



Early Childhood Strategic Plan

2016-2018

Our Vision

All children will enter kindergarten safe, healthy and ready to succeed in school and in life.

Our Mission

Saginaw County will provide a system of early childhood services that is efficient and effective.

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Dear Saginaw County Community Members,

Members of Saginaw's Great Start Collaborative understand that the early childhood years are crucial years in a child's development. We know how important it is for each child to be safe, healthy and ready to succeed in school and in life. We also know that sometimes it takes the support of the entire community to make that happen.

Over the past several months, members of the Great Start Collaborative have utilized many tools to learn from the community where barriers exist to achieving these goals for every young child in Saginaw County. We have completed needs assessments, held focus groups in specific areas of the county or with specific individuals that we thought could better inform the process, and spent countless hours in strategic planning. We have finalized our strategic plan and identified goals to focus on for the next year. They include:

- Families have easy access to services and supports.
- Saginaw County's Early Childhood System will incorporate a shared vision of school readiness for families and providers from birth.
- Services will be provided in a judgment free, high quality, coordinated manner, reducing barriers for families.

The work of the Great Start Collaborative is achieved by partners across the county, including parents, community members, service providers, schools, faith-based groups, child care providers, health care organizations, philanthropic representatives and business leaders. The goals we have identified will not be achieved without the support of the community. We welcome your involvement. Together we can work to assure that each young child in Saginaw County is provided the necessary support to succeed in life!



Linda Schneider
GSC Chair



Julie Kozan
GSC Director



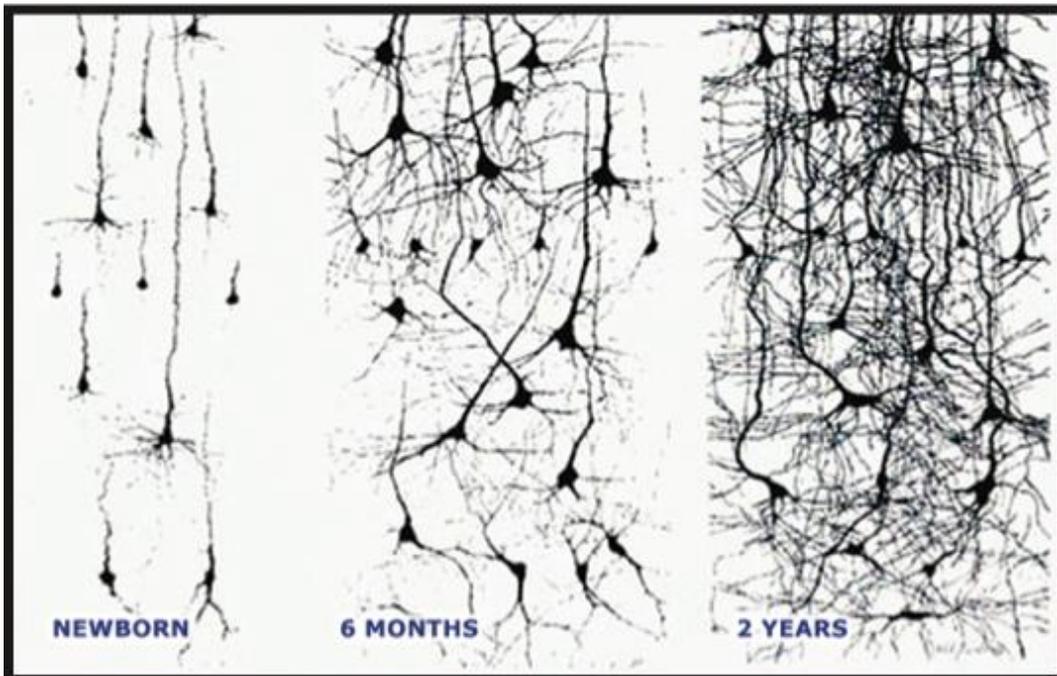
Why Great Start Matters?

Brain development

The foundation for a child's future begins during pregnancy and proceeds quickly in the first years. In the first 1,000 days of life, a newborn's brain develops quickly to build the connections between brain cells, according to The Center on the Developing Child at Harvard University.

Building this brain architecture is influenced strongly by life experiences, experts say. In the first few years of a child's life:

- 700 new neural connections are formed every second in the brain.
- Neural connections are formed through the interaction of genes and a baby's environment and experiences, especially back and forth interaction with adults.



Neural connections - Image source: Conel, J.L. The postnatal development of the human cerebral cortex. Cambridge, Mass: Harvard University Press, 1959

