

**STRATEGIC PLAN OF THE
GREAT START COLLABORATIVE -WAYNE
2008 - 2010**



JANUARY 31ST, 2008

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LETTER TO THE COMMUNITY



February 1, 2008

To the Members of the Community:

Over the last two decades physicians and scientists have been able to use breakthroughs in medical technology to learn more about the human brain and how it works than ever before known.

- We now know that 85% of the human brain develops during the first three years of age.
- We know that the ability of a child to concentrate and learn can be damaged by chemicals that are released in the brain when a child is fearful or stressed.
- We also know that children who have secure relationships with their parents and others, who have medical check-ups to catch concerns, eat nutritious meals and who develop good language skills and are generally safe, healthy and well care for, are children on a pathway to success in school and in life.

In the early days of this county every person in town came out to be a part of building the school or boarding the teacher doing whatever he or she could as a member of the community to ensure the success of the children. A healthy community supports its families as they raise their children. We are calling on our Wayne County community to make a commitment to work together to support families and give our children what they need to succeed.

This Three Year Strategic Plan and the Early Childhood Action Agenda contained within it have been developed by Great Start Collaborative-Wayne with the input of hundreds of community members, service providers, and parents who attended community forums or took part in focus groups and interviews. Many joined workgroups which met over several months to focus our goals and strategies to create positive outcomes for infants, toddlers and preschool aged children. This plan does not cover everything that our children need to succeed. It is the *beginning* though of a movement to invest in the lives of our children so that they in turn will grow to be productive, caring members of a flourishing Wayne County.

A handwritten signature in black ink that reads "John Colma".

Great Start Collaborative-Wayne

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EXECUTIVE SUMMARY

The vision of Great Start Collaborative-Wayne (GSC-W):

*A Great Start for every child in Wayne County:
safe, healthy and ready to succeed in school and in life.*

Great Start Collaborative-Wayne is one of the first communities in Michigan to receive a grant from the Early Childhood Investment Corporation (ECIC) for the development of an early childhood system...“a comprehensive, coordinated system of supports, programs, services and policies”...that is responsive to the needs of families and effective in preparing our youngest citizens to be successful in school and life.

The mission of the Great Start Collaborative-Wayne is to engage the entire community to assure a coordinated system of services and resources to assist all Wayne County families in providing a great start for their children from birth through age five.

Early in its existence, GSC-W adopted a set of core values. The early childhood system will be:

- Accessible, user friendly and affordable
- Family guided
- Sensitive and responsive
- Community based
- Collaborative
- Nonpartisan
- High-quality with measurable results
- Sound with a long-term financial base

The initial three steps pursued by GSC-W during this initiative included:

1. Determine the current status of children from birth to five and their families
2. Collect data on existing resources and services, where they are, and if there are gaps that need to be filled
3. Assess the capacity of GSC-W to build an “early childhood system” and the policies, collaborations, challenges and strengths that currently exist in the county for serving this age group and their families

During this baseline assessment of child well-being and the early childhood system in Wayne County, GSC-W identified not only the status of these issues but also potential partners for the work. The discovery process has been invaluable to the current and proposed future work.

Goals

In addition to the eleven (11) Collaborative Infrastructure Goals required by the ECIC, the five strategic planning workgroups convened by Great Start Collaborative-Wayne developed ten (10) additional Goals. These are based upon the challenges identified in Wayne County, the resources available, the most appropriate role and contribution for GSC-W itself to make in organizational terms, and the feasibility for successfully implementing the strategies

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corresponding to these Goals. The following Goals reflect not only the spirit driving GSC-W during implementation but also the strategic issues identified during the early childhood system assessment:

- *Young children in Wayne County have access to a medical home providing continuity and integration of health care.*
- *Family planning, healthy pregnancy, and maternal and child health services are available, accessible and utilized.*
- *Young children in Wayne County have access to services and support that ensures a strong social-emotional foundation.*
- *Wayne County has a well-prepared human service workforce able to meet the social-emotional needs of young children.*
- *Wayne County has accessible, high quality early care and education services.*
- *Wayne County has an effective and efficient early education and care professional development system.*
- *Parents view building and sharing skills in all facets of child development and parenting as a positive step in ensuring their children are safe, healthy and ready to succeed in school and in life.*
- *Wayne County parents will be supported and valued in their role as the most influential adults in the lives of their children.*
- *Prevention and appropriate intervention/treatment of neglect and abuse is implemented before, during and after children are in the child welfare system.*
- *Young children are safe in home and community settings.*

