



Menominee County

Strategic Plan

2022-2025



Vision

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

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November 2022

Dear Stakeholders:

The purpose of the Great Start Collaborative (GSC) of Menominee County is to ensure all children are safe, healthy and eager to succeed in school and throughout their lives. We do this by providing programs and support to Menominee County families with children 0-8. We focus all our work on four state directed outcomes including: Children are born healthy; Children are healthy, thriving, and developmentally on track from birth to 3rd grade; Children are developmentally ready to success in school at the time of entry; Children are prepared to succeed in 4th grade and beyond by reading proficiently by the end of the 3rd grade.



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 and their early learning experiences are critical in determining their success throughout their academic career and the rest of their lives. Creating a better tomorrow starts with giving our children a "Great Start".

Our GSC 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. One of the 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:

- Build up parental resilience
- Build social connections with other parents
- Increase knowledge of child development
- Connect parents to concrete support in Menominee County

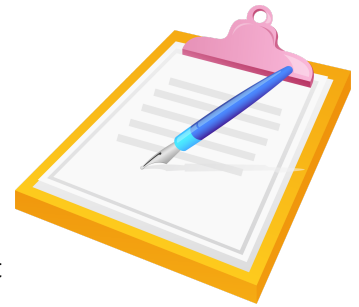
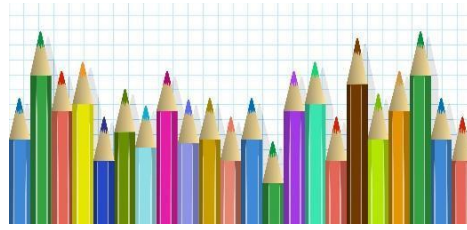
The strategic planning process involved an eleven month long comprehensive system scan of community stakeholders, educators, service providers, and parents for input on what it takes to have safe, healthy children who are ready to succeed in school and beyond. The resulting information enabled our collaborative 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 into 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.

Sincerely,

Sarah H Hanson





GREAT START COLLABORATIVE

MEMBERS AND WORKGROUP PARTICIPANTS

Mary Bauer – Menominee County Intermediate School District

Sandra Bayerl - Spies Public Library

Ann Best - Menominee County Library

Shifra Cooper - UP Kids

Deb Dupras – Great Start to Quality

Jessica Erickson – Parent Member

Carrie Flores - Parent Member

Cindy Grabowski - Communities That Care of Marinette and Menominee Counties & Healthy Youth Coalition of Marinette and Menominee Counties

Andrea Grinsteiner- Dickinson Iron Intermediate School District

Michell Hampton – Greater M&M YMCA

Sarah Hanson – Menominee County Great Start Collaborative

Abbey Hoijer - Spies Public Library

Ashley Karkkainen – Menominee County Intermediate School District

Erin Kiraly – Public Health Delta & Menominee Counties

Missy Kositzky - UPCAP -211

Aysha Koszla - Head Start

Erica Kuehnau - Great Start to Quality

Ricky Kurian – Northpointe Behavioral Services

Cassie Lauren – Department of Health and Human Services

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Hannah Morel - Bay Area Pregnancy Services

Carrie Polley – Public Health Delta & Menominee Counties - WIC

Faith Sandahl– CASA of Menominee County

Becky Stepniak – Menominee County Juvenile Probation

Lori Tickler – Parent member

Alicia Trudell - Head Start

SPECIAL THANKS TO THE ORGANIZATIONS 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 composed of community leaders, health care professionals, human service agencies, charitable and faith-based organizations, educators and parents. The 2022 planning year consisted of oversight from the Northern Early Childhood Support Network who contracted with BC Pulse to provide collaboratives with training to assist with the strategic planning process. 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 mission of the Great Start Collaborative is to ensure all Menominee County children aged birth to eight have access to high-quality developmental and early learning opportunities and enter kindergarten equipped for success. 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:** The Collaborative reviewed Kids Count Data, along with other local early childhood data with OGS outcome areas in mind, held focus groups with parents in Menominee County and partner agencies, and administered two different community surveys distributed through social media.
- **Systems Scan Assessment:** Specific questions were formulated from the data analysis. Two system scan meetings were held with the GSC Strategic Plan Steering Committee. The group developed problem statements for each of the four state directed outcomes based on data sources and identified system conditions and characteristics.
- **Root Cause Analysis:** The GSC Strategic Plan Steering Committee met an additional two times to complete the root cause analysis process in order to assess and identify system change targets that are actionable, feasible, powerful, and mission aligned. The root causes were labeled by six system characteristics: Mindsets, Components, Connections, Resources, Power, and Regulations. The group then developed goals and objectives.
- **Strategy and Action Agenda Development:** During the Great Start Collaborative whole group strategic planning meeting in August 2022, the Collaborative identified strategies and activities. This resulted in developing an action plan agenda with goals, objectives, activities, timelines, and people 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 August 24, 2022, 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 are reviewed and addressed at each GSC meeting. The data driven Action Agenda is a living document, revised annually and submitted with the 32p application each September



Outcome 1: Children are born healthy.

Goal: All Children in Menominee County are born healthy

Objective: Increase number of women who receive prenatal services in Menominee County

- ★ Strategy # 1: Media Campaign
- ★ Strategy # 2: Community Outreach

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

Goal: Improve maternal and child health outcomes through an active collaboration with WIC, the GSC and GSPC

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

- ★ Strategy # 1 Expand and strengthen partnership between WIC and GSC
- ★ Strategy #2: Exchange educational opportunities and materials, including breastfeeding promotion and support
- ★ Strategy #3: Establish an education awareness outreach plan to increase enrollment into WIC

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

Goal: Increase access to high quality early care and education services and supports

Objective: More three and four-year-old children are participating in high-quality childcare, preschool or community programs

- ★ Strategy # 1: The school readiness advisory committee will address the needs of school readiness across the community
- ★ Strategy # 2: The GSC, GSPC and RC will work in collaboration to engage the community to support and align plans to facilitate childcare availability in the wake of the influx of state and federal funds

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

Goal: Educate community members on the importance of early literacy

Objective: Increased knowledge within the community around the importance of everyday literacy opportunities

- ★ Strategy # 1: Educate families on the importance of early literacy
- ★ Strategy # 2: Increase access to books in the home
- ★ Strategy # 3: Assist adults struggling with literacy
- ★ Strategy #4: Educate parents on early literacy essentials/strategies-create a traveling display to highlight different strategies at each of the literacy nights or events.



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:

- Bay Area Pregnancy Services
- CASA of Menominee County
- Children's Trust Michigan
- Communities That Care of Marinette and Menominee Counties
- Department of Health and Human Services
- Dickinson Iron Intermediate School District
- Great Start to Quality
- Head Start
- Healthy Youth Coalition of Marinette and Menominee Counties
- Menominee County Intermediate School District
 - Early Childhood Services Coordinator/Parent Liaison
 - Early On
 - GSC Community Educator
 - GSC Director
 - Literacy Coach
 - Superintendent
- Menominee County Library
- Menominee County Juvenile Probation
- Northpointe Behavioral Services
- Parent Coalition Members
- Public Health Delta & Menominee Counties
- Spies Public Library
- YMCA
- UPCAP - 211
- UP Kids



The Menominee GSC has achieved many successes since inception including:

- In October 2012, the Collaborative developed a KIDS Cash Health and Wellness Incentive Program with 43 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.
- The Great Start Collaborative has been very fortunate over the years to receive additional community grants to support programs and activities. These include grants from the Hannahville Indian Community 2% cycle, Provident Health Foundation and the M&M Area Community Foundation.
- The Menominee County Imagination Library has been growing significantly over the past few years with nearly 560 children currently enrolled. This is 50% of all Menominee County children ages 0-5!
- In 2016, Great Start formed an Early Literacy Council that has been implementing numerous literacy programs over the years: Book drives (to provide free books to all kids who attend GSC events), Reading Adventure Nights (RAN) at Spies Library and the Menominee County Library, 1000 Books B4 Kindergarten, children's free little libraries, virtual early literacy education for parents, daycare providers and library professionals. Recently our collaborative purchased book nooks for four different locations throughout the county and installed a permanent book walk at Henes Park in Menominee. The ability to enhance our literacy programs is thanks to the Trusted Advisor and Literacy Hub Grants
- In 2020, our Great Start Parent Coalition revised their goals:
 - ★ The Great Start Parent Coalition recognizes unique parent challenges experienced by families who are in crisis and transitioning out of the COVID-19 pandemic
 - ★ The Great Start Parent Coalition actively builds relationships with service providers and families by highlighting services and events and sharing resources when possible.

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:

- ★ Recruitment of new membership
- ★ Zoom craft events during the pandemic & recent in-person activity nights post pandemic
- ★ Talking is Teaching campaign work
- ★ Continued upkeep of a Facebook page
- ★ Trusted Advisor literacy work
- ★ Participation in GSC literacy events and fundraisers for Imagination Library
- ★ Help planning community baby showers & parent education Google classrooms





Community Needs and Strengths Assessment

The Great Start of Collaborative of Menominee County

Mission



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

Vision



Ensuring all children are safe, healthy and eager to succeed in school and throughout their lives. We do this by providing services and support to Menominee County families with children 0-8.

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.

