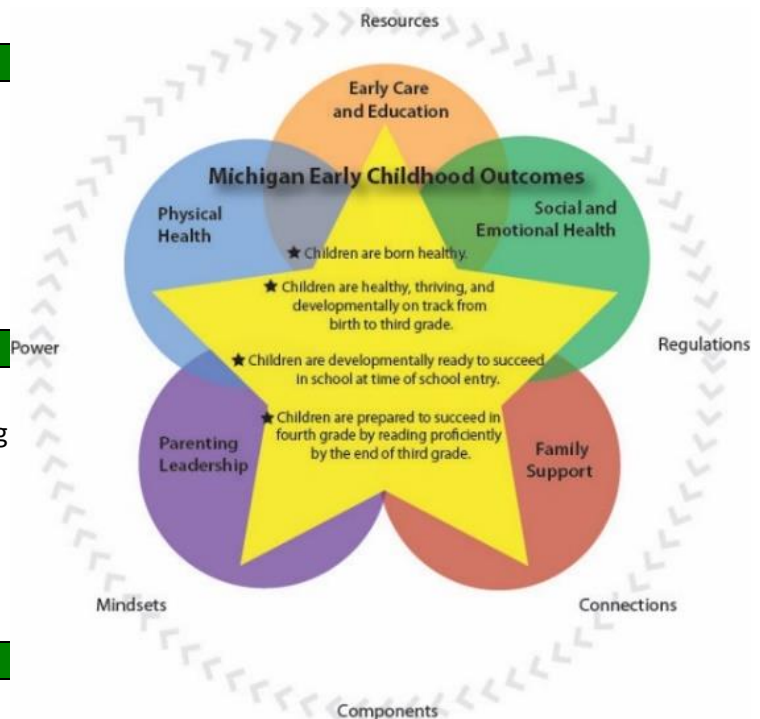
- Pediatric & Family Health
- Social & Emotional Health
- Parenting Leadership
- Child Care & Early Learning
- Family Support

### Office of Great Start Strategies

- Build Leadership within the System
- Support Parents' Critical Role in Children's Early Learning & Development
- Assure Quality and Accountability
- Ensure Coordination and Collaboration
- Use Funding Efficiently to Maximize Impact
- Expand Access to Quality Programs

### Strengthening Families Framework-Protective Factors

- Parental Resilience
- Knowledge of Parenting and Child Development
- Social and Emotional Competence of Children
- Social Connections
- Concrete Support in Times of Need





## Goals & Strategies

**Background** - In July 2013, the **Office of Great Start** released recommendations in the OGS boilerplate report, **Great Start, Great Investment, Great Future**. OGS outcomes, guiding principles, and high impact strategies presented in the report were used during development of the Menominee Great Start Collaborative strategic plan. The Great Start Collaborative utilized tools and processes from the ABL e Change Framework to guide its strategic plan development. Additional technical assistance and consultation was provided by the Early Childhood Investment Corporation.

### Office of Great Start Outcomes

In order to realize Governor Snyder's vision of being one of the best states in the country to raise a child, OGS and its partners must implement a coordinated system and track progress toward the following outcomes:

→ **Outcome 1:**  
Children are born healthy.

→ **Outcome 2:**  
Children are healthy, thriving, and developmentally on track from birth to third grade.



→ **Outcome 3:** Children are developmentally ready to succeed in school at time of school entry.

→ **Outcome 4:** Children are prepared to succeed in fourth grade and beyond by reading proficiently by the end of third grade.



## Strategic Planning Process

The strategic planning process was guided by principles taught in the ABL e Change training. Two rules of the process were key to the intentional planning activities: Engage Diverse Perspectives and Think Systematically. GSC members were led through four strategic planning stages:

- **Data Analysis, Collection and Reporting:** The Menominee GSC Strategic plan is data informed. As explained in detail in the community strengths and needs assessments, a wide range of statistics related to all four Great Start Outcomes were reviewed and analyzed.
- **Systems Scan Assessment:** Specific questions were formulated from the data analysis. An initial system scan meeting was held with GSC members with follow up outreach to ensure inclusion of diverse perspectives. Additional input was obtained from parent groups, kindergarten teachers, other stakeholders, and community members.
- **Root Cause Analysis:** The root cause analysis process was utilized to assess and identify system change targets that were actionable, feasible, powerful, and mission aligned. Mega-headlines and headlines were prioritized under three targeted problems: Children Born Healthy, Kindergarten Readiness and Reading Proficiency.
- **Strategy and Action Agenda Development:** The Collaborative selected root causes for system change and labeled them by six system characteristics. Utilizing reference materials from the ABL e Change manual, members selected



strategies that were appropriately based on type of root cause. The strategies were then assembled into an action agenda with goals, objectives, activities, timelines, and person responsible. The director completed a funding assessment to determine what resources were needed to complete the activities included in the action agenda.

## Addressing Levers for Change

The Menominee GSC 2012 Customized Evaluation Report provided by the Early Childhood Investment Corporation and Michigan State University was utilized to identify “levers for change”. Levers for change refer to conditions within the GSC infrastructure and Early Childhood system that promote system change and improvement. Through a review of the report and surveys of GSC members, six areas for improvement in the GSC infrastructure were identified and incorporated into the strategic plan.