While GSC-W has developed Strategies to further each of the above Goals, as noted in the Section VII and VIII, several cross-cutting strategies emerged from the Early Childhood System Assessment and GSC-W's strategic planning process:

- 1) **Public Education/Awareness.** A vital issue identified by interviews, focus groups and feedback from Collaborative stakeholders is the need to educate the public in ways that enhance their access to and utilization of programmatic resources, their skills as parents and their support of investing in early childhood. One strategy to accomplish this task is for GSC-W to enhance and promote *United Way's 211* call line and other resource and referral services. While United Way can mount a media campaign, GSC-W is uniquely positioned to work with its collaborative partners to educate parents and providers about 211 and contribute to its ongoing development.
- 2) **Quality Enhancements for Early Care and Education Programs.** The need to improve both the quality and diversity of services in early care and education settings emerged as a major priority for Wayne County. GSC-Wayne's plan includes efforts to improve the quality of early care programs as well as the availability of physical and social-emotional health services in early care and education settings. Embedded within this cross-cutting strategy are efforts to improve professional development for service providers, secure funding for an enhanced Child Care Health Consultant initiative, and a Quality Rating and Improvement System for early care and education providers.

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- 3) **Family Resource Centers.** During the Infrastructure Review of Wayne County, it was discovered that the county was relatively lacking in the number of organizations offering comprehensive services to children and families in community locations. While there are examples of successful models locally, GSC-W has identified this as an area worth greater investment and replication. Wayne residents have strong preferences, great diversity – and often transportation challenges – that indicate a need for locally-based programs to support parents and children and provide access to a wide array of services. This is particularly important in regards to parent education (or the promotion of positive outcomes for children), child development and participation.

GREAT START COLLABORATIVE PROFILE & HISTORY

Wayne County encompasses approximately 623 square miles. It is made up of 33 cities, including the city of Detroit, nine townships, and one village and is served by 41 public school districts. Its population of just under two million makes it the most populous county in Michigan. Although a variety of limited collaborations around planning and service provision have existed within the county and a plan for young children had been made by the Wayne County Human Services Collaborative Body, no existing collaborative concentrating on all children from birth to five years of age and their families - with the comprehensiveness of the Great Start Collaborative approach - existed at the time of the initiation of the Great Start Collaborative movement.

In the fall of 2005 in response to an RFP issued by the Early Childhood Investment Corporation (ECIC), Wayne Regional Educational Service Agency (Wayne RESA) convened a group of Wayne County representatives who identified two areas of the county with both high need for improved services to young children and a readiness to participate in the formation of a Great Start Collaborative. Following submission of a grant application to ECIC, Wayne County was named one of the first seven Great Start Collaboratives and began its work in March of 2006.

Great Start Collaborative-Wayne (GSC-W) initially planned to work in an area that consisted of five zip codes that constitute Southwest Detroit and the cities of River Rouge, Lincoln Park, Melvindale, Ecorse, Romulus and Taylor with a planned expansion each year to involve the entire county by 2010. Within a period of months, the collaborative began to think that a county-wide approach to system's building might better serve the needs of young children and families in Wayne County. Through the ECIC, consultation was obtained from the Smart Start Technical Assistance Center and a county-wide plan was designed and approved by the full Collaborative.

GSC-W has enjoyed a high level of support to date from public and private agencies and foundations as well as elected officials throughout the county. The collaborative is currently made up of 54 members, including those required by the ECIC and others vital to the local systems building work. There are 20 member slots (or nearly 40% of the Collaborative membership) dedicated to parents to assure their participation in the creation of the comprehensive early childhood system. Local match has also gone far beyond the required amount and has been instrumental in the breadth of work the collaborative has done to date.

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Much has been accomplished along the way. The full collaborative body meets bi-monthly, while an elected Executive Committee meets monthly to support the staff and oversee day-to-day operations. Operating Guidelines have been established. A full-time Executive Director and staff equaling 3.175 FTE's support the work of the collaborative and its committees. Collaborative members co-chair the Communications and Marketing Committee, Business Engagement and Development Committee and the Data Collection and Evaluation Committee.

In addition to the contributions Parent members of GSC-W make to Collaborative and its work, they are also working with the Parent Liaison to connect the work of Great Start Collaborative-Wayne to the work of existing parenting groups throughout the county. In September of 2007, GSC-W hosted a breakfast to bring together those organizations interested in creating a coalition of parenting groups and individual parents. This group, the newly created *Wayne County Parent Action Coalition*, is in the process of setting its strategy to be able to advocate for children's issues together as a larger voice than any of them could be on their own.