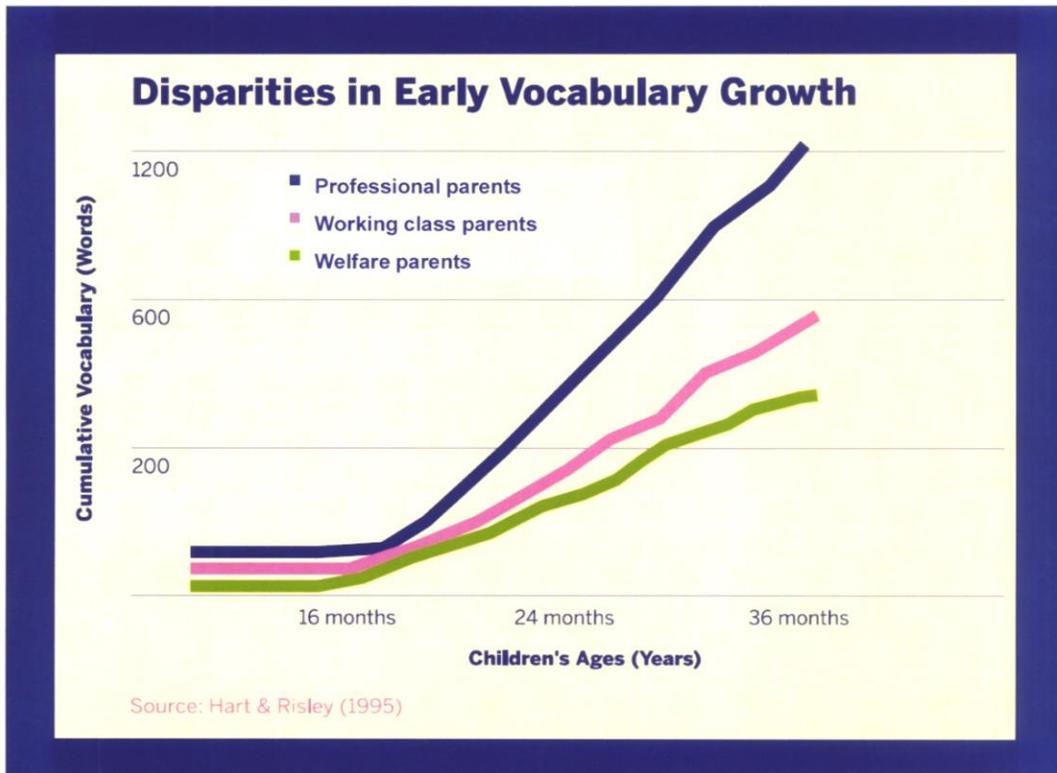
High quality preschool experience

Early experiences and the environments in which children develop in their earliest years can have a lasting impact on later success in school and life. Research shows barriers to success start early in life and expand over time. Studies show differences in children's vocabulary based on the income and education levels of their families. Children without early language environments risk lagging behind their peers when they reach school.

Early learning experiences, including home visits and high quality preschool, support families and children in building young brains and preparing children for school.

These benefits, according to the First Five Years Fund, include:

- School readiness by kindergarten - children who participated in Early Head Start performed better than their peers on measures of cognition, language and social and emotional behaviors.
- Special education costs reduced by as much as 50 percent - children who received early education were half as likely as their peers to require special education.



Economic development

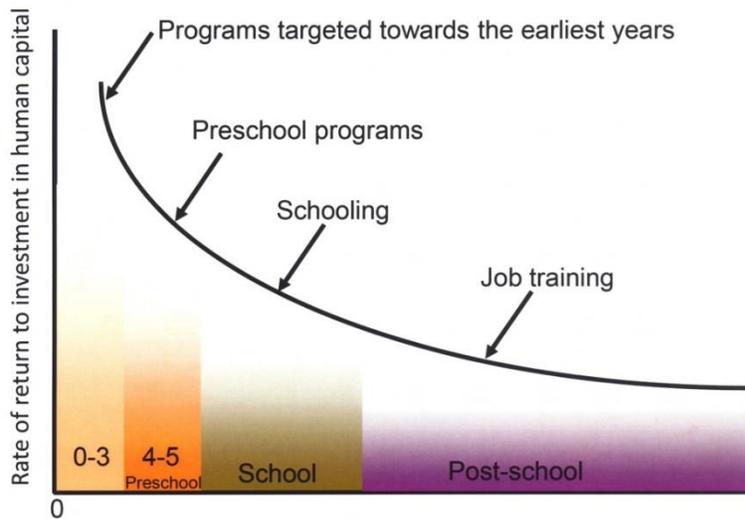
Providing young children with a healthy environment in which to learn and grow is not only good for their development - economists have also shown that high-quality early childhood programs bring impressive financial and societal benefits to the public. This return on investment is greatest in the first three years of a child's life, according to Economist Dr. James J. Heckman.

Studies including the Perry Preschool Project found a range of returns between \$4 and \$9 for every dollar invested in early learning programs for low-income children. In 2009, Wilder Research found that Michigan's commitment to young children and school

readiness over the past 25 years led to more than \$1 billion in cost savings and additional revenue, including:

- Increased earning potential as an adult
- Reduced need for special education
- Reduced welfare and crime costs

Rates of Return to Human Capital Investment at Different Ages



Source: Dr. James Heckman, University of Chicago

Executive Summary

The Great Start Collaborative (GSC) is a unique mix of dedicated individuals working together to improve early childhood systems and services in Saginaw County. Board members include people like you: parents, community members, service providers, schools, faith-based groups, child care providers, health care organizations, philanthropic representatives and business leaders.

The Great Start Parent Coalition (GSPC) consists of Saginaw County parents and caregivers of children 12 years and younger, who are working to promote and advocate for an effective early childhood system.

The Vision of the GSC is that *all children will enter kindergarten safe, healthy and ready to succeed in school and in life*. Our Mission is that *Saginaw County will provide a system of early childhood services that is efficient and effective*.

The GSC is committed to achieving Michigan's early childhood outcomes established through the Office of Great Start. These outcomes include:

- 1) Children are born healthy.
- 2) Children are healthy, thriving and developmentally on track from birth to third grade.
- 3) Children are developmentally ready to succeed in school at the time of school entry.
- 4) Children are prepared to succeed in fourth grade and beyond by reading proficiently by the end of third grade.



Throughout 2015, the GSC spent considerable time creating this local Strategic Plan to reflect the current characteristics of Saginaw County's families and the early childhood system. First steps included collecting and analyzing data about our young children and their families. Next, GSC leaders used this data to conduct a system scan to understand the characteristics. More than 200 surveys were returned with input from a variety of GSC partners and community members. Combining both types of findings helped teams to prioritize needs and investigate root causes. The GSC prioritized these needs to address in the first year of this strategic plan:

- Families and providers do not have access to services or know how to identify the need for services
- Services for families are not available in a seamless and coordinated manner
- Families and providers do not have a shared vision of school readiness
- There is no developed and shared system of supporting social emotional development in early childhood services and programs

The following goals have been identified for implementation over the three year, 2016-2018 life of this plan. These goals will be the focus of the Great Start Collaborative's (GSC) work for the next three years, however, the objectives may change year-to-year, depending on the success of meeting the objectives and the needs of the community at that time.

Goal: Saginaw County's early childhood system will incorporate a shared vision of school readiness for families and providers from birth.

Objective for Year 1: Parents and educators have a shared vision and understanding for early learning and school readiness.

Goal: Families have easy access to services and supports.

Objective for Year 1: Parents and providers demonstrate increased proficiency on accessing services through a "no wrong door" access.

Goal: Services will be provided in a judgment free, high quality, coordinated manner.

Objective for Year 1: Services will be available, seamless and coordinated between providers, and between providers and families.