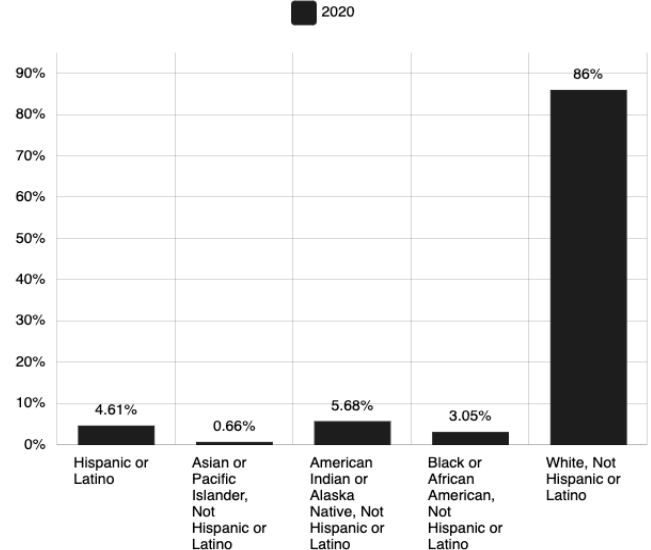
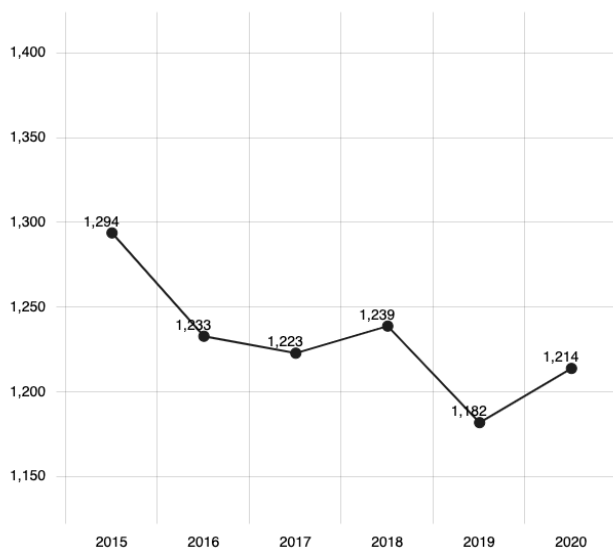


- ★ Efficiencies must be identified and implemented. Examples of ways we achieve efficiency include reduced duplication and shared resources.
- ★ Quality matters. We strive for program quality through:
 - Creating a system of comprehensive services that address health, safety, and educational needs of 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 ABL Change rules to increase the impact of those changes.

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.

Quantitative Data Review and Analysis

The number of Menominee County children ages 0-5 continued to decrease since 2010 except for an increase in 2014, 2018 and 2020 and only slight changes in racial composition.

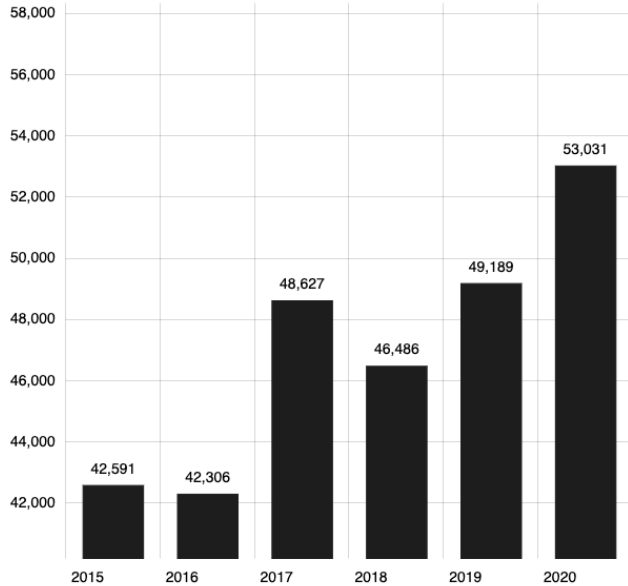


Sources: U.S. Census Bureau, The American Community Survey 1- Year Estimates; National Center for Health Statistics (NCHS), Bridged-Race Population Estimates, United States July 1st resident population by state, county, age, sex, bridged-race, and Hispanic origin.

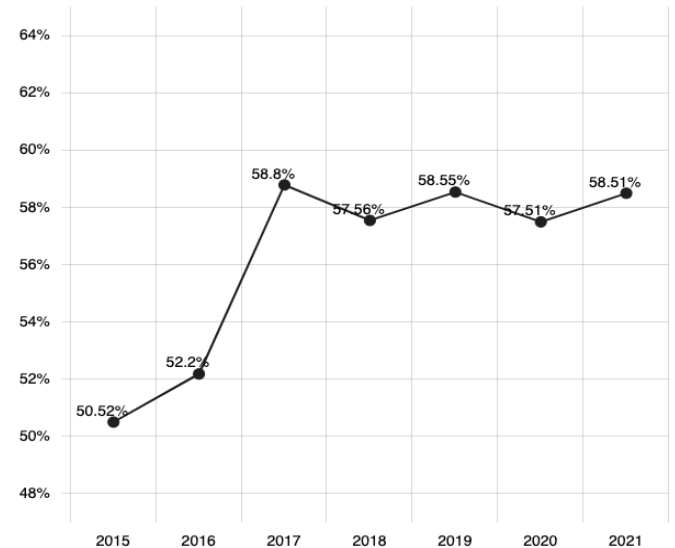


3 major economic conditions have impacted Menominee County children and families: unemployment, free and reduced lunch & children ages 0-17 living in single parent households.

Median Household Income has increased significantly since 2010, however the number of children eligible for free and reduced lunch has increased.



Source(s): U. S. Census Bureau and Small Area Income and Poverty Estimates (SAIPE) web site. Cities use the American Community Survey, 1-Yr Estimate, Table B19013



Source(s): Michigan Department of Education, Food and Nutrition Services, Office of Nutrition, for 1990-95. Center for Educational Performance Information (CEPI) web site since 1996 (www.michigan.gov/cepi)

The % of children ages 0-17 living in single parent homes has decreased nearly in half since 2011
Poverty Ages 0-17, Single-Parent Families in Menominee County

Location	Data Type	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Menominee	Number	901	928	905	1,031	1,119	895	748	617	523	354
	Percent	50.5%	50.9%	48.1%	54.4%	57.7%	52.3%	46.4%	41.9%	38.3%	28.8%

The Asset Limited, Income Constrained, Employed (ALICE) measure provides a more accurate view of economic security. ALICE represents working households that are above the federal poverty level, but whose earnings are not enough to afford a “survival budget” based on the bare-minimum cost of household necessities. For example, in 2019, a family of four needed an annual household income of over \$64,100 to afford the basics—an income significantly higher than the federal poverty level of \$25,750 for a family of four.

Households in Poverty (ALICE)

Location	Data Type	2010	2017	2019
Menominee	Number	3,626	4,337	4,882
	Percent	32.9%	40.9%	45.9%

*Data in the two tables provided by the League of Michigan Public Policy

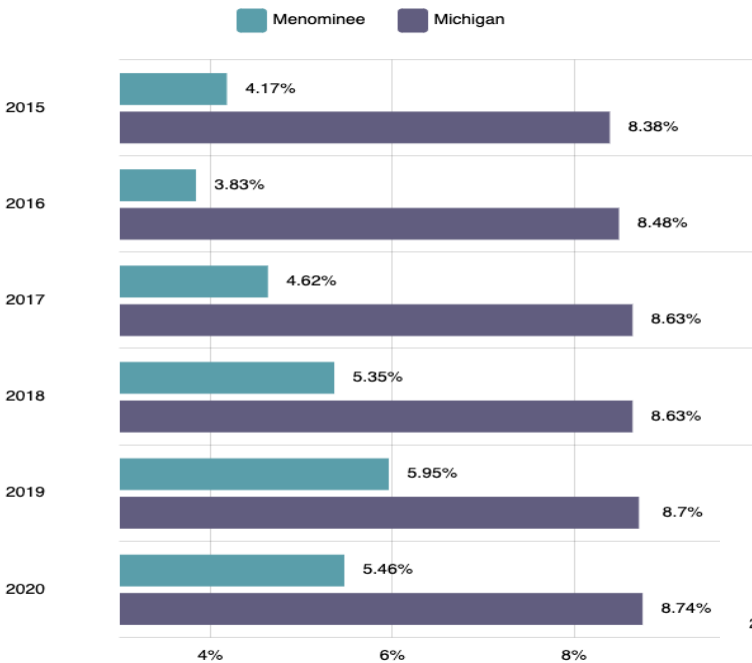


Outcome 1: Children are Born Healthy

Prenatal risks

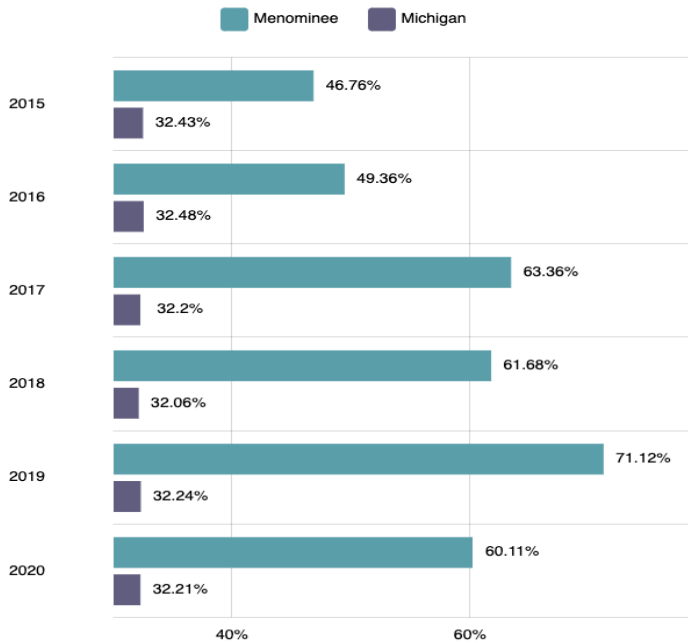
Although Menominee County’s number of low birth weights (5.46% in 2020) is much lower than the state rate of 8.74%, Menominee County has a much higher rate of women who smoked during pregnancy and women who received less than adequate prenatal care.

- ★ In 2020, 24.59% of Menominee County children were born to women who smoked during pregnancy versus the state rate of 14.33%.
- ★ 60.1 % of Menominee County children born in 2020 were born to women who received less than adequate prenatal care. This is compared to the state value of 32.2%.
- ★ 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.