The Data Collection and Evaluation Committee has taken responsibility for the completion of the required elements needed for strategic planning, the community assessment and strategic and infrastructure reviews. Working with United Way for Southeastern Michigan and Wayne RESA, the committee collected the required data on 33 indicators of well-being, analyzed the data and produced a report to the community entitled "How Are the Children: A Call to Action". The Data Collection and Evaluation Committee worked with the Communications Committee to host a press conference in April of 2007 to release the report and hosted community forums in Western Wayne, Detroit, Eastern Wayne and Downriver to invite community reaction.

Due to the size and complexity of the county, the Data Collection and Evaluation Committee sought additional funding to contract for the Strategic and Infrastructure Reviews. Funds from the Kresge Foundation were secured and used with ECIC funds to support contracting with Braintree Solution Consulting, nationally recognized consultants in early childhood systems mapping. A local advisory team to assist the work consisted of a number of Data Committee members and others doing related work including representatives from City Connect and the TIP Database (platform for the 211 system). These entities would both assist in the work and benefit from the findings. Braintree's president worked as the lead consultant. Over a six month period he conducted a number of in-person meetings with public and private agency administrators who could authorize program level interviews with Braintree staff to construct both the Wayne County systems infrastructure map and resource map. Most in-person interviews were done along with the GSC-W Executive Director and/or Development Consultant and a number of new relationships crucial to the success of the Collaborative were formed. Over this same period 17 focus groups took place covering everything from immigrant parents to Kindergarten teachers to the Fetal Infant Mortality Review Team. Information gathered from those groups was key to the goals set in this strategic plan. In December of 2007 over 50 people who had taken part in the strategic review process came together at University of Michigan-Dearborn to hear the findings of the mapping process and engage in the further work of the collaborative.

During the fall and early winter of 2007 the Executive Committee met in three half-day retreats to discuss what would be needed to continue to build the Great Start infrastructure. At the same

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time workgroups were convened in *Physical Health, Social-Emotional Health, Early Care and Education, Parent Education and Family Support and Basic Needs/Economic Security/Child Safety* to analyze all of the data and information collected to date, determining the goals for this strategic plan and the initial activities for the *Early Childhood Action Agenda-Year One*.

The action agenda and budget were approved by the Executive Committee and sent to the full collaborative for approval. That approval was granted on January 14th, 2008 and submitted to the ECIC. Key to the success of the plan will be instituting a new standing committee on Public Policy and Advocacy as well as the five Action Teams identified to shepherd the work in the Action Plan to achieve improved outcomes for Wayne County's young children.

STRATEGIC ANALYSIS FINDINGS

Great Start Collaborative-Wayne has conducted an environmental assessment throughout Wayne County to identify the major early childhood system components, trend data, needs, gaps, resources, and opportunities within its early childhood system. This assessment included gathering statistical data about the County (see "How are the Children? Community Report), conducting focus groups, interviews (face to face and telephone), surveys, reviewing print materials and reports (annual reports, budgets, strategic plans, etc.), databases (TIP/Detroit Public Library, etc.), websites (public and private organizations), current research (content theme areas, cost/benefit analysis, best practices, etc.) and a variety of other tools and strategies to craft a picture of what services for young children and their families look like in Wayne County. However, this collection of information is just the beginning of an ongoing process, which is serving as a vehicle for GSC-W to not only gauge its success but to also identify public and private agencies who serve young children and their families and connect them to Great Start Collaborative- Wayne and our early childhood movement.

INDICATOR DATA ANALYSIS: A PROFILE OF WAYNE COUNTY

- **Wayne County's population continues to decline while becoming more racially and ethnically diverse.**
- **Three of every 10 children live in poverty.**

Wayne County encompasses approximately 623 square miles. It is made up of 33 cities, including the city of Detroit, 10 townships, one village and 41 public school districts. Its population of just under two million in 2005 makes it the most populous county in the State of Michigan and the eleventh most populous county in the Nation. However, the population has dropped by almost 670,000 residents over the last three decades even though the county continues to attract immigrants.