Profile and History

Saginaw County has a long history of effective early childhood collaborative efforts. The Birth-5 Saginaw County collaborative was established in 1999-2000. While heavily focused on parent education, Birth-5 laid early groundwork for concentrating on more comprehensive, holistic and in-depth analyzation of systems building at the local level. Recognized for its history of successful collaboration, Saginaw County was selected in 2006 to serve as one of the first counties to implement the Great Start Initiative, leading the way to state-wide implementation. Since 2006, the Saginaw County Great Start Collaborative (GSC) has completed three comprehensive strategic plans to guide the work of the GSC Board, Parent Coalition and various subcommittees and ad hoc groups. The GSC is funded by the Office of Great Start and Saginaw Intermediate School District (SISD) serves as the fiduciary for the GSC.

The GSC is a unique mix of dedicated individuals working together to improve early childhood systems and services in Saginaw County. Board members include people like you: parents, community members, service providers, schools, faith-based groups, child care providers, health care organizations, philanthropic representatives and business leaders.

The GSC has achieved many successes over the years:

- In 2009, in collaboration with SISD, secured a five year federal SAHMSA (Substance Abuse and Mental Health Services Administration) grant. The Project LAUNCH (Linking Actions for Unmet Needs in Children's Health) grant focused on comprehensive wellness for children zero to eight, utilizing the public health approach that focuses on prevention and promotion.
- Over 12,000 people have attended the regional Great Start Day at the Zoo event at the Children's Zoo at Celebration Square, since the event's inception in 2011.
- Established an Early Childhood Scholarship Fund in 2011 that helps fund high-quality preschool for 3-year-olds in Saginaw County.
- Established a Regional Business Advisory Council in partnership with Midland, Bay-Arenac and Gratiot-Isabella GSCs. Since its creation, we have held two successful business summits (2012 & 2013).
- Serves as collaborative body for all home visiting programs in Saginaw County by facilitating monthly Home Visitation Partners meetings, offering ongoing professional development based on need and leading continuous quality improvement projects.

Parents are a child's first and best teacher in life. The Great Start Parent Coalition (GSPC) consists of Saginaw County parents and caregivers of children 12 and younger, who are working to promote and advocate for an effective early childhood system. Many GSPC members have utilized services for children ages 0-8. It is a network of parents who share ideas, concerns and successes and work to educate and build awareness among parents and the greater community. The GSPC includes Parent Representatives who serve as voting members on the GSC Board. These individuals represent families from their local school districts.

The Great Start Parent Coalition (GSPC) has achieved many successes over the years:

- The GSPC held more than 40 Parent Evenings over the past 10 years. These events include subject experts, educational opportunities and networking amongst parents and caregivers. Topics covered include trauma, advocacy, communicating with caregivers, literacy, life skills, and community resources.
- The GSPC has a core group of 20 parents who serve as key leaders in the GSC, on subcommittees and in leading the GSPC. This includes parents who serve on the GSC Board, representing schools districts throughout Saginaw County.
- Parent leaders serve on GSC subcommittees and work groups. They have attended numerous trainings and conferences, including Parenting Awareness Michigan, Parents Partnering for Change and more. Some parents also serve in leadership roles in their schools and communities, and at county and state levels.
- During two election years, the GSPC hosted candidate forums for local and state candidates.
- The GSPC has participated in more than 100 outreach efforts over the past decade. They have had floats in the Saginaw PRIDE parade and a presence at festivals and family events throughout Saginaw County.
- The GSPC shares a monthly electronic calendar of events to more than 500 at-large members.
- A team of GSPC members created 10 digital stories featuring parent stories about home visiting, trauma, nurturing your child, advocating for them and mental health. The stories are available on a private YouTube channel and several have been shared with state-level leaders.
- The GSPC leadership is trained to carry out World Café and Parent Cafés with parents, and have held six formal Parent Cafes.



Community Needs and Strengths Assessment

This comprehensive strategic plan is a result of intentional and purposeful work of the GSC throughout 2015. The GSC members involved in strategic planning include parents, human services organizations, non-profits, community mental health, K-12 educational system, early childhood providers, faith-based organizations, philanthropy, business leaders, and other community partners.

The strategic planning process was guided by principles taught in the ABLe Change training facilitated by Dr. Pennie Foster-Fishman and Dr. Erin Watson. GSC members were led through four main stages of the planning process:

- 1) **Data Analysis, Collection and Reporting:** With the assistance of the a facilitator, the GSC reviewed a power point which included Kids Count and Census data, along with other local early childhood data with Office of Great Start (OGS) outcome areas in mind.

- 2) **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 and surveying to ensure inclusion of diverse perspectives. Questions were disseminated to parent groups, K-3 administration, other stakeholders, and community members. Over 200 surveys were collected from:
 - Head Start Policy Council
 - Department of Health and Human Services
 - Incredible Years Participants
 - Perinatal Operations Committee
 - Great Start Parent Coalition
 - Underground Railroad Survivors Group
 - Merrill Village Council
 - Merrill Community Child Care Center (Staff & Parents)
 - Early Head Start Parents
 - Kinder Kare (Staff & Parents) – Freeland and Frankenmuth sites
 - Saginaw County Superintendents and Elementary Administration
 - St. Charles Library (Playgroup Families)
 - Downtown Soup Kitchen (Families)
 - WIC Office – Chesaning and St. Charles sites
 - Alignment Saginaw Members



Feedback and opinions were recorded and reviewed by Collaborative members. Recommendations were made and prioritized.

- 3) **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. The root causes were labeled by six system characteristics: Mindsets, Components, Connections, Resources, Power and Regulations.

System Characteristic	Description
Mindsets	Attitudes, values and beliefs that shape behavior
Components	Range, quality, effectiveness and location of services, supports and opportunities in the community
Connections	Relationships and exchanges between and across different actors, organizations and system characteristics
Regulations	Policies, practices, procedures and daily routines that shape the behavior patterns of individuals, groups and organizations
Resources	Human, financial and social resources that are used within the system
Power	How decisions are made, who participates in decision-making, whose voice matters and the structures available to support inclusive voice

This root cause analysis process was conducted with our GSC Board members during a day-long retreat on June 15, 2015, to ensure the strategies selected will make the biggest impact on the identified needs, rather than simply addressing symptomatic issues. Below are the priority needs areas, along with the root causes associated with those needs. The GSC prioritized the needs that will be addressed during the first year, along with the main root causes contributing to those needs. A full list of all root causes can be found in the appendices.