Low Birth Weight
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Menominee County Rates compared to the State of Michigan

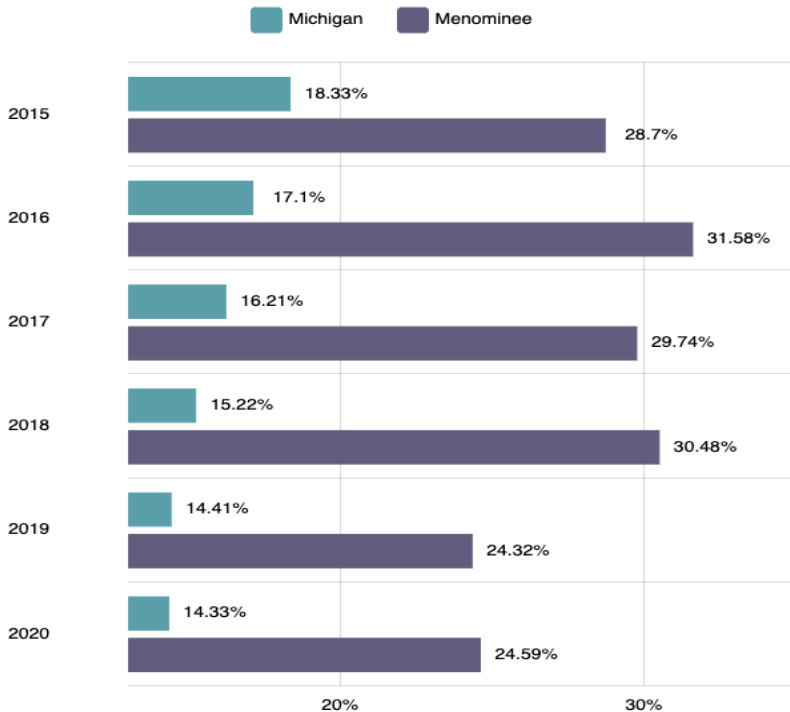
**Source(s) Michigan Department of Health and Human Services, Division for Vital Records and Health Statistics.*



Births With Less Than Adequate Prenatal Care
 →
Menominee County Rates compared to the State of Michigan

**Source(s) Michigan Department of Health and Human Services, Division for Vital Records and Health Statistics.*





Births To Mothers Who Smoked During Pregnancy

←

Menominee County Rates compared to the State of Michigan

**Source(s) Michigan Department of Health and Human Services, Division for Vital Records and Health Statistics.*

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 birth weight in Menominee County (5.46%) is significantly less than the state of Michigan (8.74%)
- ★ Percentage of Menominee County children ages 0-18 that are insured remains steady at 95.75% and hasn't fluctuated much in the past five years.
- ★ Rate of toddlers fully immunized increased from 2015 to 2020 from 67.6% to 75.56% which is also higher than the state rate of 70.68% in 2020.
- ★ Infant death numbers are low (rates/1000 not calculated)

Areas of Need:

- ★ Rate of lead testing for Medicaid eligible 1-2 year olds decreased significantly from 2015 (48.62%) to 2020 (10.43%).
- ★ Rate of unemployment increased significantly from 4% in 2019 to 6.4% in 2020.
- ★ Less children are receiving Early On services in Menominee (2.01%) compared to Michigan (2.93%) in 2020



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

Primary Substance of Abuse at Admission	# of Admissions 2020	# of Admissions 2021
Alcohol	33	30
Prescription Opiates	19	20
Cocaine	1	0
Heroin	1	5
Marijuana/Hashish	0	3
Methamphetamine/Speed	14	11

Other Substance Abuse Stats for Menominee County			
	2019	2020	2021
All Drugs Overdose Deaths	2	3	No data
Traffic crashes involving alcohol	24	22	30

*Michigan Behavioral Health Treatment Episode Data Set MDHHS

Areas of strength:

- According to the Communities That Care Youth Survey, the age of first use for alcohol is rising for 10th graders. In 2019, 10th graders reported that the age of first use increased to 13.6 from 13.5 in 2016. In 2019 age of onset reported by 8th, 10th and 12th graders was 11.9, 13.6 14.8 consecutively.
- Furthermore in 2019, 67.6% of 10th graders said that they don't drink alcohol.

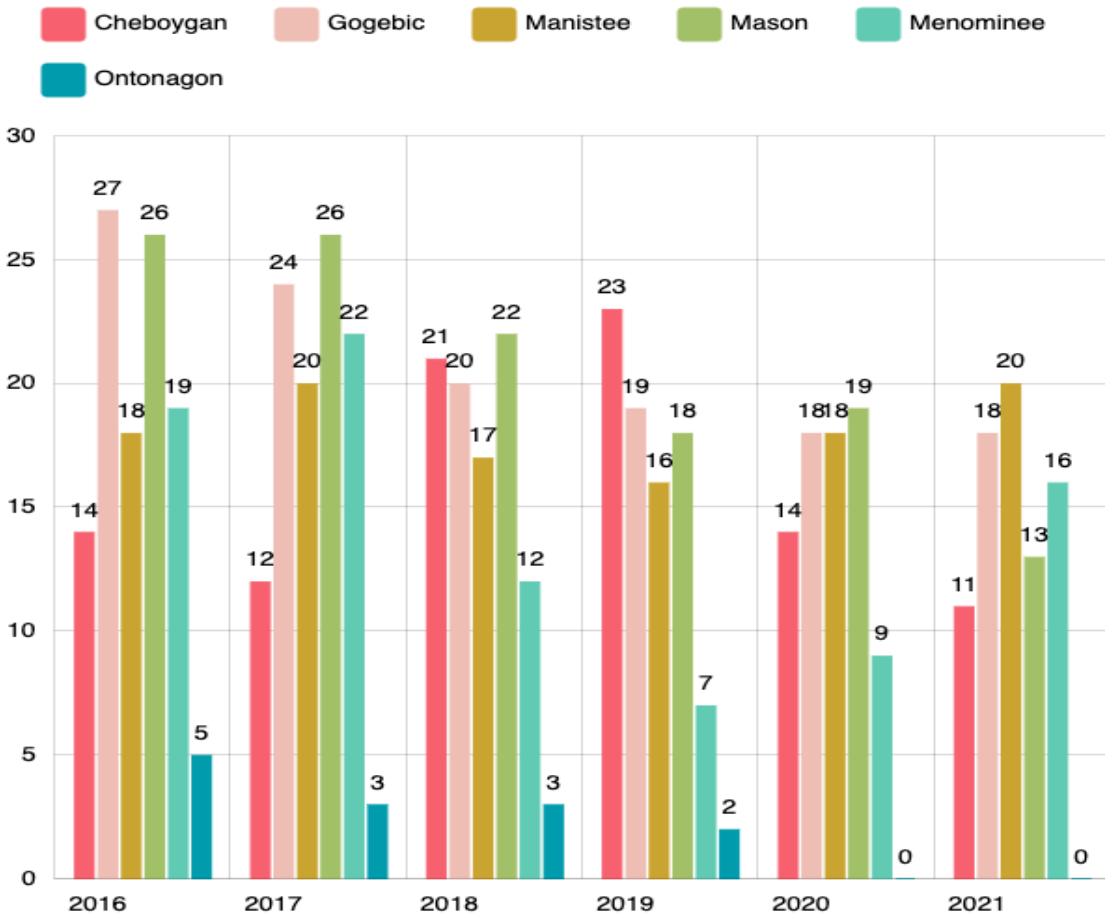
Areas of need:

- According to the Communities That Care Youth Survey the following was reported for binge drinking in the last two weeks:
 - 2019 - 13.8% of 10th graders (national average is 8.7%), 23.8% of 12th graders (13.8% national average)
 - 2021 - 15.8% of 10th graders (national average is 8.5%) and 27.8% for 12th graders (national average 14.4%)
- Additional data from the Youth Survey indicates that the following for Past 30 day use:
 - 2019 -10th - 26.3 (18.6% national average), 12th 40.9% (30.3 national average)
 - 2021 - 10th - 29.8% (national average 18.4%), 12th grade 42.1% (29.3% national)
- Since 2016, the number of traffic crashes involving alcohol has steadily increased. According to The Michigan Substance Use Disorder Data Repository MDHHS the following number of crashes was reported:
 - 2016 - 11 crashes, 2017 - 24 crashes, 2018 - 24 crashes, 2019 - 24 crashes, 2020 - 22 crashes, 2021 - 30 crashes. These numbers are consistent with those of the entire State of Michigan.



The rate per 1,000 Children Ages 0-5 Who Are Substantiated Victims of Abuse in Menominee County has decreased from 2012 to 2021.

Location	Data Type	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Cheboygan	Number	55	44	40	48	62	78	78	48	35	34
	Rate	39.2	32.4	31.2	39.2	51.3	63.9	62.8	39.8	27.9	28.3
Gogebic	Number	18	28	42	35	44	41	43	26	35	28
	Rate	20.5	32.4	52.5	46.6	61.2	54.7	57.9	36.4	47.9	38.6
Manistee	Number	28	27	23	40	38	42	30	34	32	28
	Rate	22.1	22.1	20.5	36.4	34.7	35.1	24.7	26.5	25.8	22.4
Mason	Number	73	85	75	81	80	110	82	100	30	19
	Rate	38.0	44.2	42.0	44.0	44.2	60.8	45.5	55.9	16.2	10.7
Menominee	Number	39	25	38	44	40	45	30	24	19	16
	Rate	28.6	18.7	29.1	31.9	30.9	36.5	24.5	19.4	16.1	13.2



Children Ages 0-5 In & Out Of Home Care - Abuse & Neglect

←

Menominee County rates compared to other counties of similar size in Michigan

**Source(s) Michigan Department of Health and Human Services, Children's Protective Services.*



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.