While the population overall and that of children five and under has continued to decrease since 2000, migration and immigration trends have resulted in an increasingly diverse population. The White, African American and Native American populations have decreased, and Hispanic/Latinos and Asians have increased. Though not recognized as "official" minority

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groups, the Middle Eastern populations groups (both Muslim and Christian) as well as African-born and Eastern Europeans (Bosnians, Serbs, Russians, etc) have shown growth in recent years as well.

The number of births in Wayne County has also dropped from 40,680 in 1990 to 27,422 in 2005. This represents a decrease of 33%. Just over 11,000 of this 13,000 drop occurred in the City of Detroit. In 2005, Whites accounted for 50 percent of Wayne County births and African Americans for 45 percent. Persons of Arab ancestry accounted for 8 percent and Hispanics for 7 percent.

The economic downturn has hurt Michigan more than other states in the nation. Since 2000, the county has experienced a loss of 74,277 non-government jobs with manufacturing employment dropping by 31%. The county's unemployment rate, which reached a low of 4 % in 2000, has hovered around 8.5% for the last 4 years.

Median household income has declined between 1999 and 2005, from \$47,800 to \$40,881 when adjusted for inflation. This decrease in income resulted in an increase of almost 50,000 Wayne County residents whose income fell below the federal poverty guidelines – rising from 332,598 in 1999 to 382,382 in 2005. From 2000 to 2005 the percent of Wayne County children under the age of five living in poverty rose from 24.7 percent to 30 percent. The decrease in the number of births and increase in the out migration of persons in their child-bearing years have resulted in a decreasing population of children less than 5 years of age in the county.

The Influence of the Family

- 29 of every 100 babies are born to mothers who have not received adequate prenatal care.
- The percentage of births to women under age 20 drops slightly but still lags behind the state
- One in four babies in the county is born to a mother without a high school diploma.
- 42 of every 100 children under age 18 live in single parent homes.
- The number of substantiated cases of child abuse and neglect for children birth to five years has been significantly reduced over the past 5 years

The Child

- One in ten babies are born with a dangerously low birth weight
- 11 out of 100 infants die before their first birthday
- Black infants continue to die at a rate 3 times that of Whites
- Although significantly improved, slightly less than one half of the children have up to date immunizations.
- 45% of the children receive publicly funded insurance
- The number of children tested for lead increased, those found to have lead poisoning decreased to 5.2%
- 79% of the county's children are proficient in reading in third grade.

Early Care and Education

- 60% of the children under age five spend part of the day outside the care of their parents.
- 1 in every 100 Wayne County licensed child care centers and homes is nationally accredited.

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- There has been a 20% decrease in the number of low income children whose cost of care is subsidized despite rise in poverty.

Availability: Today, 60% percent of children five and under (approximately 90,000 in Wayne County) spend some part of their day outside the care of their parents. They may be in their own homes with a non-relative caregiver or cared for in a relative's home. They may also be in settings such as a child care center, preschool or family/group day care home, all of which are regulated by the State of Michigan.

Quality: No matter what the setting, it is vitally important that children are with people with whom they can build relationships, experience safety and security and have consistent opportunities to talk, be read to and learn. Michigan recently updated licensing rules for centers and homes and included requirements for annual training of staff. This will help insure that children are in settings where adults have knowledge of child development and know how best to support children's learning and development. All licensed programs are required to meet compliance with the Child Day Care Licensing Rules. Two percent (2%) of Wayne County centers and homes have voluntarily met additional standards to become accredited by the National Association for the Education of Young Children or the National Association for Family Child Care. The quality in many settings falls somewhere between meeting minimum compliance with the licensing rules and attaining accreditation.

Affordability and Access: Michigan uses federal dollars to provide a portion of child care costs for children whose families meet eligibility guidelines. From 2005 to 2006, however there was a more than a 20 percent decrease in the number of young children whose care was subsidized, though more children qualified for assistance due to the downturn in the economy. Three out of every four eligible children were cared for by either a relative or an aide (caregiver in the child's own home). These caregivers do not have to meet the same standards of care as licensed programs.

STRATEGIC AND INFRASTRUCTURE REVIEW

Due to the size and complexity of Wayne County and its populations and institutional resources, GSC-W's strategic and infrastructure review sought to embrace these complexities and draw together all partners and institutions who might have a stake in improving outcomes for children and families. While unraveling this system puzzle was at first a daunting challenge, any trepidations have been replaced by the excitement of GSC-W and its partners. This is because there is tangible progress, a "snap shot of the system" is emerging and our outreach to organizations throughout the County has been a vehicle for new and improved relationships with many of the county leaders and decision makers critical to this work.