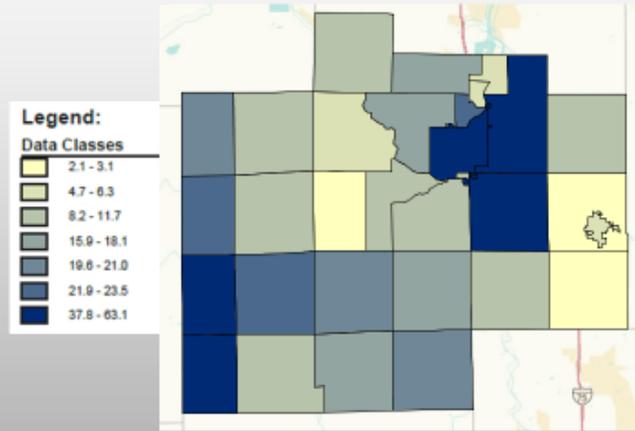
Prioritized Needs	Root Causes
Families and providers do not have access to services or know how to identify the need for services	<ul style="list-style-type: none"> • Parents and providers do not talk to each other • Lots of services, but they are not coordinated • Eligibility criteria – families do not qualify • Families are overwhelmed • Families are afraid of the stigma if they do access services • Partners are not open and willing to collaborate • Families and providers do not know what services are available • Primary care doctors do not know what services are available • Providers do not have training on how to access other systems or programs • Parents do not know they can advocate • Past negative experiences or preconceived notions about services
Services for families are not available in a seamless and coordinated manner	<ul style="list-style-type: none"> • Lengthy and complicated eligibility process • Systems are agency-centered, rather than child-centered • Funding guidelines determine eligibility

	<ul style="list-style-type: none"> • Eligibility discrepancies • Competition amongst programs • Multiple children from the same family in multiple programs • Programs are unaware of all services being provided • Lack of coordinated transitions • No one is coordinating between agencies and programs
Families and providers do not have a shared vision of school readiness	<ul style="list-style-type: none"> • Parental mindset that schools have the responsibility to teach kids • Families have not had a good educational experience – negative perceptions of schools • Early educators are not always empowering families • Expectation of school readiness has changed over the years • Parents do not understand that learning begins at birth • Home environment has an effect on child development • Generational understanding of education • Not all stakeholders understand that school readiness begins at birth • Early care and Pre-K providers do not always agree with K-12 providers on what school readiness is • Parents have different understandings of child development
There is no developed and shared system of supporting social emotional development in early childhood services and programs	<ul style="list-style-type: none"> • Lack of understanding social emotional development • Lack of buy-in on the importance of social emotional development • Lack of training for teachers and staff • Lack of training for parents • Parent/caregiver had negative prior experience(s) • Parent has mental health barriers • Parent has substance abuse barriers • Stigma to receiving mental health services • Lack of resources/funding for social emotional supports • Lack of social emotional standards across programs • Lack of communication between programs regarding social emotional supports/services

- 4) **Strategy and Action Agenda Development:** During the June 15th strategic planning retreat, the GSC Board reviewed the mega-headlines (Goals) and headlines (Objectives) that were created by the GSC Executive Committee and approved them as written. Utilizing reference materials from the ABL^e Change manual, members selected strategies that were appropriate based on type of root cause. The strategies were then assembled into an action agenda with goals, objectives, activities, timelines, and person(s)/group(s) responsible. The Action Agenda drafts were reviewed and finalized by the GSC Executive Committee.

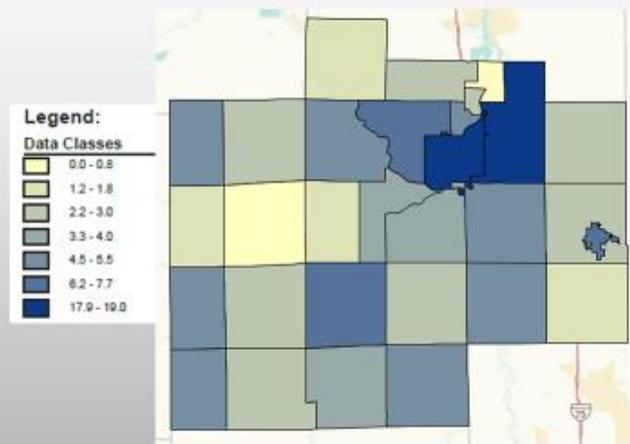
Major findings from the Community Needs and Strengths Assessment Process:

Economic Trends- Percent of Children in Poverty 2013



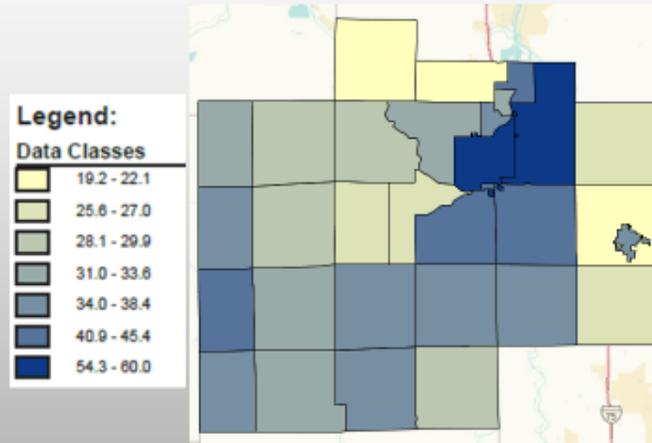
Countywide: 36.2% of children under age 5 were living in poverty in 2013.