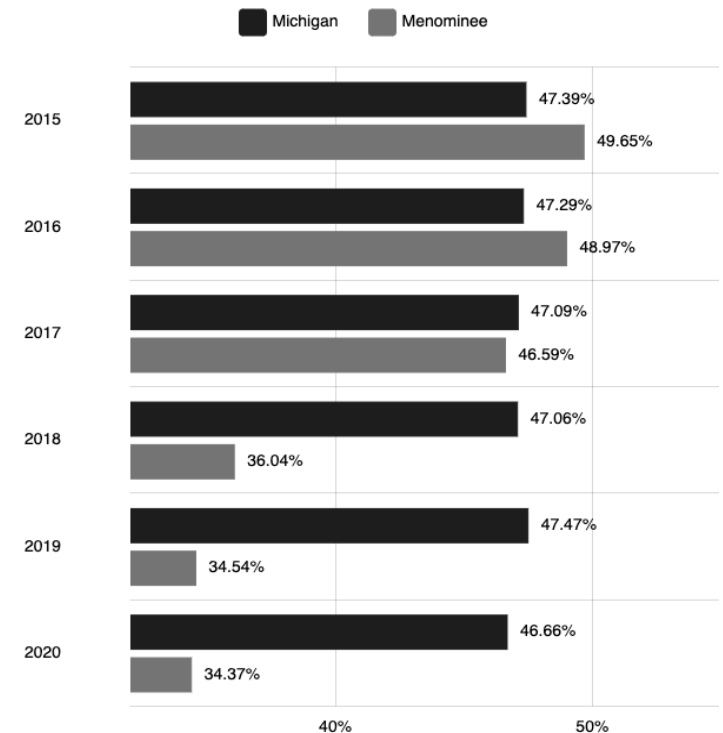
Areas of strength:

- ★ The number of Menominee County families with children receiving Early On services is 26 (5.3%). This is higher than the state average of 3.4%. Identifying and addressing developmental issues early leads to better success in school.
- ★ In 2022, one additional child care center contracted to provide GSRP to 4 year olds in the city of Menominee.
- ★ The number of Menominee County children enrolled in the Dolly Parton Imagination Library program continues to grow on an annual basis. Currently there are 568 children enrolled which is nearly half of all children ages 0-5 residing in Menominee County. This is an all time high for Menominee County.

Areas of need:

- ★ The percent of 4 years olds served in a preschool (34.4%) is lower than Michigan (46.7%) as well as neighboring counties - Delta 47.3%, Iron is 59.4% and Dickenson is 48.1%
- ★ The percentage of Menominee County students (24.5%) not graduating on time is above the state average (19.5%).
- ★ In recent years, Menominee County has less 3 and 4 year olds attending preschool compared to the state of Michigan.

Children Ages 3-4 in Preschool



Source(s): Census Bureau, American Community Survey 5-Year Estimates, Table S1401

	2016	2021
Total # of Child Care Centers	9	10
# of Child Care Centers Accepting Infants	2	3
# of Centers Offering Full Day Continuous Care	7	8
Total # of Licensed Group Homes (Max 12 children)	5	6
Total # of Licensed Family Homes (Max 6 children)	9	4

*Great Start to Quality

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 is at an all time low in Menominee County at 9.8% in 2020. Teen births are also at an all time low of 6% in 2020.
- ★ The number of child care opportunities increased in 2021. See the chart to the left.
- ★ The number of parents participating in Parent Coalition meetings held monthly at Spies Public Library has steadily increased since the return of face to face contact in 2021. These meetings build social connections and parental resilience for members and the community.



Location	# of Licensed Daycares	# of Licensed Pre School	Total # Options Available
City of Menominee	8	4	12
Carney	1	1	2
Hermansville	1	1	2
Powers	1	0	1
Stephenson	2	1	3
Wallace	1	0	1

*Great Start to Quality

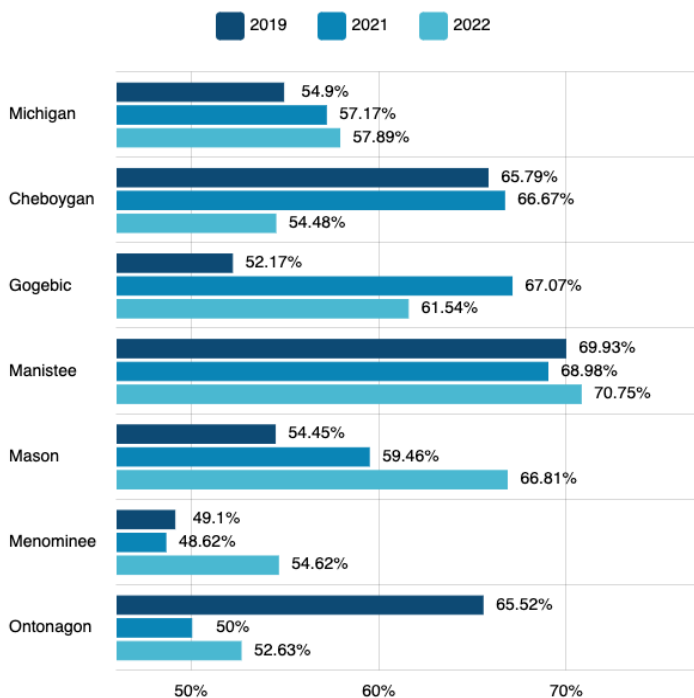
Areas of need:

- ★ Licensed child care options are limited outside the city of Menominee. See chart.
- ★ There are no licensed childcare centers outside the city of Menominee, only family/group homes are available in the county.
- ★ The number of children receiving WIC services is low (46.4%) as compared to the past four years. WIC services are valuable in that they help parents learn about developmental milestones and good nutrition for their children. These are foundations to kindergarten readiness.

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.

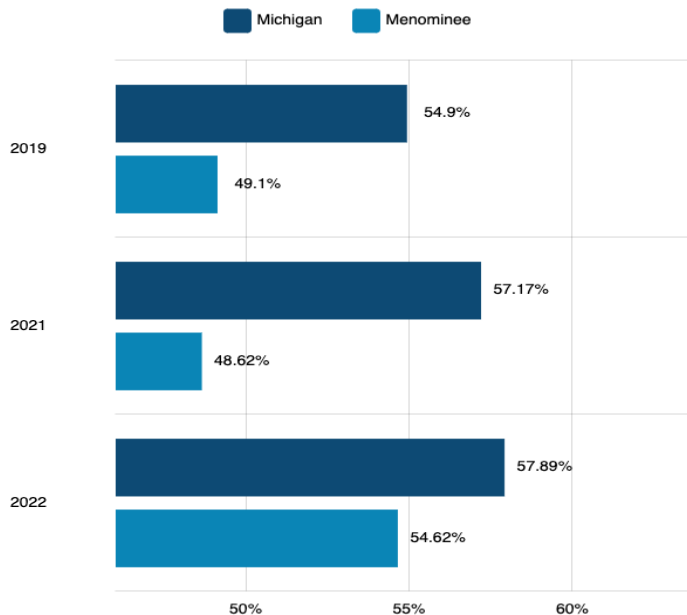
M-Step Students Not Proficient In Grade 3 ELA - Menominee County vs Peer Counties and the State of Michigan



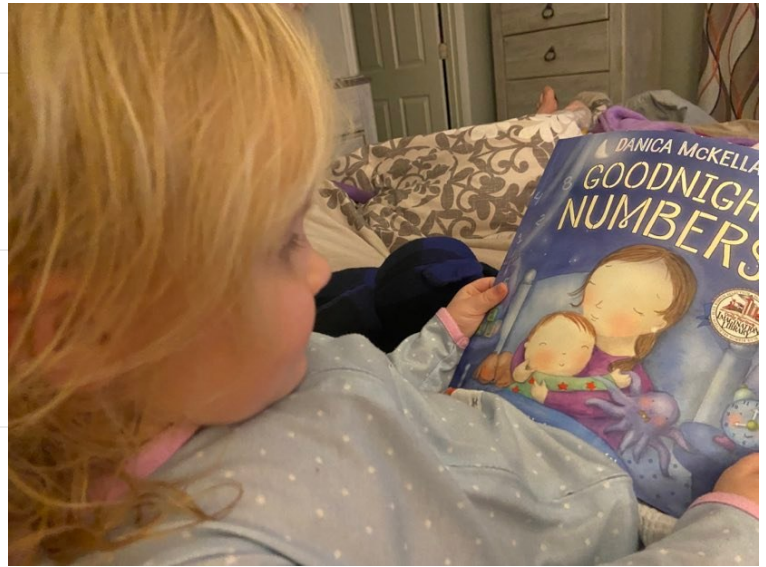
Source(s): Michigan Department of Education, Center for Educational Performance and Information



M-Step Students Not Proficient In Grade 3 ELA - Menominee County vs State of Michigan



Source(s): Michigan Department of Education, Center for Educational Performance and Information



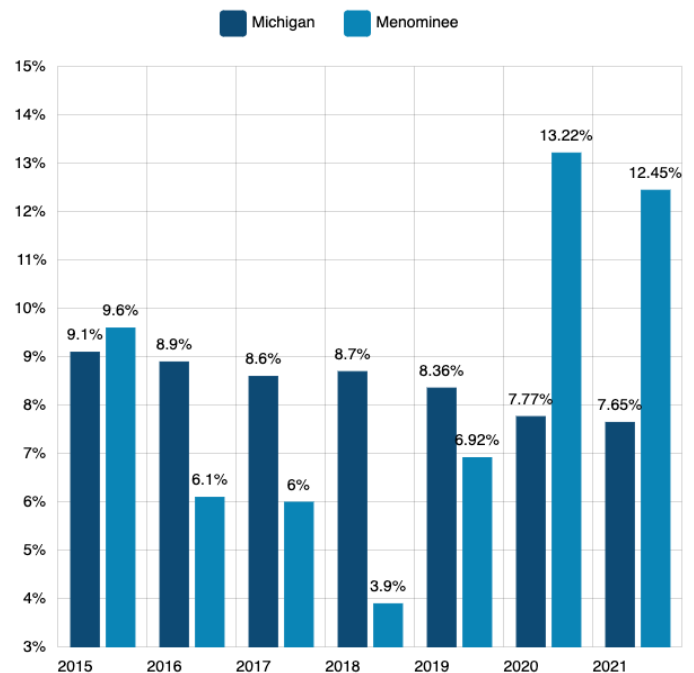
Areas of Strength:

- ★ The number of families participating in Reading Adventure Nights at the Menominee County Library has steadily increased since the return of face to face contact in 2021. This holds true for the Playgroup Packet Pick-Up program. Families residing in 8 of the 12 zip codes are participating.
- ★ The percentage of 3rd graders not proficient in M-Step ELA in Menominee County is less than the state average. See charts.
- ★ The Menominee County ISD has 2 full time literacy coaches on staff to train and support elementary teachers and other school staff in all four districts.
- ★ The 1000 Books B4 Kindergarten program had a record number of graduates in 2022.

Areas of Need:

- ★ The percentage of Menominee County 3rd graders not proficient in the M-Step ELA has increased since 2019. See charts.
- ★ The percentage of students in Menominee County who have dropped out of high school has nearly doubled since 2019 (6.9% to 12.5%).
- ★ The percentage of students not graduating on time has nearly doubled since 2019 (12.3% to 24.5%).