Targeted Lever	System Change Strategies
Intentional Systems Change Actions	<ul style="list-style-type: none"> <li>During strategic planning GSC members were educated on the six areas for system change (Mindsets, Connections, Components, Resources, Regulations, and Power)</li> <li>Root Causes that were identified as actionable, feasible, powerful, and mission aligned were labeled as one of the six areas for system change.</li> <li>Based on the type of root cause, members used ABLe Change reference materials to identify strategies that have a high potential of impacting the root cause.</li> </ul>
Local Champions	<ul style="list-style-type: none"> <li>In the Children Born Healthy action agenda, activities have been designed to identify individuals and organizations that are key stakeholders in addressing the issue of substance abuse.</li> <li>The Action Agenda includes recruitment of local champions as indicated in the “Person Responsible” column.</li> </ul>
Readiness for Change	<ul style="list-style-type: none"> <li>In the Children Born Healthy action agenda, assessing readiness for change will inform year two and three strategies.</li> <li>Educational activities and community collaboration that has been imbedded in the action agenda will help to create readiness for change.</li> <li>Surveying agencies regarding social media will assess organizations’ level of readiness for adopting social media as a method for outreach to families.</li> </ul>
Effective Partnerships	<ul style="list-style-type: none"> <li>Outreach conducted in year one will increase partnerships related to substance abuse services and support for families coping with substance abuse.</li> <li>Activities in the Children Born Healthy Action Agenda will be conducted through partnership with the Health Department which has already piloted some of the activities in the Action Agenda.</li> <li>Secondary priorities related to kindergarten readiness were identified and the GSC will increase connections and partnerships with existing groups and organizations that are already focusing on school readiness.</li> </ul>
Active Constituents	<ul style="list-style-type: none"> <li>GSC members and parents were actively engaged in the system scan, root cause analysis, and strategy development for the strategic plan.</li> <li>GSC members have committed to completing activities that have been included in the Action Agenda and did not “assign” everything to the GSC staff.</li> </ul>
Root Cause Focus	<ul style="list-style-type: none"> <li>GSC members received training regarding the ABLe change process and using root causes analysis</li> <li>Members were challenged to dig deeper into root causes through multiple meetings and coaching by the facilitator.</li> </ul>





## FY18 Early Childhood Action Agenda – Menominee County Great Start Collaborative

<b>This Goal, Objective and Strategy(ies) targets the following early childhood outcome(s):</b>  <input checked="" type="checkbox"/> X Children are born healthy.  <input type="checkbox"/> Children are healthy, thriving, and developmentally on track from birth to third grade.  <input type="checkbox"/> Children are developmentally ready to succeed in school at time of school entry.  <input type="checkbox"/> Children are prepared to succeed in fourth grade and beyond by reading proficiently by the end of third grade.		<b>And addresses the following early childhood components:</b>  <input checked="" type="checkbox"/> X Physical Health  <input type="checkbox"/> Social-Emotional Health  <input type="checkbox"/> Family Supports and Basic Needs  <input checked="" type="checkbox"/> X Parent Education  <input type="checkbox"/> Early Education and Care
<b>% and # of children not reaching targeted outcome(s), broken down by demographics when possible (Targeted Problem(s)):</b>  18% of births in Menominee County are to women who smoked during pregnancy		
<b>Goal related to the targeted problem(s):</b>  All children in Menominee County are born healthy		
<b>Objective related to the goal:</b>  The number of children born to mothers who report using drugs/alcohol during pregnancy decreases		
<b>Strategy 1:</b>  Create powerful media campaign targeting pregnant women and women who may become pregnant displaying the effects on drugs on unborn children.	<b>Prioritized root causes related to the objective and addressed by this strategy:</b>  <ul style="list-style-type: none"> <li>• Mindset – Parents lack the knowledge about the consequences of the baby as</li> </ul>	<b>Performance Measures (results from Strategy 1):</b>  How many people our media campaign reaches including press releases, social media posts, billboards, radio ads, etc.



	well as their lack of willingness to change their behavior. <ul style="list-style-type: none"> <li>• Mindsets – generational use – youth having parent themselves too early, no good role models</li> <li>• Connections &amp; Resources - Providers/parents don't know resources or where to go for help or where to refer for help – lack of local resources</li> <li>• Connections - Providers have a disconnect – not knowing resources or what agency provides what service.</li> </ul>			
<input type="checkbox"/> Parent Led Strategy  <input type="checkbox"/> Strategy came from Strengthening Families Assessment	<b>System Characteristic(s) Addressed</b> X Mindsets <input type="checkbox"/> Components   X Connections <input type="checkbox"/> Regulations <input type="checkbox"/> Resources <input type="checkbox"/> Power			
<b>Activities (small wins promoting the strategy and addresses root causes)</b>	<b>Persons or Groups Responsible</b>	<b>Target Dates</b>	<b>Resources Needed</b>	<b>Progress Measures (outputs of activities):</b>
Determine who and where the media campaign message should be targeted	GSC members & staff, parent coalition members, Community Coalition	Ongoing	Financial, partnership with community coalition, staff and volunteer time, grants	Audience reached
Develop media campaign message	GSC members, parent coalition members, GSC staff	Ongoing	Financial, partnership with community coalition, staff and volunteer time, grants	Media utilized, vehicle for disseminating message
Utilize local media outlets and social media to educate community on the dangers of abusing drugs while pregnant	GSC members, parent coalition members, GSC staff	Ongoing	Radio Contract, Billboard Contract, Partnership with community coalition, Facebook account, grants	Number of press releases, radio ads, billboards, social media posts