Economic Trends- Percent of Households without Vehicle for Transportation in 2013



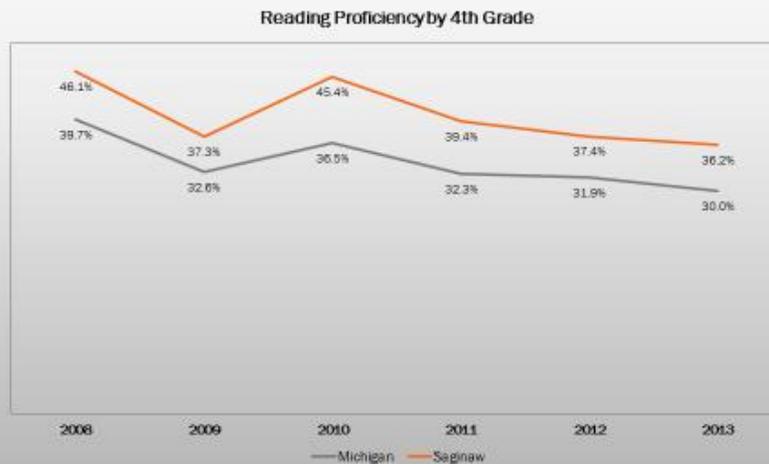
In Saginaw County, 8.6% of households do not have a vehicle, with the highest percentages in the City of Saginaw and Buena Vista Township. This greatly impacts access to services.

Healthy Start Indicators- Percentage of Population with Public Health Insurance Coverage in 2013



A significant percentage of Saginaw County's population (38.5%) is covered by public insurance. This has implications for access to health services.

Educational Success Indicators



On a positive note, Saginaw County's reading proficiency by 4th grade numbers are higher than the state average!

More findings that describe the current situation in Saginaw County for young children and their families:

Quantitative Analysis Findings

- Population of Saginaw County in 2013 was clustered around Saginaw and urban townships, containing 125,000 residents and the highest concentration of young children, but pockets of families with young children exist in rural townships
- Saginaw County population breakdown by race/ethnicity in 2012: 58% Caucasian, 26% African-American, 13% Hispanic
- There were 6.1 infant deaths per 1,000 live births in Saginaw County in 2012, down from a rate of 10.5 in 2009
- In 2013, children under 5 were 9% of the population in Saginaw County, down from 12% in 2009. There were 11,557 children in this age group in 2013
- The highest percentage of children living in poverty in 2013 was centered around the Saginaw urban center, but pockets of high poverty exist in rural Brant, Marion and Chapin townships
- In 2013, 55% of the population in Saginaw City and Buena Vista Township were receiving public health insurance, followed by 40% in Marion, Bridgeport and Spaulding townships
- In 2012, 26% of women in the county received less than adequate prenatal care, improved from 27% in 2011 and better than statewide numbers (29% in 2012)
- In 2014, there were 4,464 licensed childcare center slots in Saginaw County, 512 family slots and 504 group home slots – for a total of 5,480
- In 2013, 36% of children in Saginaw County were reading proficiently by fourth grade, compared to 30% in the state and down from 45% in 2010
- The median household income in Saginaw County was \$42,300 in 2013, a 3-year low and below the statewide median income of \$48,400
- Nearly 20% of houses in Saginaw City and Buena Vista Township were vacant in 2013

System Scan Findings

- Parents and providers do not have access to, nor know how to identify the need for services
- Families with Medicaid do not have access to high quality pediatric care
- There is not a continuum of universal services and supports that are available to all families based on identified level of need
- Parents and educators do not have a shared vision and understanding for early learning and school readiness
- There is not a developed and shared system of supporting social emotional development in early childhood services and programs
- There is not efficient communication between pre-K and Kindergarten teachers
- Parents and educators do not see a shared responsibility for educating their children
- Services are not available, seamless and coordinated between providers working with the same family
- All children younger than age 5 do not receive appropriate developmental screenings and referrals
- Parents do not feel free to access services without fear of being judged or stigmatized
- Parents are not an active part of the decision-making process and their input is not always respected and evident in the final product
- Decision makers do not understand the needs of families
- The GSC is not used as a mechanism for education and advocacy regarding policy education and change
- Decisions about how funding is allocated are not driven by local community voice and/or isn't evidence based
- Children and families do not feel safe and supported in their school and community

The process of assessing the well-being of Saginaw County children and the early childhood system revealed many needs and gaps that still exist and require attention. While we are seeing an upward trend in areas like infant mortality rates, we continue to have poorer birth outcomes for African American women in categories of low birth weight and infant mortality. We are also seeing an increasing number of children covered by either public or private health insurance in Saginaw County. However, almost 40% of Saginaw County's residents are covered by public health insurance. This may be contributing to access issues for families, among other concerns.

Some of the needs identified through our community needs and strengths assessment process are outside of the GSC's circle of influence and/or resources available; such as poverty and transportation barriers throughout the county. The GSC will support other community initiatives on such issues. Based on the findings from the assessment process, the GSC prioritized areas of need where the GSC has influence and felt it could and WOULD make a meaningful impact.



Goals and Objectives Narrative

The Saginaw County Great Start Collaborative (GSC) is committed to achieving Michigan's early childhood outcomes established through the Office of Great Start. These outcomes include:

1. Children are born healthy.
2. Children are healthy, thriving and developmentally on track from birth to third grade.
3. Children are developmentally ready to succeed in school at the time of school entry.
4. Children are prepared to succeed in fourth grade and beyond by reading proficiently by the end of third grade.

Each goal identified in this plan was derived from data gathered through our community needs and strengths assessment process. The prioritized goals were based on the root causes identified for each priority need area. These goals, when implemented, will build a system of early childhood services that is efficient and effective. This system will be characterized by collaboration of a wide range of community stakeholders, voice and participation of families, shared resources, thoughtful and strategic planning and high-quality, evidence based programs.

In addition to the community needs and strengths assessment process, key resources and recommendations were considered before finalizing the overall goals in this plan. These resources include:

- *Great Start, Great Investment, Great Future* report from the Office of Great Start. This is Michigan's comprehensive plan for early learning and development.
- *2012 Evaluation of the Great Start Initiative Report* completed by Michigan State University and customized for each GSC's community. Based on our GSC's report, areas to target for improvement include: strong relational networks, interdependent organizations and intentional systems change actions.

The following goals have been identified for implementation over the three year, 2016-2018 life of this plan. These goals will be the focus of the GSC's work for the next three years, however, the objectives may change year-to-year, depending on the success of meeting the objectives and the needs of the community at that time.

Goal: Saginaw County's early childhood system will incorporate a shared vision of school readiness for families and providers from birth.

Objective for Year 1: Parents and educators have a shared vision and understanding for early learning and school readiness.