During the process, GSC-W pulled together information on 398 programs in Wayne County based on a combination of 134 interviews, neighborhood drill down work, and other sources. The table below shows the number of programs which were found to serve specific areas in Wayne.

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| Total Programs | | | | | | | |
|-----------------------|-----------|---------------|---------------|---------|-----------|---------------|---------|
| | Downriver | Eastern Wayne | Western Wayne | Detroit | Hamtramck | Highland Park | Overall |
| Total Programs | 206 | 192 | 230 | 343 | 171 | 171 | 398 |

Great Start also conducted 17 focus groups throughout the county’s 4 major regions - Eastern, Western, Downriver, and Detroit Core (Detroit, Highland Park, and Hamtramck). These ranged from 15-30 participants. The diversity represented by the stakeholders and families in these groups was also a rich mix taking into consideration factors such as geographic location, socio-economics, immigrants, gender, racial/ethnic, and family type. This allowed us to hear from parent populations such as teens, fathers, grandparents raising grandchildren, foster parents and guardians, 2-parent families, etc. Focus Groups with service providers also included a range representing much of the above factors and sectors as well as child care, educators and trainers of those in early care and education, teachers, home-visitors, Head Start, social services, education, health and mental health. Additionally, outreach was extended to other system supports beyond services such as those dealing with economic and neighborhood development.

Assessing Function: Aligning Programs with Great Start’s Service Categories

The table below illustrates the number of profiled programs that address each of the six service delivery themes. Together these themes represent the service delivery components of the Wayne early childhood system. Programs are frequently assigned to more than one theme, so there is some duplication in these figures. The table below solely illustrates the number of programs and is not necessarily reflective of the capacity within each system component. Close to half of the programs play a role in early care and education, and 30% of programs serve in a family support capacity. While Basic Needs, Economic Security & Child Safety is addressed in almost a quarter of profiled programs, the number of programs addressing parent education and health care appear to be relatively low. Each service delivery theme is reviewed in the following system components section of this report.

| System Components | | |
|---|-----------------|--------------|
| Service Delivery Theme | Programs | Total |
| Early Care and Education | 184 | 46% |
| Family Support | 119 | 30% |
| Basic Needs, Economic Security & Child Safety | 96 | 24% |
| Parenting Education | 71 | 18% |
| Physical Health Care | 72 | 18% |
| Social-Emotional Health Care | 63 | 16% |

Access Points: Where are Organizations Providing Services in Wayne County?

Two of the key issues GSC-W attempted to understand in our assessment are the questions of “where and how do children and families access services?” and “how do organizations across Wayne County use community and other locations (aka Access Points) to make their services available to their clients?” The table below quantifies the number of identified public and private programs serving clients in each type of access point for all of Wayne County (including Detroit) and for Detroit specifically. Some duplication here is inevitable, as several programs serve more than one location and offer services to clients through multiple access points. The table is ranked in order of most commonly used to least commonly used access point in Wayne County, and

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offers a picture of how young children and their families access services in Wayne and the city of Detroit. The most common access points are at community based organizations, home, and schools, and it appears that Wayne County and the city of Detroit access services through similar localities. What was discovered to be lacking, however, was a standard or consistent model for Family Resource Centers in Wayne. Many examples of organizations or agencies offering some type of gateway to services or case management and referral services were found in the County, but there were either not enough of them or those that existed were not truly “one stop” locations in a community offering wrap-around or other comprehensive services. Therefore, GSC-W identified the creation of a Family Resource Center criteria and action plan as one of the cross-cutting strategies for the plan.

| Number of Programs Available in each Access Point by Locality | | | | |
|--|-------|---------|---------|-----------|
| | Wayne | % Wayne | Detroit | % Detroit |
| Community Based Organizations | 118 | 21% | 112 | 24% |
| At Home | 86 | 15% | 71 | 15% |
| Schools | 68 | 12% | 54 | 12% |
| Child Care Providers | 47 | 8% | 32 | 7% |
| Churches | 38 | 7% | 37 | 8% |
| Other | 34 | 6% | 30 | 6% |
| Department of Health | 26 | 5% | 16 | 3% |
| Libraries | 25 | 5% | 20 | 4% |
| Hospitals | 25 | 5% | 17 | 4% |
| Community Health Centers | 23 | 4% | 19 | 4% |
| DHS | 22 | 4% | 20 | 4% |
| Parks | 17 | 3% | 15 | 3% |
| Mental Health Centers | 12 | 2% | 10 | 2% |
| Arts Centers | 9 | 2% | 9 | 2% |
| Courts | 5 | 1% | 5 | 1% |

Assessing Capacity: Can Services Providers Meet Demand?