Students Who Dropped Out of High School



Source(s): Center for Educational Performance Information (CEPI), Michigan Department of Education





Goals and Objectives

Strategic Planning Process

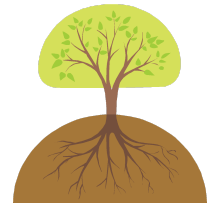
The Menominee system scan of the current early childhood system included four system scan meetings and two community surveys. One meeting was held with the strategic planning steering committee, one with all collaborative members, one with staff from the Department of Health and Human Services and the another with a group of parents located in the northern part of Menominee County. After the first system scan meeting with the strategic planning committee 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 community needs and strengths assessment was analyzed and compared to quantitative data. Data was organized and paired with corresponding state directed outcomes. Once organized, the information was presented to the collaborative as whole who then brainstormed strategies and activities. Collaborative members then voted to prioritize strategies and activities included in the plan.

Our Collaborative is confident that all goals, objectives, strategies and activities selected address the four state directed outcomes that drive the work of our GSC. These in turn impact the four priorities listed in Michigan's Collective Early Childhood Action Plan.

During our strategic planning steering committee meeting in June of 2022, members 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 Pulse training, 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

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:

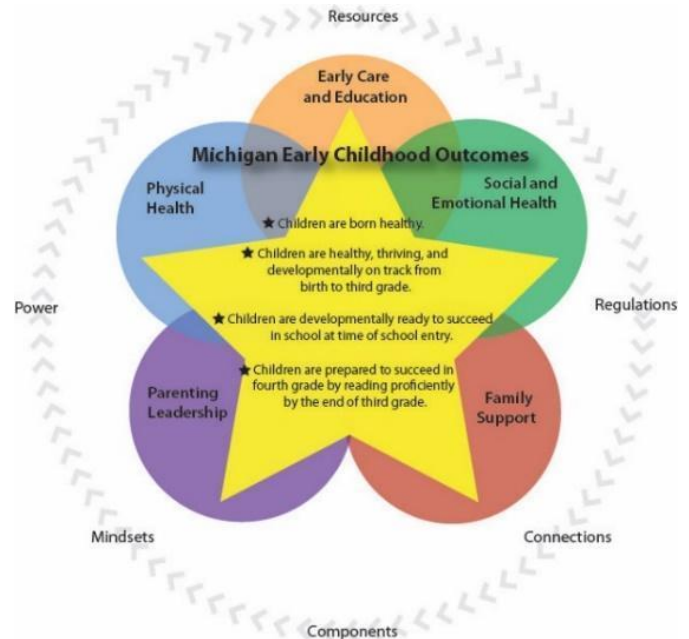
1. The target audiences were ready for the change or that there were steps to build readiness for change.
2. The GSC and partners had the capacity for the activity or that there were activities planned such as training or acquiring resources to build capacity.
3. There was enough communication, promotion, 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 May of 2022, The Michigan Department of Education released the document entitled "Michigan's Collective Early Childhood Action Plan". Priority areas and strategies along with the four state directed child outcomes presented in the report were used during development of the Menominee County Great Start Collaborative strategic



plan. The Great Start Collaborative utilized tools and processes from the Pulse training sessions to guide its strategic plan development. Additional technical assistance and consultation was provided by Northern Early Childhood Support Network.

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.



OUTCOME 1

<p>This Goal, Objective(s) and Strategy(ies) targets the following early childhood outcome(s):</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> 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. 	<p>Addresses the following early childhood components:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Physical Health <input type="checkbox"/> Social-Emotional Health <input checked="" type="checkbox"/> Family Supports, Basic Needs, and Economic Self-Sufficiency <input checked="" type="checkbox"/> Parent Leadership and Family Engagement <input type="checkbox"/> Early Education, including Foundational Literacy Skills, and Care 	
<p>% and # of children not reaching targeted outcome(s), broken down by demographics when possible (Targeted Problem(s)): 60% of Menominee County women do not receive adequate prenatal care (Kids Count Data). 52.4% of those surveyed by GSC believe that there needs to be more promotion of services available to Menominee County pregnant mothers.</p>		
<p>Goal related to the targeted problem(s): Promote and educate about prenatal resources available to Menominee County Families</p>		
<p>Objective(s) related to the goal: Increase number of women who receive prenatal services in Menominee County</p>		
<p>Strategy 1: Create a powerful media campaign promoting healthy pregnancies for women in Menominee County.</p>	<p>Prioritized root causes related to the objective and addressed by this strategy:</p> <ul style="list-style-type: none"> ● Mindset – Parents lack the knowledge about the consequences of the baby as well as their lack of willingness to change their behavior ● Mindsets – generational use of substances – youth having parent themselves too early, no good role models ● Connections & Resources - Providers/parents 	<p>Performance Measure(s): How many people our media campaign reaches including press releases, social media posts, billboards, radio ads, etc.</p>



	<p>don't know resources or where to go for help or where to refer for help – lack of local resources, including resources to help with transportation.</p> <ul style="list-style-type: none"> ● Connections & Resources – parents are unaware of Medicaid eligibility requirements ● Connections - Providers have a disconnect – not knowing resources or what agency provides what service. 			
<input type="checkbox"/> Parent Led Strategy <input type="checkbox"/> Strategy came from Strengthening Families Assessment	System Characteristic(s) Addressed <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			
Alignment with PDG B-5 Activities: <input type="checkbox"/> Activity 1: PDG Needs Assessment <input type="checkbox"/> Activity 2: PDG Strategic Plan <input checked="" type="checkbox"/> Activity 3: Parental Knowledge, Choice, and Engagement <input type="checkbox"/> Activity 4: Sharing Best Practice <input type="checkbox"/> Activity 5: Improving Overall Quality <input type="checkbox"/> Activity 6: Integrated Data for Program Use and Evaluation				
Activities (small wins to carry out the strategy)	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures (outputs of activities):
Develop media campaign messages (Medicaid eligibility, transportation resources, how to access resources/where to find resources, definition of prenatal care and where to access prenatal care).	GSC Members, Parent Coalition, GSC Staff	Ongoing	Financial, Partnership with Community Coalition, Staff and Volunteer time, Grants	Number of messages created



<p>Determine who and where the media campaign message should be targeted</p>	<p>GSC members & staff, Parent Coalition members, Community Coalition</p>	<p>Ongoing</p>	<p>Financial, partnership with community coalition, staff and volunteer time, grants</p>	<p>Audience reached</p>
<p>Utilize local media outlets and social media to educate the community on the effects of alcohol, drugs (including prescription medication) and tobacco products on unborn children.</p>	<p>GSC Members, Parent Coalition Members, GSC Staff</p>	<p>Ongoing</p>	<p>Radio Contract, Billboard Contract, Partnership with Community Coalition, Facebook Account, Additional Community Grants</p>	<p>Number of press releases, radio ads, billboards, social media posts and FB Live radio interviews</p>
<p>Strategy 2: Create outreach plans to educate the community on prenatal resources.</p>	<p>Prioritized root causes related to the objective and addressed by this strategy:</p> <ul style="list-style-type: none"> ● Mindset – Parents lack the knowledge about the consequences of the baby as well as their lack of willingness to change their behavior. ● Mindsets – generational use – youth having parent themselves too early, no good role models ● Connections & Resources - Providers/parents don't know resources or where to go for help or where to refer for help – lack of local resources ● Connections - Providers have a disconnect – not knowing resources or what agency provides what service. 	<p>Performance Measure(s): Increase in the number of families who get connected with the resources they need. Increase in the number of people receiving this information, referrals, and provider's knowledge of available resources.</p>		



	<ul style="list-style-type: none"> Power - GSC lacks relationship with state representatives 			
<input checked="" type="checkbox"/> Parent Led Strategy <input type="checkbox"/> Strategy came from Strengthening Families Assessment	System Characteristic(s) Addressed <input checked="" type="checkbox"/> Mindsets <input type="checkbox"/> Components <input checked="" type="checkbox"/> Connections <input type="checkbox"/> Regulations <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Power			
Alignment with PDG B-5 Activities: <input type="checkbox"/> Activity 1: PDG Needs Assessment <input type="checkbox"/> Activity 2: PDG Strategic Plan <input checked="" type="checkbox"/> Activity 3: Parental Knowledge, Choice, and Engagement <input type="checkbox"/> Activity 4: Sharing Best Practice <input type="checkbox"/> Activity 5: Improving Overall Quality <input type="checkbox"/> Activity 6: Integrated Data for Program Use and Evaluation				
Activities (small wins to carry out the strategy)	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures (outputs of activities):
Identify the audience to receive the education.	GSC members, Parent Coalition Members GSC Staff	Ongoing	GSC members, GSPC members and GSC staff time	Audience reached
Create community displays with prenatal information to expand our “reach”. Potential locations include: food pantries, Feeding America, churches, laundromats, homeless shelter, schools, libraries, Christmas gift pick up locations/packages.	GSC members, Parent Coalition Members GSC Staff	Ongoing	GSC members, GSPC members and GSC staff time and additional grant funding	Number of displays created and number of locations partnered with to display information.
Utilize Geofencing and 211 to help disseminate educational information.	GSC members, Parent Coalition Members GSC Staff	Ongoing	GSC members, GSPC members and GSC staff time and additional grant	Number of messages created, and connections made



			funding	
Partner with CTM to offer education-based community baby showers to pregnant mothers in Menominee County.	GSC members, Parent Coalition Members GSC Staff	Two events held each year: one in spring, one in late summer/fall	GSC members, GSPC members and GSC staff time and additional grant funding	Number of expecting parents educated
Continue to partner with CTC (Communities That Care of Marinette and Menominee Counties) and MOC (Michigan Opioid Collaborative) to advocate for prenatal services, specifically MAT for Menominee County mothers and advertise health care options as they become available.	GSC, CTC and MOC members and staff	Ongoing	GSC, CTC and MOC staff time and media outlets	Number of collaborative encounters with representatives from CTC, GSC and MOC (emails, meetings, etc.)