Goal: Families have easy access to services and supports.

Objective for Year 1: Parents and providers demonstrate increased proficiency on accessing services through "no wrong door" access.

Goal: Services will be provided in a judgment free, high quality, coordinated manner.

Objective for Year 1: Services will be available, seamless and coordinated between providers, and between providers and families.

Finance and Fund Development

So as to implement the Action Agenda successfully in Saginaw County, funding sources are necessary. Per the decision of the Great Start Collaborative (GSC) Board, disbursement of funds for events will be recommended by the Executive Committee to the board for approval.

FUNDING PRIORITIES

In order to raise funds and ensure sponsorship, the GSC identified four funding priorities. The funding priorities were decided upon by looking back at previous expenses of the GSC and the needs stated in the Action Agenda.

- 1) Community Awareness Campaign
- 2) Preschool Scholarships
- 3) Parent Education (with a focus on expanding these services countywide)
- 4) Provider Education/Professional Development



MANAGEMENT OF FUNDS

The GSC is a program of the Saginaw Intermediate School District (SISD). Offices are located within the SISD. The GSC account is managed by the SISD and the GSC Board. Currently, the funding for the GSC Director and Parent Liaison, as well as a major events and activities comes from the Office of Great Start. The policies used for disbursement of funds come from the SISD.

CURRENT FUND DEVELOPMENT

Currently, four strategies are used for the GSC to develop funds. These funds are used for all expenses and events outside of funding provided by the Office of Great Start.

- 1) Grant Writing
- 2) Regional Events (raise funding for preschool scholarships)
- 3) Business Summit/Roundtable Discussions
- 4) Accepting Contributions from Donors/Participants

FUTURE FUND DEVELOPMENT

Through the strategic planning process, a need for secure fund development was realized. As a result of this, the GSC developed fund development strategies for the next three years.

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Future Fund Development Strategies

- Government and Local Grants
 - Foundations of Companies
 - Established Events
 - Build and expand Business Summit/Roundtable Discussions
 - “Accepting Investments in Children” included on all printed and web materials
-

Goal 1

Saginaw County’s early childhood system will incorporate a shared vision of school readiness for families and providers from birth



Great Start System Component(s):

- Pediatric and Family Health
- X Social and Emotional Health
- X Early Care and Education
- X Parenting Leadership
- X Family Support

Michigan’s Early Childhood Outcomes:

- Born Healthy
- X Healthy, Thriving and Developmentally on Track
- X Ready to Succeed at School Entry
- X Reading Proficiently by end of 3rd Grade

Data Supporting Need:

- In 2013, the number of Saginaw County adults without a high school diploma was 12,647 or 9.6% of the 132,178 people over age 25. Percentages were 14-17% in the City of Saginaw and rural Marion and Chapin townships
- In 2013, 36% of children in Saginaw County were reading proficiently by fourth grade – down from 45% in 2010
- 18% of births in Saginaw County in 2012 were to women without a high school GED, compared to 14.5% statewide
- In the 2012-13 school year, 40% of students at Saginaw City Schools were chronically absent, while this indicator was 43% in Bridgeport-Spaulding and Carrollton school districts

Objective: Parents and educators have a shared vision and understanding for early learning and school readiness

Strategy 1: Creating and integrating a shared definition of school readiness

Prioritized Root Cause: Community doesn’t have a shared understanding of school readiness and the need for it to start at birth

Performance Measure: Drafted definition of school readiness with documented input from community providers and parents

Activities	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures
1. Convene a meeting with a small and mighty group to create a definition of school readiness, that is inclusive of the Regional School Readiness Advisory materials that were created in 2014.	Great Start to Quality Resource Center Director (RC Director), School Readiness Advisory Committee (SRAC)	December 1, 2015	Participation from 5 or more stakeholders, school readiness materials created in 2014	Signature sheet from meeting

2. Create a K-3 administrators group that focuses on school readiness.	SISD Early Childhood and Parenting Services Director (SISD EC Director), Elementary Principals Group	Ongoing – Bi-Monthly	Group participation, staff time	Meeting agendas, minutes and sign in sheets
2. Develop and disseminate a question(s) at intake for early childhood programs already “surveying” families, such as “What does school readiness mean to you?” or “Where do you get information from regarding school readiness?”	SRAC, home visiting programs (Birth-5, HFA, EHS, GSRP, HS, etc.)	April 1, 2016	Group participation, collaboration from home visiting partners	School readiness survey for families: Google Forms, analysis of results
3. Draft a shared definition of school readiness.	RC Director, SISD Early Childhood and Parenting Services Director (SISD EC Director)	April 30, 2016	Group participation, school readiness definitions from other communities	Draft of school readiness definition
4. Solicit stakeholder and community input, inclusive of parent voice.	RC Director, SISD EC Director, GSC Director, Parent Liaison	July 1, 2016	Technology (i.e, Survey Monkey, etc)	Analyzed results
5. Analyze stakeholder/community input and finalize shared definition of school readiness.	RC Director, SISD EC Director, GSC Director, Parent Liaison	August 1, 2016	Technology	Final school readiness definition
6. Disseminating the shared definition of school readiness throughout the community.	RC Director, SISD EC Director, SRAC	September 30, 2016	Marketing, social media, staff time	Web reports: visit to site, social media, etc.

<p>Strategy 2: Create an early childhood awareness campaign. This awareness campaign includes presentations to targeted areas, and including the shared definition of school readiness (when completed).</p> <p>Prioritized Root Cause: Community does not have a shared understanding of early childhood programs and services and the impact they have on children and families.</p> <p>Performance Measures:</p> <ul style="list-style-type: none"> • 6 presentations • Knowledge of early childhood services will increase, as evidenced by pre/post surveys 				
Activities	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures
1. Create a presentation that is representative of early childhood programs and services throughout Saginaw County.	SISD EC Director, GSC Director	December 1, 2015	Input from partners, early childhood relevant data	Prepared presentation
2. Establish presentation calendar for the year.	SRAC	February 28, 2016	Input from SRAC	Calendar of presentations
3. Conduct presentations across the county to interested parties.	SRAC	September 30, 2016	SRAC members, technology, meeting space	Persons or groups responsible will conduct at least 6 presentations, person or groups responsible will collect completed pre/post evaluations relative to presentations given

Strategy 3: Gather parent voice regarding school readiness and parent involvement in schools.