<b>Strategy 2:</b>  Educational outreach program to educate community on resources for women addicted to alcohol, tobacco or other drugs.	<b>Prioritized root causes related to the objective and addressed by this strategy:</b> <ul style="list-style-type: none"><li>• Mindset – Parents lack the knowledge about the consequences of the baby as well as their lack of willingness to change their behavior.</li><li>• Mindsets – generational use – youth having parent themselves too early, no good role models</li><li>• Connections &amp; Resources - Providers/parents don’t know resources or where to go for help or where to refer for help – lack of local resources</li><li>• Connections - Providers have a disconnect – not knowing resources or what agency provides what service.</li></ul>		<b>Performance Measures (results from Strategy 2):</b>  Increase in the number of families who get connected with the resources they need. Increase in number of people receiving this information, referrals and provider’s knowledge of available resources.		
<input type="checkbox"/> <b>Parent Led Strategy</b>  <input type="checkbox"/> <b>Strategy came from Strengthening Families Assessment</b>	<b>System Characteristic(s) Addressed</b> <input type="checkbox"/> Mindsets <input type="checkbox"/> Components <input type="checkbox"/> X Connections <input type="checkbox"/> Regulations <input type="checkbox"/> X Resources <input type="checkbox"/> Power				
<b>Activities (small wins promoting the strategy and <u>addresses root causes</u>)</b>	<b>Persons or Groups Responsible</b>	<b>Target Dates</b>	<b>Resources Needed</b>	<b>Progress Measures (outputs of activities):</b>	
Create resource smart phone application to assist agencies and parents in the community –also provide information on screens in waiting rooms of doctor’s offices. Possibly find grant to help fund this.	GSC members, Parent Coalition members, GSC Staff	2018	Trusted Advisors Grant, GSC Staff Time	Analysis of data from Smart Phone Application usage.	
Schedule lunch and learn programs for doctor’s offices, OB-GYN’s, etc. educating them on the resources available to parents (pregnant woman) on drug use, smoking cessation, Medicaid	GSC members, parent coalition, GSC staff and members, Menominee County ISD, Health	2019	Funding to provide lunches	Number of lunch and learn presentations made and number of people reached.	





requirements, UP Home Visiting Program, Early Head Start and ISD services.	Department, DHHS, Northpoint Behavioral Services			
Work with 211 to promote service, keep information current	Parent Coalition, United Way, GSC Staff and members	Ongoing	Staff time	Number of new resources added to local 211
Home Visiting Program – Parents as Teachers	GSC and ISD Home Visitor	Ongoing	Staff Time	Number of parents and children participating in the Parents as Teachers Curriculum with the Home Visitor.



<b>This Goal, Objective and Strategy(ies) targets the following early childhood outcome(s):</b>  <input type="checkbox"/> Children are born healthy.  <input checked="" type="checkbox"/> X Children are healthy, thriving, and developmentally on track from birth to third grade.  <input type="checkbox"/> Children are developmentally ready to succeed in school at time of school entry.  <input type="checkbox"/> Children are prepared to succeed in fourth grade and beyond by reading proficiently by the end of third grade.		<b>And addresses the following early childhood components:</b>  <input type="checkbox"/> Physical Health  <input type="checkbox"/> Social-Emotional Health  <input checked="" type="checkbox"/> X Family Supports and Basic Needs  <input checked="" type="checkbox"/> X Parent Education  <input type="checkbox"/> Early Education and Care
<b>% and # of children not reaching targeted outcome(s), broken down by demographics when possible (Targeted Problem(s)):</b>  Four of the 5 schools in Menominee county reported that 24% of the children screened were not ready to enter Kindergarten. Nationally, 37% of children arrive in Kindergarten not prepared to enter school.		
<b>Goal related to the targeted problem(s):</b>  All services, supports, and opportunities are responsive to the evolving needs of all children, youth, and families		
<b>Objective related to the goal:</b>  Parents have the knowledge and skills to support their child in becoming Kindergarten prepared.		
<b>Strategy 1:</b>  Open up existing trainings (including Trusted Advisor trainings) and professional development to other relevant stakeholders such as home providers, stay at home parents and anyone wanting to learn more about K Readiness,	<b>Prioritized root causes related to the objective and addressed by this strategy:</b> <ul style="list-style-type: none"> <li>Resources - Some parents lack the skills to prepare kids for school. There is a lack of parent education opportunities regarding what is developmentally appropriate and providing concrete</li> </ul>	<b>Performance Measures (results from Strategy 1):</b>  Increase and expand learning opportunities for parents.  Increase parent knowledge about preparing their children for Kindergarten.  Increase number of children attending a high quality preschool.



developmental stages, eligibility requirements for GSRP.		<div>activities parents can do with their kids to help them get ready for K</div> <ul style="list-style-type: none"><li>• Resources - Some parents do not understand eligibility requirements for programs</li><li>• Resources - Some parents do not understand child care regulations</li><li>• Mindset: Parents’ feelings about the importance of early education and their role. They don’t think they need this information.</li><li>• Component: Lack of attendance at current educational opportunities (ask parents which groups they aren’t attending and what they aren’t attending)</li><li>• Connections – Lack of communication between groups</li><li>• Resources – Transportation or childcare to attend is lacking (Change location of services)</li></ul>		
<div><input checked="" type="checkbox"/> <b>Parent Led Strategy</b></div> <div><input type="checkbox"/> <b>Strategy came from Strengthening Families Assessment</b></div>		<b>System Characteristic(s) Addressed</b> <input checked="" type="checkbox"/> Mindsets <input checked="" type="checkbox"/> Components <input checked="" type="checkbox"/> Connections <input type="checkbox"/> Regulations <input checked="" type="checkbox"/> Resources <input type="checkbox"/> Power		
<b>Activities</b> (small wins promoting the strategy and <u>addresses root causes</u> )	<b>Persons or Groups Responsible</b>	<b>Target Dates</b>	<b>Resources Needed</b>	<b>Progress Measures</b> (outputs of activities):
Provide additional options for attending trainings for those who cannot physically attend, alternate locations throughout Menominee county– Facebook Live, Webinars, post recordings online	Collaborative members	Ongoing	Purchase of Wi-Fi hotspots, staff for childcare	Parent survey Data from Kindergarten screening Attendance Number of online views