OUTCOME 2

<p>This Goal, Objective(s) and Strategy(ies) targets the following early childhood outcome(s):</p> <ul style="list-style-type: none"> <input type="checkbox"/> Children are born healthy. <input checked="" 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. 	<p>Addresses the following early childhood components:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Physical Health <input type="checkbox"/> Social-Emotional Health <input checked="" type="checkbox"/> Family Supports, Basic Needs, and Economic Self-Sufficiency <input checked="" type="checkbox"/> Parent Leadership and Family Engagement <input type="checkbox"/> Early Education, including Foundational Literacy Skills, and Care
<p>% and # of children not reaching targeted outcome(s), broken down by demographics when possible (Targeted Problem(s)): 48.8% of children ages 0-4 receive services from WIC. There has been a steady decline since 2013 when WIC serviced 72.5% of Menominee County children ages 0-4 (this change is not due to income demographics). In 2021, there was 325 reported cases of abuse and neglect in Menominee County. This is slightly down</p>	



from 410 cases reported in 2019 (all time high).				
Goal related to the targeted problem(s): Improve maternal and child health outcomes through an active collaboration with WIC, the GSC and GSPC				
Objective(s) related to the goal: Increase supports to individuals and families around nutrition and physical activity, including referrals to WIC programs and services				
Strategy 1: Expand and strengthen the partnership between WIC and GSC.		Prioritized root causes related to the objective and addressed by this strategy: Connections & Resources – GSC and WIC staff are unaware of all the services, programs and events each provides to Menominee County families. Connections & Resources – Parents are unaware of the services and programs provided by WIC and the GSC and the eligibility requirements to enroll in WIC.		Performance Measure(s): Increase the knowledge of Menominee County GSC, WIC staff and Menominee County families on services and programming provided by GSC and WIC.
<input type="checkbox"/> Parent Led Strategy <input type="checkbox"/> Strategy came from Strengthening Families Assessment		System Characteristic(s) Addressed <input type="checkbox"/> Mindsets <input type="checkbox"/> Components <input checked="" type="checkbox"/> Connections <input type="checkbox"/> Regulations <input checked="" type="checkbox"/> Resources <input type="checkbox"/> Power		
Alignment with PDG B-5 Activities: <input type="checkbox"/> Activity 1: PDG Needs Assessment <input checked="" type="checkbox"/> Activity 2: PDG Strategic Plan <input checked="" type="checkbox"/> Activity 3: Parental Knowledge, Choice, and Engagement <input type="checkbox"/> Activity 4: Sharing Best Practice <input checked="" type="checkbox"/> Activity 5: Improving Overall Quality <input type="checkbox"/> Activity 6: Integrated Data for Program Use and Evaluation				
Activities (small wins to carry out the strategy)	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures (outputs of activities):



<p>Partner with WIC to plan community events to draw awareness to WIC services and GSC events and programs.</p>	<p>WIC and GSC Staff, GSC & GSPC members</p>	<p>August 2023</p>	<p>WIC and GSC Staff time, GSC and GSPC members time</p>	<p>Number of people reached at the event</p>
<p>Assist WIC staff with educating potential clients about WIC services, especially as additional DHHS benefits start to decrease.</p>	<p>WIC and GSC Staff and GSC members.</p>	<p>Ongoing</p>	<p>WIC and GSC Staff time, GSC and GSPC members time, DHHS staff</p>	<p>Number of people educated</p>
<p>Strategy 2: Exchange educational opportunities and materials, including breastfeeding promotion and support.</p>	<p>Prioritized root causes related to the objective and addressed by this strategy:</p> <ul style="list-style-type: none"> • Connections & Resources – GSC staff, WIC staff and parents are unaware of all the services and programs provided by WIC and the GSC • Mindsets – new mothers feel pressured to feed one way or another depending upon their environment 		<p>Performance Measure(s): Increase the knowledge of both Menominee County GSC and WIC staff on services and programming provided by each organization.</p>	
<p><input type="checkbox"/> Parent Led Strategy</p> <p><input type="checkbox"/> Strategy came from Strengthening Families Assessment</p>	<p>System Characteristic(s) Addressed <input checked="" type="checkbox"/> Mindsets <input type="checkbox"/> Components <input checked="" type="checkbox"/> Connections <input type="checkbox"/> Regulations <input checked="" type="checkbox"/> Resources <input type="checkbox"/> Power</p>			
<p>Alignment with PDG B-5 Activities: <input type="checkbox"/> Activity 1: PDG Needs Assessment <input checked="" type="checkbox"/> Activity 2: PDG Strategic Plan <input checked="" type="checkbox"/> Activity 3: Parental Knowledge, Choice, and Engagement</p> <p><input checked="" type="checkbox"/> Activity 4: Sharing Best Practice <input type="checkbox"/> Activity 5: Improving Overall Quality <input type="checkbox"/> Activity 6: Integrated Data for Program Use and Evaluation</p>				



Activities (small wins to carry out the strategy)	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures (outputs of activities):
Exchange information about educational opportunities and events for Menominee County parents (community baby showers, literacy education and events, Kids Cash and other GSC events and programs, WIC services, breastfeeding educational materials) with WIC Breastfeeding Peer Counselor.	WIC and GSC Staff, GSC members	Ongoing	WIC and GSC Staff time, GSC and members time	Number of events shared with WIC staff and parents reached with information.
Strategy 3: Establish an education awareness outreach plan to increase enrollment into WIC	Prioritized root causes related to the objective and addressed by this strategy: <ul style="list-style-type: none"> • Connections & Resources – Parents are unaware of the services and programs provided by WIC and the GSC and the eligibility requirements to enroll in WIC. 		Performance Measure(s): Increase the number of parents and children utilizing WIC.	
<input type="checkbox"/> Parent Led Strategy <input type="checkbox"/> Strategy came from Strengthening Families Assessment	System Characteristic(s) Addressed <input type="checkbox"/> Mindsets <input type="checkbox"/> Components <input checked="" type="checkbox"/> Connections <input type="checkbox"/> Regulations <input checked="" type="checkbox"/> Resources <input type="checkbox"/> Power			
Alignment with PDG B-5 Activities: <input type="checkbox"/> Activity 1: PDG Needs Assessment <input checked="" type="checkbox"/> Activity 2: PDG Strategic Plan <input checked="" type="checkbox"/> Activity 3: Parental Knowledge, Choice, and Engagement <input type="checkbox"/> Activity 4: Sharing Best Practice <input checked="" type="checkbox"/> Activity 5: Improving Overall Quality <input type="checkbox"/> Activity 6: Integrated Data for Program Use and Evaluation				
Activities (small wins to carry out the strategy)	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures (outputs of activities):



<p>Educate Menominee County parents on the guidelines for WIC and eligibility requirements at community events and GSC programs (baby showers, literacy events and other GSC and GSPC community events and targeted mailings such as Imagination Library and GSRP)</p>	<p>WIC and GSC Staff and GSC and GSPC members.</p>	<p>Ongoing</p>	<p>WIC and GSC staff time and GSC/GSPC members time, printed materials such as flyers and brochures.</p>	<p>Number of community members reached and number of printed materials distributed.</p>
<p>Identify locations to provide educational displays “welcome centers” with educational information on WIC and GSC. Potential locations include libraries, grocery stores, laundromats, homeless shelter, etc.</p>	<p>WIC and GSC Staff and GSC and GSPC members.</p>	<p>Ongoing</p>	<p>Partner location staff time, GSC staff and member’s time</p>	<p>Number of locations with displays and number of people reached</p>

OUTCOME 3

<p>This Goal, Objective(s) and Strategy(ies) targets the following early childhood outcome(s):</p> <ul style="list-style-type: none"> <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. 	<p>Addresses the following early childhood components:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Physical Health <input type="checkbox"/> Social-Emotional Health <input type="checkbox"/> Family Supports, Basic Needs, and Economic Self-Sufficiency <input checked="" type="checkbox"/> Parent Leadership and Family Engagement <input type="checkbox"/> Early Education, including Foundational Literacy Skills, and Care
<p>% and # of children not reaching targeted outcome(s), broken down by demographics when possible (Targeted Problem(s)): In 2020, 65.6% of three and four-year-old children did not attend preschool.</p>	
<p>Goal related to the targeted problem(s):</p>	



Increase access to high quality early care and education services and supports				
Objective(s) related to the goal: More three and four-year-old children are participating in high-quality childcare, preschool, or community programs.				
Strategy 1: The school readiness advisory committee will address the needs of school readiness across the community.		Prioritized root causes related to the objective and addressed by this strategy: <ul style="list-style-type: none"> • Connections & Resources - Providers/parents don't know resources or where to go for help or where to refer for help – lack of local resources • Connections - Providers have a disconnect – not knowing resources or what agency provides what service. • Mindset: Parents' feelings about the importance of early education and their role 		Performance Measure(s): Increase knowledge of school readiness expectations (social emotional and academic) for Menominee County families and providers (survey parents and teachers)
<input type="checkbox"/> Parent Led Strategy <input type="checkbox"/> Strategy came from Strengthening Families Assessment		System Characteristic(s) Addressed <input checked="" 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		
Alignment with PDG B-5 Activities: <input type="checkbox"/> Activity 1: PDG Needs Assessment <input checked="" type="checkbox"/> Activity 2: PDG Strategic Plan <input type="checkbox"/> Activity 3: Parental Knowledge, Choice, and Engagement <input type="checkbox"/> Activity 4: Sharing Best Practice <input checked="" type="checkbox"/> Activity 5: Improving Overall Quality <input type="checkbox"/> Activity 6: Integrated Data for Program Use and Evaluation				
Activities (small wins to carry out the strategy)	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures (outputs of activities):



School readiness advisory committee meets with regularity and is comprised of the required and recommended members	GSC and GSRP staff	2022-23 School Year	Preschool teachers time, Kindergarten Teachers time, Parent members time, GSC staff time	Parents, providers, and community members who represent the diversity of the area and programs and services are represented with equal representation and engagement
Review Great Start Readiness Program data and make recommendations as outlined in Section 32d	GSC staff and Early Childhood Specialist	2022-23 School Year	Preschool teachers time, Kindergarten Teachers time, Parent members time, GSC staff time	Enhancements are made to GSRP based on input from the committee
Develop a plan to share preschool and school age care options to families as a part of the joint recruitment and enrollment process.	GSPC SRAC	2022-23 School Year	GSC staff, ISD and Public Health, daycare staff time, Menominee County Elementary Schools	Detailed, written plan for reaching families during a public health crisis and the number of families served during that time
Support and recruit new Community Based Partners to take on GSRP for the 2022-23 school year.	SRAC, GSC and ISD Staff	2022-23 grant year	GSC, GSRP staff, and daycare staff time	The number of new partnerships made and number of children served