Prioritized Root Causes:

- Parents do not understand that learning begins at birth
- Parents have different understandings of child development
- Early educators are not always empowering families
- Families have not had a good educational experience – negative perceptions of school

Performance Measures:

- Parents from all 12 school districts in Saginaw County will receive school readiness materials
- 100 parents (throughout Saginaw County) will provide input on school involvement

Activities	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures
1. Review and provide input on school readiness materials that were created by the Regional School Readiness Advisory.	GSC Parent Liaison/Parent Coalition	December 31, 2015	Input from parents, copies of materials	Parent input in meeting minutes
2. Share parent input with School Readiness Advisory Committee (SRAC).	GSC Parent Liaison/SRAC	January 31, 2016	Agenda item on the SRAC's meeting agenda	Parent input documented in meeting minutes
3. Create distribution plan for school readiness materials.	GSC Parent Liaison/SRAC/HVP/LLG	January 31, 2016	Input from parents, input from providers that work with parents of young children	Completed distribution plan inclusive of locations and timelines for distribution of materials
4. Create a strategy to gather input on school involvement.	GSC Parent Liaison/Parent Leadership and Support	February 28, 2016	Staff time, input from parents	Completed strategy that is inclusive of timelines and mechanisms for gathering input
5. Report school involvement findings to pertinent committees and Board.	GSC Parent Liaison/Parent Leadership and Support	September 30, 2016	Staff time, input from parents, collaboration from various committees to include as agenda items	List of findings and conclusions on parent involvement in schools

Strategy 4: Continue to support access to high quality preschool scholarships for 3 year olds in Saginaw County.

Prioritized Root Causes:

- Lack of preschool funding for 3 year olds
- Many children do not receive 2 years of high quality preschool

Performance Measures:

- 4 Regional Business Advisory meetings held with Saginaw County representation
- 2 Roundtable Discussions will be held with business leaders in Saginaw County
- Increase in funding for 3 year old preschool scholarships

Activities	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures
1. Continue facilitating the Regional Business Advisory in collaboration with Bay-Arenac and Midland GSCs.	GSC Director/Regional Business Advisory	Ongoing	Staff time, participation from business and philanthropic advocates	Meeting agendas, meeting minutes
2. Increase business partnership activities (i.e., Roundtable Discussions, Lunch & Learns, articles in businesses' newsletters, etc.).	GSC Director/Regional Business Advisory	Ongoing	Staff time, collaboration with businesses	Roundtable Discussion agendas and sign-in, Lunch & Learn agendas and sign-in, newsletter articles

Goal 2

Families have easy access to services and supports



Great Start System Component(s):

- X Pediatric and Family Health
- X Social and Emotional Health
- X Early Care and Education
- Parenting Leadership
- X Family Support

Michigan's Early Childhood Outcomes:

- X Born Healthy
- X Healthy, Thriving and Developmentally on Track
- X Ready to Succeed at School Entry
- X Reading Proficiently by end of 3rd Grade

Data Supporting Need:

- Overall for Saginaw County, 8.6% of households did not have a vehicle in 2013. The highest percentages are in the City of Saginaw and Buena Vista Township, where the percentages are 17-19%
- 18% of births in Saginaw County in 2012 were to women without a high school diploma or GED, compared to 14.5% statewide
- In 2012, 26% of women in Saginaw County received less than adequate prenatal care, improved from 27% in 2011 and better than statewide numbers (29% in 2012)

Objective: Parents and providers demonstrate increased proficiency on accessing services through a “no wrong door” access

Strategy 1: Update existing GSC website to meet the needs of parents and providers.

Prioritized Root Cause:

- Families and providers do not know what services are available
- Lots of services, but they are not coordinated
- Programs are not using common forms or intake process

Performance Measure: GSC website usage will increase by at least 15% by September 30, 2016

Activities	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures
1. Parent Coalition will survey parents on what they want to see on the GSC website.	Parent Liaison	November 30, 2015	Parent input, created survey in paper and/or online format	Surveys completed and tallied
2. Survey other websites and media experts for creative input.	GSC Director, Communications & Advocacy Committee	December 31, 2014	Technology, media and agency input	List of ideas for website renovation
3. Update the GSC website and ensure it is mobile friendly.	GSC Director, Website Designer	March 31, 2016	Technology, Website Designer support, staff time	Updated GSC website, GSC website is mobile friendly

<p>Strategy 2: Market new GSC website to families, providers and other referral sources.</p>	<p>Prioritized Root Causes:</p> <ul style="list-style-type: none"> • Providers are not able to identify a family's needs • Providers do not have training on how to access other systems or programs • Eligibility criteria – families do not qualify 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Contact and sharing of website marketing materials with 15 physicians • Updated website will be marketed to 5 community groups (i.e., Alignment Saginaw, Chamber of Commerce, CHAP, CHIP, etc.)
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Activities	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures
1. Create marketing materials.	GSC Director, Communications & Advocacy Committee	March 31, 2016	Funding from 32p designated for marketing, input on design, layout and content	Created marketing materials (including, but not limited to, postcards, appointment cards for physicians, social media updates/posts)
2. Attend venues where physicians are gathered and share/distribute information on the GSC website.	GSC Director/ GSC Parent Liaison	September 30, 2016	Access to physicians	Attend 3 venues/meetings where physicians gather

3. Collaborate with CHAP to reinforce the importance of referrals to the GSC website.	GSC Director, CHAP lead staff	September 30, 2016	Collaboration with CHAP staff	CHAP staff distribution materials and information regarding the GSC website
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<p>Strategy 3: Strengthen 2-1-1, supporting the needs of families with children birth through age 8.</p>	<p>Prioritized Root Causes:</p> <ul style="list-style-type: none"> • Community unaware of 2-1-1 as a support • 2-1-1 underdeveloped as a support for families and young children 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • 2-1-1 materials distributed at 6 events • 75% of GSC Board member agencies will have updated information in the 2-1-1 data system
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Activities	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures
1. Encourage community partners to provide their information to 2-1-1, or update it if needed.	GSC Director/ Communications & Advocacy Committee	Ongoing	Community partnerships	2-1-1 has most up-to-date information, per report from 2-1-1 Director
2. Promote the use of 2-1-1 to families, service providers and community agencies.	GSC Director/ GSC Parent Liaison/ Communications & Advocacy Committee	Ongoing	2-1-1 marketing items, community partnerships	2-1-1 marketing materials distributed to local outreach events
3. Evaluate the effectiveness of the 2-1-1 system, as it relates to supporting the needs of families with children birth through age 8.	GSC Director/ GSC Parent Liaison/ Communications & Advocacy Committee	Ongoing	Input from families, staff time, collaboration with 2-1-1	Evaluation tool created and input gathered