with links to access materials from trainings. Utilize app being created from Trusted Advisors grant				
Purchase mobile hot spots to provide parents fast, reliable access to internet so they can attend trainings.	GSC members and staff, parents	Ongoing	Hotspots, Trusted Advisor Grant	How many hotspots purchased and how many times they were utilized
Provide free childcare at trainings	Volunteers, GSC members	Ongoing	Volunteers, GSC members	Number of meetings childcare was provided at
Add training information and resources to Trusted Advisors App which will be linked to ISD website	GSC staff, ISD IT staff	Ongoing	Trusted advisors grant, staff time	How many educational resources were added to the app and how many people accessed the app
<b>Strategy 2:</b>  Great Start Collaborative members continually educate community about the GSC programming and mission.	<b>Prioritized root causes related to the objective and addressed by this strategy:</b> <ul style="list-style-type: none"><li>Resources - Some parents are unaware of developmental stages and lack the skills to prepare kids for school</li><li>Resources - There is a lack of parent education opportunities regarding what is developmentally appropriate and providing concrete activities parents can do with their kids to help them get ready for K</li><li>Mindset: Parents’ feelings about the importance of early education and their role</li><li>Component: Lack of attendance at current educational opportunities (ask parents which groups they aren’t attending and what they aren’t attending)</li></ul>		<b>Performance Measures (results from Strategy 2):</b>  Increased public knowledge on what the Great Start Collaborative is and the programs and activities they are involved in.  Monitor website and Social Media sites for posting educational information  Monitor minutes from local staff/district meetings	
<input type="checkbox"/> Parent Led Strategy	<b>System Characteristic(s) Addressed</b> <input type="checkbox"/> Mindsets <input type="checkbox"/> Components <input type="checkbox"/> X Connections <input type="checkbox"/> Regulations <input type="checkbox"/> X Resources <input type="checkbox"/> Power			



<input type="checkbox"/> Strategy came from Strengthening Families Assessment				
Activities (small wins promoting the strategy and <u>addresses root causes</u> )	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures (outputs of activities):
Work with collaborative members to get GSC information onto agendas of staff meetings, including school district staff meetings.	GSC members	Ongoing	GSC members and staff time	How many staff meetings information was presented
Utilize local media outlets and social media to educate community members.	GSC members, Staff, parent coalition members	Ongoing	GSC members and staff time	How many posts were published and how many people posts reach





<b>This Goal, Objective and Strategy(ies) targets the following early childhood outcome(s):</b>  <input type="checkbox"/> Children are born healthy.  <input type="checkbox"/> Children are healthy, thriving, and developmentally on track from birth to third grade.  <input checked="" type="checkbox"/> X Children are developmentally ready to succeed in school at time of school entry.  <input type="checkbox"/> Children are prepared to succeed in fourth grade and beyond by reading proficiently by the end of third grade.		<b>And addresses the following early childhood components:</b>  <input type="checkbox"/> Physical Health  <input checked="" type="checkbox"/> X Social-Emotional Health  <input type="checkbox"/> Family Supports and Basic Needs  <input type="checkbox"/> Parent Education  <input checked="" type="checkbox"/> X Early Education and Care
<b>% and # of children not reaching targeted outcome(s), broken down by demographics when possible (Targeted Problem(s)):</b>  47.5% of three and four-year-olds in Menominee County attend preschool		
<b>Goal related to the targeted problem(s):</b>  Early Childhood services, supports and opportunities are easy to access and reaching all individuals who need them.		
<b>Objective related to the goal:</b>  All children are attending a high quality pre-K program.		
<b>Strategy 1:</b>  Maintain and expand simplified process for preschool application.	<b>Prioritized root causes related to the objective and addressed by this strategy:</b>  <ul style="list-style-type: none"> <li>• Components - Services are unknown and not available or locally convenient for those on the North end of the county</li> <li>• Mindsets – Cultural (I didn't go to preschool and I did fine in school) and affordability.</li> </ul>	<b>Performance Measures (results from Strategy 1):</b>  Head Start, GSRP and private preschool programs will partner to work on expanding a universal preschool application to simplify the process.



	<ul style="list-style-type: none"><li>• Component – lack of quality options</li><li>• Connections – Lack of awareness of options, lack of knowledge of CCDF.</li><li>• Resources – families are unaware of resources and how to access them</li></ul>			
<input type="checkbox"/> Parent Led Strategy	<b>System Characteristic(s) Addressed</b> X Mindsets   X Components   X Connections <input type="checkbox"/> Regulations   X Resources <input type="checkbox"/> Power			
<input type="checkbox"/> Strategy came from Strengthening Families Assessment				
<b>Activities</b> (small wins promoting the strategy and <u>addresses root causes</u> )	<b>Persons or Groups Responsible</b>	<b>Target Dates</b>	<b>Resources Needed</b>	<b>Progress Measures</b> (outputs of activities):
Universal application including all preschool options in Menominee County.	Head Start, GSRP, GSC, Private providers	October 2018	Cooperation between all partners	Number of private programs, along with Head Start and GSRP who utilize application
Location of application sign-ups so they are accessible to all parents.	Head Start, Health Dept., local childcare, community organizations (YMCA, Spies Library)	October 2018	Cooperation between partners and staff/volunteer time	Increase on number of locations sign-ups take place at
Make information about preschool options and application days available at each preschool location	Head Start, Health Dept., local childcare, community organizations (YMCA, Spies Library)	October 2018	Cooperation between partners and staff/volunteer time	Number of providers engaged and number of applications completed
<b>Strategy 2:</b>  Decrease funding barriers for parents to access available tuition based pre-K programming	<b>Prioritized root causes related to the objective and addressed by this strategy:</b> <ul style="list-style-type: none"><li>• Resources/Regulations - There are not enough Pre-K slots to serve children who do not qualify for free programs</li><li>• Mindsets – Cultural (I didn’t go to preschool and I did fine in school) and affordability.</li></ul>		<b>Performance Measures</b> (results from Strategy 2):  Decrease funding barriers and Increase the number of children attending a high quality preschool	