<p>Strategy 2: The GSC, GSPC and RC will work in collaboration to engage the community to support and align plans to facilitate childcare availability in the wake of the influx of state and federal funds.</p>	<p>Prioritized root causes related to the objective and addressed by this strategy:</p> <ul style="list-style-type: none"> ● Connections & Resources - Providers/parents don't know resources or where to go for help or where to refer for help – lack of local resources ● Connections - Providers have a disconnect – not knowing resources or what agency provides what service. ● Resources – lack of county-wide pandemic emergency plan for childcare ● Mindset - Parents' feelings about the importance of early education and their role 	<p>Performance Measure(s):</p> <p>1) Increased spaces and/or organizations that can implement childcare, including school age children</p> <p>2) Increased family utilization of greatstarttoquality.org to search for childcare and school aged care</p>		
<p><input type="checkbox"/> Parent Led Strategy</p> <p><input type="checkbox"/> Strategy came from Strengthening Families Assessment</p>	<p>System Characteristic(s) Addressed <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</p>			
<p>Alignment with PDG B-5 Activities: <input type="checkbox"/> Activity 1: PDG Needs Assessment <input checked="" type="checkbox"/> Activity 2: PDG Strategic Plan <input type="checkbox"/> Activity 3: Parental Knowledge, Choice, and Engagement</p> <p><input type="checkbox"/> Activity 4: Sharing Best Practice <input type="checkbox"/> Activity 5: Improving Overall Quality <input type="checkbox"/> Activity 6: Integrated Data for Program Use and Evaluation</p>				
<p>Activities (small wins to carry out the strategy)</p>	<p>Persons or Groups Responsible</p>	<p>Target Dates</p>	<p>Resources Needed</p>	<p>Progress Measures (outputs of activities):</p>



Assist Resource Center with educating the community on how to become a childcare provider (in-person event or through social media (Google Classroom format), information posted on GSC website and FB pages).	GSC and RC Staff	Ongoing	GSC and RC staff time	Number of social media posts and in person events
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OUTCOME 4

<p>This Goal, Objective(s) and Strategy(ies) targets the following early childhood outcome(s):</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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 checked="" type="checkbox"/> Children are prepared to succeed in fourth grade and beyond by reading proficiently by the end of third grade. 	<p>Addresses the following early childhood components:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Physical Health <input type="checkbox"/> Social-Emotional Health <input type="checkbox"/> Family Supports, Basic Needs, and Economic Self-Sufficiency <input checked="" type="checkbox"/> Parent Leadership and Family Engagement <input checked="" type="checkbox"/> Early Education, including Foundational Literacy Skills, and Care
<p>% and # of children not reaching targeted outcome(s), broken down by demographics when possible (Targeted Problem(s)): 48.6% of third graders are not proficient in English Language Arts on the M-Step (state-wide test) in Menominee County. 52.4% of those surveyed by GSC believe that is less time spent reading at home between parent and child.</p>	
<p>Goal related to the targeted problem(s): Educate community members on the importance of early literacy</p>	
<p>Objective(s) related to the goal: Increased knowledge within the community around the importance of everyday literacy opportunities.</p>	



<p>Strategy 1: Educate families on the importance of early literacy.</p>	<p>Prioritized root causes related to the objective and addressed by this strategy:</p> <ul style="list-style-type: none"> ● Mindset - Reading is not valued in homes ● Resources - Parents are uneducated and cannot read themselves ● Resources - Parents don't understand the importance of reading to their children ● Resources - Books are not available in all homes 	<p>Performance Measure(s): 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, Talking Is Teaching playgroups and Trilogy (100 Books B4 Birth, 1000 Books B4 K and 3000 Books B4 3rd Grade programs).</p>		
<p><input checked="" type="checkbox"/> Parent Led Strategy</p> <p><input type="checkbox"/> Strategy came from Strengthening Families Assessment</p>	<p>System Characteristic(s) Addressed <input checked="" type="checkbox"/> Mindsets <input type="checkbox"/> Components <input checked="" type="checkbox"/> Connections <input type="checkbox"/> Regulations <input checked="" type="checkbox"/> Resources <input type="checkbox"/> Power</p>			
<p>Alignment with PDG B-5 Activities: <input type="checkbox"/> Activity 1: PDG Needs Assessment <input checked="" type="checkbox"/> Activity 2: PDG Strategic Plan <input checked="" type="checkbox"/> Activity 3: Parental Knowledge, Choice, and Engagement</p> <p><input type="checkbox"/> Activity 4: Sharing Best Practice <input type="checkbox"/> Activity 5: Improving Overall Quality <input type="checkbox"/> Activity 6: Integrated Data for Program Use and Evaluation</p>				
<p>Activities (small wins to carry out the strategy)</p>	<p>Persons or Groups Responsible</p>	<p>Target Dates</p>	<p>Resources Needed</p>	<p>Progress Measures (outputs of activities):</p>
<p>Talking is Teaching Playgroups – Twice monthly in-person playgroups will be held during the summer months. Packet Pick Up will be implemented every other month during the school year.</p>	<p>GSC Staff and Community Educator</p>	<p>Ongoing</p>	<p>GSC Staff and Community Educator Time, Library space</p>	<p>Number of parents and children participating in the Talking is Teaching playgroups as measured by MSDS</p>



<p>Literacy Events and Programs – RAN (Reading Adventure Nights), Playgroups, TrilogY: 100 Books B4 Birth, 1000 Books B4 Kindergarten, 3000 Books B4 Third Grade, Book Drives, etc.</p>	<p>GSC Staff and members, Early Literacy Council, Spies Public Library, Community Educator, Menominee County Library Parent Coalition</p>	<p>Ongoing</p>	<p>GSC and Library staff time, new books or books collected at book drives, other grant funding</p>	<p>Number of families we reach and educate, number of materials distributed</p>
<p>Partner with local libraries to hold a traveling “Daycare Literacy Day” where we travel to local daycares (possibly YMCA & DAR) to hold our RAN event (Reading Adventure Night).</p>	<p>GSC Staff and members and library staff</p>	<p>September 2023</p>	<p>GSC staff and members’ time and library staff time</p>	<p>Number of locations visited, and children reached with program</p>
<p>Strategy 2: Increase access to books in the home</p>	<p>Prioritized root causes related to the objective and addressed by this strategy:</p> <ul style="list-style-type: none"> ● Mindset - Reading is not valued in homes ● Resources - Parents are uneducated and cannot read themselves ● Resources - Parents don’t understand the importance of reading to their children ● Resources - Books are not available in all homes 	<p>Performance Measure(s): Increase the number of children enrolled in our Imagination Library program. Increase the number of free books distributed at events.</p>		
<p><input checked="" type="checkbox"/> Parent Led Strategy <input type="checkbox"/> Strategy came from Strengthening Families Assessment</p>	<p>System Characteristic(s) Addressed <input checked="" type="checkbox"/> Mindsets <input type="checkbox"/> Components <input type="checkbox"/> Connections <input type="checkbox"/> Regulations <input checked="" type="checkbox"/> Resources <input type="checkbox"/> Power</p>			
<p>Alignment with PDG B-5 Activities: <input type="checkbox"/> Activity 1: PDG Needs Assessment <input checked="" type="checkbox"/> Activity 2: PDG Strategic Plan <input checked="" type="checkbox"/> Activity 3: Parental Knowledge, Choice, and Engagement</p>				



Activity 4: Sharing Best Practice Activity 5: Improving Overall Quality Activity 6: Integrated Data for Program Use and Evaluation

Activities (small wins to carry out the strategy)	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 Imagination Library program
Collaborate with Spies Public Library and the Menominee County Library to sustain the Little Free Library Programs installed at two different locations in Menominee County.	GSC Staff and Members, Spies Library and Menominee County Library Staff, Early Literacy Council	Ongoing	GSC Staff, Early Literacy Council Members and Spies Public Library Staff Time	Number of times each Little Free Library needs to be refilled with books.
Collaborate with the Menominee County Library to assist with their Book Oasis project.	GSC Staff and Members, Menominee County Library Staff, Early Literacy Council	Ongoing	GSC Staff, Early Literacy Council Members and Menominee County Library Staff time and books	Number of children utilizing the Book Oasis's in the county.