Strategy 4: Strengthen community support and use of Saginaw Community Care Hub (Home Visiting Hub)

Prioritized Root Causes:

- Programs are unaware of all services being provided
- Competition amongst programs
- Lack of willingness to collaborate among partners

Performance Measures:

- Hub marketing materials offered at 100% of GSC outreach events
- 20% increase in referrals to the Hub

Activities	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures
1. Include Hub updates and Q&A at all LLG/HVP meetings.	GSC Director/Hub Director	Ongoing	Collaboration with Hub staff	Meeting agendas, meeting minutes
2. Include Hub marketing materials at GSC outreach events.	GSC Director/ GSC Parent Liaison	Ongoing	Collaboration with Hub staff	Hub marketing materials available at events

Goal 3

Services will be provided in a judgment free, high quality, coordinated manner, reducing barriers for families



Great Start System Component(s):

- X Pediatric and Family Health
- X Social and Emotional Health
- X Early Care and Education
- X Parenting Leadership
- X Family Support

Michigan's Early Childhood Outcomes:

- X Born Healthy
- X Healthy, Thriving and Developmentally on Track
- X Ready to Succeed at School Entry
- X Reading Proficiently by end of 3rd Grade

Data Supporting Need:

- Saginaw County's rate (per 1,000 persons) of confirmed cases of child abuse and neglect for children 0-8 was 19.3% in 2013. This is a drop from 33.3% in 2010
- In 2012, 26% of women in Saginaw County received less than adequate prenatal care, down from 27% in 2011 and better than statewide numbers (29% in 2012)
- In 2013, 50-60% of the population in the City of Saginaw and Buena Vista Township were receiving public health insurance, followed by 40% in Marion, Bridgeport and Spaulding townships

Objective: Services will be available, seamless and coordinated between providers, and between providers and families

Strategy 1: Provide intentional professional development experiences to early childhood providers in order to increase judgement free, coordinated services for families.

Prioritized Root Cause:

- Systems are agency-centered, rather than child-centered
- Multiple children from the same family in multiple programs
- Competition among programs
- Lack of coordinated transitions
- Parents and providers do not talk to each other
- Families have to tell their story too many times
- Families are afraid of the stigma if they do access services

Performance Measure:

- 4 professional development opportunities for community partners
- 80 community partners receive professional development opportunity (duplicate count)
- At least 85% of participants complete pre/post survey
- At least 80% of participants increase their knowledge of the training topic

Activities	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures
1. Brainstorm professional development topics.	Local Leadership Group (LLG)/Home Visitation Partners (HVP)	October 31, 2015	Group participation	List of professional development/training topics
2. Engage parent panel on brainstorming professional development gaps and needs.	GSC Parent Liaison/ Core Parent Coalition members	November 30, 2015	Input from parents	List of potential professional development/training topics
3. Establish a professional development calendar for 2016.	GSC Director/ SISD Early Childhood and Parenting Services Director (SISD EC Director)/ GSC Parent Liaison	December 31, 2015	Input from LLG/HVP, list of possible presenters/speakers, locations from trainings	Finalized professional development calendar for 2016
4. Create pre/post survey	GSC Director/ SISD EC Director	December 31, 2015, and modify as needed	Calendar of topics	Completed pre/post survey
5. Distribute professional development calendar to all potential partners and via social media.	GSC Director/ SISD EC Director/ Parent Coalition/ LLG/HVP	January 31, 2016	Collaboration from LLG/HVP partners, technology (Facebook, website, Twitter, etc.)	Documentation of distribution of professional development calendar

Strategy 2: Program partners will complete a formal notice of program exit, entrance or expansion.

Prioritized Root Causes:

- Community partners are unaware of all services provided
- No one coordinating between agencies

Performance Measures:

- Pre/post survey of GSC Board members will indicate a 20% increase in knowledge of Saginaw County early childhood programs, services and grants by September 30, 2016

Activities

Persons or Groups Responsible

Target Dates

Resources Needed

Progress Measures

1. Create a program update form.	School Readiness Advisory Committee (SRAC)	December 31, 2015	Input from SRAC	Completed program update form
2. Develop a plan for dissemination and utilization of the form.	SRAC	January 31, 2016	Input from SRAC	Dissemination plan and protocol for usage of the form
3. GSC Board members utilize program update form.	GSC Board/ GSC Director	Ongoing	Input from GSC Board members	GSC Board member agencies share updates on ongoing basis with GSC

<p>Strategy 3: Continue to support access to high quality home visitation services through evidence-based programming.</p>	<p>Prioritized Root Causes:</p> <ul style="list-style-type: none"> • Funding guidelines determine eligibility • Systems are agency-centered, rather than child-centered • Competition amongst programs • Programs are unaware of all services being provided 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • 4 collaborative outreach/marketing activities • 10 LLG/HVP meetings that include parent voice/input
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Activities	Persons or Groups Responsible	Target Dates	Resources Needed	Progress Measures
1. Continue facilitating Local Leadership Group/Home Visitation Partners (LLG/HVP) meetings that are inclusive of countywide home visiting programs and parents who receive home visiting services.	GSC Director	Ongoing	Collaboration with home visiting partners, parent input, staff time	Meeting agendas, meeting minutes
2. Guide the implementation of the home visiting curriculum work, inclusive of shared professional development and curriculum, creative outreach and marketing, and voice, choice and access.	GSC Director/ SISD EC Director/ LLG/HVP	Ongoing	Collaboration with home visiting partners, parent input, staff time	Meeting minutes