	<ul style="list-style-type: none"> <li>• Component – lack of quality options</li> <li>• Connections – Lack of awareness of options, lack of knowledge of CCDF.</li> </ul>			
<input type="checkbox"/> Parent Led Strategy  <input type="checkbox"/> Strategy came from Strengthening Families Assessment	<b>System Characteristic(s) Addressed</b> <input type="checkbox"/> Mindsets <input checked="" type="checkbox"/> Components <input checked="" type="checkbox"/> Connections <input type="checkbox"/> Regulations <input type="checkbox"/> Resources <input type="checkbox"/> Power			
<b>Activities</b> (small wins promoting the strategy and <u>addresses root causes</u> )	<b>Persons or Groups Responsible</b>	<b>Target Dates</b>	<b>Resources Needed</b>	<b>Progress Measures</b> (outputs of activities):
Scholarship program for over income families – initial planning stages of a program: create guidelines, research other similar programs and fundraising/sponsorship options.	Parents, childcare providers, Head Start, GSRP, WIC, GSQ, ISD, GSC members and staff	2019	Grants/Donations, Business & Community Partners, GSC staff time, ISD business office staff time.	Initial steps completed: guidelines created, grants/funding secured
Educate families on Child Care Development Fund (CCDF) and its availability. Partner with Great Start to Quality.	Parents, providers, GSQ, GSC members and staff, Head Start	Ongoing	Educational materials for families, meeting location.	Number of presentations completed, number of radio spots or Facebook posts, additional families receiving CCDF
<b>Strategy 3</b>  Engage community partners in helping parents understand value of high quality preschool	<b>Prioritized root causes related to the objective and addressed by this strategy:</b> <ul style="list-style-type: none"> <li>• Mindsets – Cultural (I didn't go to preschool and I did fine in school) and affordability.</li> <li>• Connections – Lack of awareness of options, lack of knowledge of CCDF.</li> </ul>		<b>Performance Measures</b> (results from Strategy 2):  Increase knowledge of parents so they understand the value of sending their child to a high quality preschool resulting in an increase of children enrolled in pre-K programming.	
<input checked="" type="checkbox"/> Parent Led Strategy  <input type="checkbox"/> Strategy came from Strengthening Families Assessment	<b>System Characteristic(s) Addressed</b> <input checked="" type="checkbox"/> Mindsets <input type="checkbox"/> Components <input checked="" type="checkbox"/> Connections <input type="checkbox"/> Regulations <input type="checkbox"/> Resources <input type="checkbox"/> Power			
<b>Activities</b> (small wins promoting the strategy and <u>addresses root causes</u> )	<b>Persons or Groups Responsible</b>	<b>Target Dates</b>	<b>Resources Needed</b>	<b>Progress Measures</b> (outputs of activities):



Partner with Trusted Advisors to educate parents on the importance of attending a high quality preschool - Go to where parents are to educate them (playgroups, Parent Café's, WIC, Employers, Homeless Shelter, YMCA, Churches, T-Ball, 4 <sup>th</sup> of July, Wading Pool, Library, Laundromat, Dr. Offices). Also use social media – Facebook, text messages, etc.	Community partners, GSC members and staff, trusted advisors, Great Start to Quality, Head Start	Ongoing	Trusted Advisors Grant	Increase parent members/parent involvement in GSC and parent coalition. Increase in applications for programs and social media outreach.
Utilize social media and new app which will be created with Trusted Advisor funds to educate parents on the importance of attending a high quality preschool.	Great Start staff, parent coalition, trusted advisors	Ongoing	Staff and volunteer time	Number of educational posts on website, Facebook and Trusted Advisors app



<b>This Goal, Objective and Strategy(ies) targets the following early childhood outcome(s):</b>		<b>And addresses the following early childhood components:</b>
<input type="checkbox"/> Children are born healthy.		<input type="checkbox"/> Physical Health
<input type="checkbox"/> Children are healthy, thriving, and developmentally on track from birth to third grade.		<input checked="" type="checkbox"/> Social-Emotional Health
<input checked="" type="checkbox"/> X Children are developmentally ready to succeed in school at time of school entry.		<input type="checkbox"/> Family Supports and Basic Needs
<input type="checkbox"/> Children are prepared to succeed in fourth grade and beyond by reading proficiently by the end of third grade.		<input type="checkbox"/> Parent Education
		<input checked="" type="checkbox"/> Early Education and Care
<b>% and # of children not reaching targeted outcome(s), broken down by demographics when possible (Targeted Problem(s)):</b>		
% of children scoring age appropriately on the ASQ by 2 years old— <b>Everyone measures this differently, so we do not have concrete data at this time.</b>		
<b>Goal related to the targeted problem(s):</b>		
All Early Childhood services, supports, and opportunities are coordinated and aligned.		
<b>Objective related to the goal:</b>		
The community has a shared understanding and value of kindergarten readiness		
<b>Strategy 1:</b>  Work with local school districts to encourage them to use a common Kindergarten assessment tool	<b>Prioritized root causes related to the objective and addressed by this strategy:</b> <ul style="list-style-type: none"> <li>• Connections - Kindergarten teachers don't have the opportunity to communicate directly with Pre-K regarding expectations of readiness</li> <li>• Connections - No strong connections exist between 0-8 providers regarding literacy development</li> </ul>	<b>Performance Measures (results from Strategy 1):</b>  Increase the number of school districts who use the same Kindergarten assessment tool through partners.