<p>Keep all registered Little Free Libraries stocked with Imagination Library brochures and early literacy information</p>	<p>GSC Staff and Members, Spies Library and Menominee County Library Staff, Early Literacy Council</p>	<p>Ongoing</p>	<p>GSC Staff, Early Literacy Council Members and Spies Public Library Staff Time</p>	<p>Number of Little Free Libraries updated with brochures and early literacy information</p>
<p>Continue to coordinate the Bookin' Menominee County Project</p>	<p>GSC Staff and Members, Spies Library Staff, Early Literacy Council</p>	<p>Ongoing</p>	<p>GSC Staff, Early Literacy Council Members and Spies Public Library and Menominee County Library Staff Time</p>	<p>Number of books distributed to children in Menominee County</p>
<p>Partner with CASA to distribute books to families who utilize the UP Foster Closet (provide them with supplies for a stocked book shelf, bags of books to hand out at events, etc.)</p>	<p>GSC staff and members, Foster Closet staff and members</p>	<p>Ongoing</p>	<p>Staff time, books, additional grant funding</p>	<p>Number of books distributed to foster children</p>
<p>Partner with Early On, GSRP, Head Start and our public libraries to distribute library cards to children ages 0-8.</p>	<p>GSC staff and members, GSRP, Early On, Head Start and library staff members.</p>	<p>Ongoing</p>	<p>GSC staff and members time, BSRP, Early On, Head Start and library staff time, library card costs</p>	<p>Number of library cards distributed to children ages 0-8.</p>



<p>Strategy 3: Assist adults struggling with literacy</p>	<p>Prioritized root causes related to the objective and addressed by this strategy:</p> <ul style="list-style-type: none"> ● Mindset -adults feel that there is a negative stigma attached to not being able to read (embarrassed). ● Resources & Connections- Parents are uneducated and cannot read themselves ● Resources - Parents don't understand the importance of reading to their children ● Resources – Limited resources available to adults who are unable to read. 	<p>Performance Measure(s): Increase awareness of and opportunities for parents who are struggling to read.</p>		
<p><input type="checkbox"/> Parent Led Strategy</p> <p><input type="checkbox"/> Strategy came from Strengthening Families Assessment</p>	<p>System Characteristic(s) Addressed <input checked="" type="checkbox"/> Mindsets <input type="checkbox"/> Components <input checked="" type="checkbox"/> Connections <input type="checkbox"/> Regulations <input checked="" type="checkbox"/> Resources <input type="checkbox"/> Power</p>			
<p>Alignment with PDG B-5 Activities: <input type="checkbox"/> Activity 1: PDG Needs Assessment <input checked="" type="checkbox"/> Activity 2: PDG Strategic Plan <input checked="" type="checkbox"/> Activity 3: Parental Knowledge, Choice, and Engagement</p> <p><input type="checkbox"/> Activity 4: Sharing Best Practice <input checked="" type="checkbox"/> Activity 5: Improving Overall Quality <input type="checkbox"/> Activity 6: Integrated Data for Program Use and Evaluation</p>				
<p>Activities (small wins to carry out the strategy)</p>	<p>Persons or Groups Responsible</p>	<p>Target Dates</p>	<p>Resources Needed</p>	<p>Progress Measures (outputs of activities):</p>
<p>Partner with local libraries and other educational outlets to provide UP Foster Closet, DHHS, etc. with adult literacy education opportunities to distribute.</p>	<p>GSC staff & Foster Closet staff</p>	<p>Ongoing</p>	<p>GSC, DHHS and Foster Closet staff time and materials provided to adults</p>	<p>Number of people reached with education</p>



<p>Connect parents to MELCAT and create tips for reading to your child for parents who struggle with reading in an audio/visual format.</p>	<p>GSC and Library Staff</p>	<p>Ongoing</p>	<p>GSC staff and Library staff time, video equipment</p>	<p>Number of people reached with education</p>
<p>Strategy 4: Educate Parents on Early Literacy Essentials /Strategies – create traveling displays to highlight different strategies at each of the Literacy Nights or events.</p>	<p>Prioritized root causes related to the objective and addressed by this strategy:</p> <ul style="list-style-type: none"> ● Mindset - Reading is not valued in homes ● Resources - Parents are uneducated and cannot read themselves ● Resources - Parents don't understand the importance of reading to their children ● Resources - Books are not available in all homes 		<p>Performance Measure(s): Parents report feeling more confident reading to their children, therefore reading to their children more frequently.</p>	
<p><input type="checkbox"/> Parent Led Strategy</p> <p><input type="checkbox"/> Strategy came from Strengthening Families Assessment</p>	<p>System Characteristic(s) Addressed <input checked="" type="checkbox"/> Mindsets <input type="checkbox"/> Components <input type="checkbox"/> Connections <input type="checkbox"/> Regulations <input checked="" type="checkbox"/> Resources <input type="checkbox"/> Power</p>			
<p>Alignment with PDG B-5 Activities: <input type="checkbox"/> Activity 1: PDG Needs Assessment <input checked="" type="checkbox"/> Activity 2: PDG Strategic Plan <input checked="" type="checkbox"/> Activity 3: Parental Knowledge, Choice, and Engagement</p> <p><input type="checkbox"/> Activity 4: Sharing Best Practice <input type="checkbox"/> Activity 5: Improving Overall Quality <input type="checkbox"/> Activity 6: Integrated Data for Program Use and Evaluation</p>				
<p>Activities (small wins to carry out the strategy)</p>	<p>Persons or Groups Responsible</p>	<p>Target Dates</p>	<p>Resources Needed</p>	<p>Progress Measures (outputs of activities):</p>



<p>Present The Ten Preschool Essential Instructional Practices in Early Literacy (established by GLEN) at various GSC literacy programs/opportunities. (For example: RAN-Reading Adventure 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.)</p>	<p>GSC Staff and members, Early Literacy Council, Spies Public Library, Parent Coalition, ISD Literacy Coach</p>	<p>Ongoing</p>	<p>GSC staff time and libraries</p>	<p>Number of events and parents educated during literacy events as indicated on parent survey</p>
<p>Information on reading strategies, Early Literacy Essentials and the importance of early literacy will be added to the Great Start Collaborative Website and Facebook Page</p>	<p>GSC Staff and members, Early Literacy Council, Spies Public Library, Parent Coalition, ISD Literacy Coach</p>	<p>Ongoing</p>	<p>GSC Staff time, Trusted Advisors application</p>	<p>Number of parents reached and educated on early literacy</p>





Fund Development

Securing funds to carry out 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 better 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 Build-A-Book Buddy fundraiser and our annual mailing campaign. Imagination Library is also greatly supported by community grants, including Hannahville 2% grant, United Way and Provident Health Foundation.



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 monthly basis



Talking is Teaching Campaign partnership with Jack's Fresh Market with intentions of growing this campaign to include other grocery stores outside the city of Menominee. This campaign is primarily funded by the PDGB-5 Literacy Hub grant and the Trusted Advisors grant.



Family-focused events:

- RAN (Reading Adventure Nights), 1000 Books B4 Kindergarten programs, all in conjunction with the Spies Public Library and the Menominee County Library.
- Healthy Kids Day with the YMCA.
- Family Fun Day which is coordinated with Great Start to Quality, CASA of Menominee County, Early On, Great Start to Quality, and Head Start.
- Community Baby Showers in partnership with Children Trust Michigan.



- WIC Open House event to bring awareness to programs and services provided at the Health Department, particularly breastfeeding support.
- Playgroup Packet Pick-Up and in-person summer playgroups.

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 Assistant Director along with funding for many of the programs that are held there (1000 Books B4 Kindergarten and RAN). Spies Library also purchases the books for our newly installed bookwalk located at Henes Park in the city of Menominee. The Menominee County Library also provides staff to serve on our Early Literacy Council and a venue to hold our RAN events outside the city of Menominee. 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 private donors, and our collaborative also actively seeks other community grants to help support Imagination Library. Children Trust Michigan provides funding for baby care items for the community baby showers. Public Health, Delta and Menominee Counties partners with our collaborative to host the annual WIC open house event.

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, schools, 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.



Community Educator - who is responsible for coordinating our Talking is Teaching playgroups and our Playgroup Packet Pick Up program. She also serves as the Project Director for Children Trust Michigan grant and coordinates our community baby showers and assists with all literacy programming done throughout the county.

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

The following survey/questions were used to gather crucial information needed to complete the strategic plan:

GSC Member Survey

1. Where are you employed and what is your job title?
2. How do you feel your job relates to the work of the Great Start Collaborative? Please check all that apply.
3. What GSC Workgroup are you a part of?
4. Are you interested in being a part of strategic planning for the GSC in the future?
5. Do you have any suggestions for other GSC members that we can follow up with?

GSC Strategic Planning Survey

1. 60% of pregnant women in Menominee County are not receiving adequate prenatal care (not going to regular OB services). Why do you believe this is happening here?
2. 48.8% of children ages 0-4 receive services from WIC. There has been a steady decline since 2013 when WIC serviced 72.5% of Menominee County children ages 0-4. What do you believe could be the cause of this?
3. Rank these data points according to what you believe to be the highest to lowest contributing factor to children NOT being developmentally on track from Birth to Third Grade:
 - a. Steady decline in WIC enrollment
 - b. All time high abuse and neglect cases investigated in Menominee County
 - c. 75% of children ages 0-5 have all parents in the workforce
 - d. 16% of children ages 0-5 are enrolled in licensed daycare, meaning majority of children are in an unlicensed childcare setting
 - e. Families are unaware of intervention services through the Early-On program for children ages 0-3
 - f. 82% of parents surveyed utilized or needed childcare and of that 61% utilized unlicensed childcare
4. Why do you believe some children aren't developmentally ready to enter Kindergarten in Menominee County?
5. 48.6% of Third Graders are not proficient in English and Language Arts on the M-Step (state-wide test) in Menominee County. What do you believe is the reason?

GSC Strategic Planning Follow Up Survey

1. 60% of pregnant women in Menominee County are not receiving adequate prenatal care. Which of the below do you believe the GSC should prioritize?
 - a. More promotion of services available to Menominee County pregnant mothers
 - b. Advertise the importance of prenatal services



- c. More education for both GSC and community on health Insurance Issues/Medicaid eligibility (women may not know they are eligible for Medicaid when they are pregnant)
2. 48.8% of children ages 0-4 receive services from WIC. There has been a steady decline since 2013 when WIC serviced 72.5% of Menominee County children ages 0-4. Which of the below do you believe the GSC should prioritize?
 - a. Lack of Knowledge in the program
 - b. Requirements (paperwork, education, application process) of WIC
 - c. Location, hours, and appointment availability
3. Of the top four selected reasons for why children are NOT developmentally on track from Birth to Third Grade, which of the below do you believe the GSC should prioritize?
 - a. All time high of reported abuse and neglect cases in Menominee County
 - b. No knowledge of programs available for their students or lack of services
 - c. Both parents are in the workforce/ family stress and dynamics
 - d. Substance use in the home
 - e. Substance exposure in utero
4. Some children aren't developmentally ready to enter Kindergarten in Menominee County. Which of the below do you believe the GSC should prioritize?
 - a. Lack of preschool services for children 3-4 years old
 - b. Overuse of technology with children ages 0-5
 - c. Lack of parental involvement/ healthy home environment
 - d. Unaware of Kindergarten readiness skills (social/emotional skills)
5. 48.6% of Third Graders are not proficient in English Language Arts on the M-Step (state-wide test) in Menominee County. Which of the below do you believe the GSC should prioritize?
 - a. Lack of school & home partnership
 - b. Unsupervised screentime for children in kindergarten - third grade
 - c. Less time spent reading at home between parent & child