	<ul style="list-style-type: none"> <li>Resources – No common evaluation tool currently exists to evaluate K readiness.</li> </ul>			
<input type="checkbox"/> Parent Led Strategy  <input type="checkbox"/> Strategy came from Strengthening Families Assessment	<b>System Characteristic(s) Addressed</b> <input type="checkbox"/> Mindsets <input checked="" type="checkbox"/> Components <input checked="" type="checkbox"/> Connections <input type="checkbox"/> Regulations <input checked="" type="checkbox"/> Resources <input type="checkbox"/> Power			
<b>Activities</b> (small wins promoting the strategy and <u>addresses root causes</u> )	<b>Persons or Groups Responsible</b>	<b>Target Dates</b>	<b>Resources Needed</b>	<b>Progress Measures</b> (outputs of activities):
Continue meeting with K-Readiness Committee and create goals and a sustainability plan. Schedule regular meetings throughout the school year.	GSC Members	Quarterly	Location for meetings, Reimbursement for subs, lunch	What information is provided at meetings, updates on progress
Create plan for consistent Kindergarten screening tool – research, purchase tool, training on how to use tool	GSC Staff, local school districts	2019	Funding to purchase screening tool and to train teachers	Steps completed in the process of getting all districts on the same page in regards to a screening tool
<b>Strategy 2:</b>  Strengthen community outreach to licensed and unlicensed childcare providers and homeschool families on the importance of Kindergarten readiness and developmental milestones.	<b>Prioritized root causes related to the objective and addressed by this strategy:</b> Connections - Kindergarten teachers don't have the opportunity to communicate directly with Pre-K regarding expectations of readiness <ul style="list-style-type: none"> <li>Connections - No strong connections exist between 0-8 providers regarding literacy development</li> <li>Some home school parents might lack understanding of K readiness standards</li> <li>Resource – connecting with first time families with no children in school</li> <li>Connections - Connecting with families receiving no services (state assistance, WIC/Badgercare-Medical)</li> </ul>		<b>Performance Measures</b> (results from Strategy 2):  Increased awareness of the importance of developmental milestones and kindergarten readiness with licensed and unlicensed childcare providers and homeschool families in Menominee County.	





<input type="checkbox"/> Parent Led Strategy  <input type="checkbox"/> Strategy came from Strengthening Families Assessment	<b>System Characteristic(s) Addressed</b> X Mindsets <input type="checkbox"/> Components   X Connections   X Regulations   X Resources <input type="checkbox"/> Power			
Activities (small wins promoting the strategy and <u>addresses</u> root causes)	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures (outputs of activities):
Establish Childcare Roundtable event with licensed and unlicensed providers	Great Start to Quality, GSC staff and members, third-party host due to funding restrictions	2019	Funding, location, materials	How many childcare providers we reach, creation of new GSRP spots
Community Baby Shower	Parent Coalition and Children's Trust Fund, GSC members and staff	Ongoing	Donations	Number of parents we reach/educate
Mom-to-Mom Sale	Trusted Advisors, parent coalition, GSC staff and members	Ongoing	Donations	Number of parents we reach
Home Visiting Program – Parents as Teachers curriculum and Ages and Stages Questionnaire.	GSC Staff and ISD Home Visitor	Ongoing	Staff Time	Numbers of families reached, added to the home visiting program.



<b>This Goal, Objective and Strategy(ies) targets the following early childhood outcome(s):</b>  <input type="checkbox"/> Children are born healthy.  <input type="checkbox"/> Children are healthy, thriving, and developmentally on track from birth to third grade.  <input checked="" type="checkbox"/> Children are developmentally ready to succeed in school at time of school entry.  <input type="checkbox"/> Children are prepared to succeed in fourth grade and beyond by reading proficiently by the end of third grade.		<b>And addresses the following early childhood components:</b>  <input type="checkbox"/> Physical Health  <input type="checkbox"/> Social-Emotional Health  <input type="checkbox"/> Family Supports and Basic Needs  <input type="checkbox"/> Parent Education  <input checked="" type="checkbox"/> Early Education and Care	
<b>Goal related to the targeted problem(s):</b> Ensure the coordination and expansion of the local early childhood infrastructure and programs to for allow every child in the community to be developmentally ready to succeed in school at the time of school entry.			
<b>Objective related to the goal:</b>  <ol style="list-style-type: none"> <li>1. Advise in improvements to joint recruitment and enrollment.</li> <li>2. Increase awareness, use, and success of joint recruitment and enrollment for publicly funded programs.</li> <li>3. Review the components of the Great Start Readiness Program and make recommendations.</li> </ol>			
<b>Strategy 2:</b>  Convene a workgroup focused on making recommendations of community services that support all children's school readiness, also serving as an advisory group to the Great Start Readiness Program (GSRP).		<b>Prioritized root causes related to the objective and addressed by this strategy:</b> ● Not all Menominee County children are ready to enter Kindergarten  ● Families are not aware of all the community services that support children's school readiness	
		<b>Performance Measures (results from Strategy 2):</b>  An active School Readiness Advisory Committee meeting regularly and addressing all required tasks.	
<input type="checkbox"/> Parent Led Strategy  <input type="checkbox"/> Strategy came from Strengthening Families Assessment		<b>System Characteristic(s) Addressed</b> <input type="checkbox"/> Mindsets <input checked="" type="checkbox"/> Components <input checked="" type="checkbox"/> Connections <input type="checkbox"/> Regulations <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Power	



Activities (small wins promoting the strategy and addresses root causes)	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures (outputs of activities):
1a. Recruit parents, providers, and community members who represent the diversity of the area and programs and services, to ensure equal representation and engagement on the School Readiness Advisory Committee.	Great Start Staff Great Start Parent Coalition Head Start ISD Staff Great Start to Quality	Ongoing	Staff time, meeting space, substitute teachers, stipends for parents, necessary meeting materials and lunch	Continue to meet quarterly, evaluate membership annually and discuss process for recruiting or replacing membership
1b. Engage families to discuss and potentially impact the current availability and/or need for wrap around care (i.e. child care) or care that is not offered through GSRP/Head Start (i.e. summer, weekends, weather days, etc.).	Great Start Staff Parent Coalition Existing community programs – DAR, YMCA, etc. GSRP Teachers, private preschools, Great Start to Quality, ISD Staff (Student Achievement Coordinator)	Ongoing	Staff time, meeting space, stipends for parents, meeting materials and meal	Evaluation of current out of school programs and collaboration with community service providers. Parent survey to evaluate needs (before and after).

**% and # of children not reaching targeted outcome(s), broken down by demographics when possible (Targeted Problem(s)):**

**Goal related to the targeted problem(s):** Collaborate with Great Start to Quality Resource Centers in the recruitment and engagement of licensed and registered providers to both participate in Great Start to Quality, as well as achieve higher levels of quality.

**Objective related to the goal:** Higher levels of quality in licensed and registered providers

<b>Strategy 2:</b>  Open up existing trainings (including Trusted Advisor trainings) and professional development to licensed and registered providers.	<b>Prioritized root causes related to the objective and addressed by this strategy:</b> <ul style="list-style-type: none"> <li>● Not all daycares workers/childcare providers are able to participate in professional trainings due to schedules and costs.</li> <li>● Not all daycare providers provide access to professional development resources</li> </ul>	<b>Performance Measures (results from Strategy 1):</b>  Meet with daycare providers to see what trainings are available and work to research and coordinate relevant trainings on professional development
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<input type="checkbox"/> <b>Parent Led Strategy</b>  <input type="checkbox"/> <b>Strategy came from Strengthening Families Assessment</b>	<b>System Characteristic(s) Addressed</b> <input type="checkbox"/> Mindsets <input type="checkbox"/> Components <input type="checkbox"/> Connections <input type="checkbox"/> Regulations <input checked="" type="checkbox"/> Resources <input checked="" type="checkbox"/> Power			
Activities (small wins promoting the strategy and <u>addresses root causes</u> )	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures (outputs of activities):
1a. Recruit parents and providers who represent the diversity of the area and programs and services targeted, to ensure equal representation and engagement.	Great Start to Quality and their Family Engagement Consultant, Great Start Staff, Great Start Parent Coalition	Ongoing	GSC and Great Start to Quality Staff, Parent Coalition time, educational resources	The number of people involved and services provided
1b. Great Start Parent Coalition (GSPC) develops and implements strategies to increase parent awareness and choice of high quality settings.	Great Start to Quality and their Family Engagement Consultant, Great Start Staff, Great Start Parent Coalition	Ongoing	GSC and Great Start to Quality Staff, Parent Coalition time, educational resources	Parent survey regarding high quality settings
1c. In collaboration and coordination with the GSPC, develop and implement strategies and opportunities to increase families' knowledge, understanding, and/or utilization of childcare subsidy, high quality childcare options within their community, and Great Start to Quality.	Great Start to Quality and their Family Engagement Consultant, Great Start Staff, Great Start Parent Coalition	Ongoing	GSC and Great Start to Quality Staff, Parent Coalition time, educational resources, meeting space	Number of trainings provided and parents reached



<b>This Goal, Objective and Strategy(ies) targets the following early childhood outcome(s):</b>		<b>And addresses the following early childhood components:</b>
<input type="checkbox"/> Children are born healthy.		<input type="checkbox"/> Physical Health
<input type="checkbox"/> Children are healthy, thriving, and developmentally on track from birth to third grade.		<input type="checkbox"/> Social-Emotional Health
<input type="checkbox"/> Children are developmentally ready to succeed in school at time of school entry.		<input type="checkbox"/> Family Supports and Basic Needs
<input checked="" type="checkbox"/> X Children are prepared to succeed in fourth grade and beyond by reading proficiently by the end of third grade.		<input type="checkbox"/> Parent Education
		<input checked="" type="checkbox"/> X Early Education and Care
<b>% and # of children not reaching targeted outcome(s), broken down by demographics when possible (Targeted Problem(s)):</b>		
35% of 3 <sup>rd</sup> graders in Menominee county are not proficient in M-Step Language Assessment		
<b>Goal related to the targeted problem(s):</b>		
All children in Menominee County are reading proficiently by the end of third grade		
<b>Objective related to the goal:</b>		
All Menominee County children have access to books in their homes.		
<b>Strategy 1:</b>  Educate community members on the importance of early literacy	<b>Prioritized root causes related to the objective and addressed by this strategy:</b> <ul style="list-style-type: none"> <li>• Mindset - Reading is not valued in homes</li> <li>• Resources - Parents are uneducated and cannot read themselves</li> </ul>	<b>Performance Measures (results from Strategy 1):</b>  Increase the number of community members who will be educated on the importance of promoting early literacy and increased attendance at our events including literacy nights, Adventure Course, 1000 Books B4 K program, book clubs. Increase the number of children enrolled in our Imagination Library program.



	<ul style="list-style-type: none"><li>Resources - Parents don't understand the importance of reading to their children</li><li>Resources - Books are not available in all homes</li></ul>			
<input type="checkbox"/> Parent Led Strategy	System Characteristic(s) Addressed   X Mindsets <input type="checkbox"/> Components <input type="checkbox"/> Connections <input type="checkbox"/> Regulations   X Resources <input type="checkbox"/> Power			
<input type="checkbox"/> Strategy came from Strengthening Families Assessment				
Activities (small wins promoting the strategy and <u>addresses root causes</u> )	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures (outputs of activities):
Administer and promote the Dolly Parton Imagination Library Program	GSC Staff and members, Community partners, Early Literacy Council, Spies Public Library, Parent Coalition	Ongoing	Grants, Community Donations, Staff time	Increase in enrolled children and funding for the program
Literacy Events – Literacy Nights, Family Book Club, 1000 Books Before Kindergarten Program, Book drives	GSC Staff and members, Early Literacy Council, Spies Public Library, Parent Coalition	Ongoing	New books or books collected at book drives, Community partnerships, Library	Number of families we reach, education and attend events
Collaboration with ISD Literacy Coach, libraries and schools throughout Menominee County to expand our current programs	GSC Staff and members, Early Literacy Council, Spies Public Library, Parent Coalition, ISD Literacy Coach	Ongoing	GSC staff time	Number or programs expanded and new people reached
Strategy 2:  Educate Parents on Reading Strategies – create traveling display to highlight different strategy at each of the Literacy Nights or events.	Prioritized root causes related to the objective and addressed by this strategy: <ul style="list-style-type: none"><li>Mindset - Reading is not valued in homes</li></ul>	Performance Measures (results from Strategy 2):  Parents report feeling more confident reading to their children, therefore reading to their children more frequently.		





	<ul style="list-style-type: none"> <li>Resources - Parents are uneducated and cannot read themselves</li> <li>Resources - Parents don't understand the importance of reading to their children</li> <li>Resources - Books are not available in all homes</li> </ul>			
<input type="checkbox"/> Parent Led Strategy  <input type="checkbox"/> Strategy came from Strengthening Families Assessment	<b>System Characteristic(s) Addressed</b> X Mindsets <input type="checkbox"/> Components <input type="checkbox"/> Connections <input type="checkbox"/> Regulations   X Resources <input type="checkbox"/> Power			
<b>Activities</b> (small wins promoting the strategy and <u>addresses root causes</u> )	<b>Persons or Groups Responsible</b>	<b>Target Dates</b>	<b>Resources Needed</b>	<b>Progress Measures</b> (outputs of activities):
Present The Ten Preschool Essential Instructional Practices in Early Literacy (established by GELN) at monthly Literacy Nights – highlight one Instructional Practice per event on a traveling display board. Essential Instructional Practices will be presented by the ISD Literacy Coach or GSC Staff. The Children's Librarian will model each Essential Practice while reading the story and encourage parent involvement.	GSC Staff and members, Early Literacy Council, Spies Public Library, Parent Coalition, ISD Literacy Coach	Ongoing	Staff time, library	Number of events and parents educated during literacy events
Information on reading strategies and online books can also be added to the Trusted Advisors app and GSC website	GSC Staff and members, Early Literacy Council, Spies Public Library, Parent Coalition, ISD Literacy Coach	Ongoing	GSC Staff time, Trusted Advisors application	Number of parents educated on reading strategies





## Fund Development

Securing funds to carryout activities listed in our Early Childhood Action Agenda is a critical piece to the success of our collaborative. The Great Start Collaborative prides itself on the strong collaborative partnerships that have been in existence over the years. The partnerships we have help create a culture with a strong desire to improve programs and services to greater our community. By working together many organizations are able to share resources and provide more support to the children and families we serve.

### Collaborative Efforts Include:



K-Readiness Roundtable quarterly meetings that consist of representation and input from GSRP, kindergarten teachers, Head Start, Intermediate School District specialists, private preschools, local educational agencies, and the Menominee County Great Start Collaborative.



School Readiness Advisory Committee which consists of representation and input from Head Start, GSRP, local educational agencies, parents, Menominee County and Delta County Intermediate School Districts.



Fundraising for the Dolly Parton Imagination Library including our Adventure Course fundraiser and our annual mailing campaign.



Dolly Parton Imagination Library recruitment and enrollment, a collaborative effort between the Great Start Collaborative and the Menominee County Intermediate School District.



Collaboration with our local radio station to promote collaborative events and programs on a weekly basis



Family-focused events: Adventure Course, Literacy Nights and 1000 Books B4 Kindergarten programs, all in conjunction with the Spies Public Library. Healthy Kids Day with the YMCA and Family Fun Day which is coordinated with Great Start to Quality, CASA of Menominee County and Head Start.

Due to the commitment of the collaborative partnerships, resources have been secured for many of the programs identified in the strategic plan. Spies Public Library provides the help of their Children's Librarian and funding for many of the programs that are held there (Adventure Course, 1000 Books B4 Kindergarten and Literacy Nights). The Tri City Area United Way provides our GSC with an annual grant to support the rapidly growing Imagination Library program. We also receive support from our Children's Trust Fund and our collaborative also actively seeks other community grants to help support Imagination Library. In 2016, we received two additional grants from the M&M Area Community Foundation to support Imagination Library. Public Health, Delta and Menominee Counties will play a critical role in the compilation and presentation of the resource binder and lunch and learn programs we plan to hold in coming years.



## Our Collaborative Staff:

The Great Start Collaborative of Menominee County is funded by a 32p grant through the Michigan Department of Education. This grant provides support for the operations of the collaborative including the following staff:



**Great Start Collaborative Director** who oversees the operation of the collaborative. She also monitors and helps implement the action agenda. She is responsible for recruiting new membership and providing a link to community agencies, school, parents and businesses.



**Part Liaison** who oversees the operation of Parent Coalition, parent recruitment, administration of the Imagination Library and serves provides a connection between the Parent Coalition and the Great Start Collaborative. We are fortunate enough to have a Parent Liaison who is also the ISD's Early Childhood Services Coordinator who provides a strong bond between our collaborative and our Great Start Readiness Program.

Our collaborative is dedicated to its mission and the four state directed outcomes identified earlier in our plan. We will continue to work on the projects indicated in our action agenda and continually work to secure other sources of funding to support our programs that are beyond the grant requirements. We have the support of numerous community partners who believe that by investing in our children, we are investing in our future.





## Appendix

*"Here is a list of items you may want to include:*

- *ABLe Change Overview*
- *Root Cause Charts*
- *List of Headlines and Mega Headlines*
- *Quantitative data examined*
- *System scan questions used*
- *Associated survey instruments*