There are a number of programs within each service delivery theme that indicated they do not have the ability to serve all those eligible for their services. The table below ranks the service delivery themes according to the percentage of programs that indicated an inability to meet the capacity needs of its service population. As shown below, approximately half of the programs addressing parenting education and family support are operating with an insufficient capacity, and are therefore not able to reach all of those parents and families in need of their services. This, among other reasons, is why parent education is one of the central priorities for GSC-W.

| Percentage of Programs with Insufficient Capacity by Service Delivery Theme | |
|--|-------|
| Parenting Education | 50.0% |
| Family Support | 47.2% |
| Social Emotional Health Care | 37.2% |
| Basic Needs, Economic Security & Child Safety | 36.6% |
| Physical Health Care | 36.4% |
| Early Care and Education | 25.8% |

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Alignment with Great Start Results

GSC-W also asked stakeholders whether their programs had any impact on the eleven Great Start Collaborative – Wayne outcomes / results developed by ECIC, and if so, whether that impact was in a primary or secondary capacity. A primary impact indicates that a program has the direct goal and design to impact the outcome, while a secondary impact signifies that a program's design and implementation can potentially make an impact on the outcome but it is not a core goal of the program. The impact questionnaire received responses for 82 programs that affect at least one outcome in a primary or secondary capacity. The following table presents the percentage of the 82 programs which indicated having either a primary or secondary impact on each of the Great Start results, according to interviewed stakeholders. Almost all programs that responded feel they impact the social and emotional health of children, while the physical health and economic stability of children and families are relatively low primary goals for most programs. This is by no means an indication of the priority or importance of these Result areas but is simply a way to identify the programs and organizations who believe they contribute to the particular Great Start goal and who also may partner with GSC-W to gather data, build capacity, and/or work together to accomplish these commonly held objectives for children and families. In other words, GSC-W now has a list of stakeholders, organizations and programs who have identified where and how their interests are shared with GSC-W. In fact, several of the stakeholders participating in GSC-W's planning process were identified as a result of their responses to this survey.

| Primary or Secondary Impact on Great Start Outcomes | | | |
|--|----------------|------------------|-----------------------------|
| | Primary Impact | Secondary Impact | Primary or Secondary Impact |
| Children are socially and emotionally healthy | 79% | 17% | 96% |
| Children are safe | 67% | 24% | 91% |
| Children are physically healthy | 38% | 51% | 89% |
| Families support and guide their children's early learning | 71% | 18% | 89% |
| Families are socially and emotionally healthy | 56% | 32% | 88% |
| Children are ready to succeed in school (public, private or home school) and in life | 68% | 20% | 87% |
| Children's basic needs are met | 59% | 26% | 84% |
| Communities make young children a priority by investing in families | 46% | 33% | 79% |
| Families have access to high quality early care and education | 50% | 22% | 72% |
| Families are physically healthy | 20% | 49% | 68% |
| Families are economically stable | 16% | 32% | 48% |

STRATEGIC ISSUES

A discovery during GSC-W's environmental assessment process was that despite several challenges, Wayne County, as a whole, also has a rich array of resources and people. Much of GSC-W's work is to help "connect the dots" by increasing awareness, improving quality and access, expanding the continuum of offerings, ensuring universal access, reducing institutional and policy barriers and help bring and leverage existing resources to areas currently under-served. The following highlights the major themes of this process. More detailed information on these findings is in the attached reports.

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Strategic Issue Number 1:

Many of the parents and providers do not know what resources exist and/or have difficulty accessing them for correctable reasons.

Strategic Issue Number 2:

There is a need for improvement in the development and training of professionals working with young children and their families.

Strategic Issue Number 3:

The array of services might appear rich but there are noticeable gaps in what is available for young children and their families.

Strategic Issue Number 4:

A relative lack of diverse funding sources to support the programmatic infrastructure serving children and families.

Strategic Issue Number 5:

A need for more co-located services by multiple agencies and a “system of care” approach available in communities across Wayne County

Strategic Issue Number 6:

A need for more high-quality, affordable and accessible safe “places and spaces” for children and families (e.g. more play groups)

Strategic Issue Number 7:

Improve the educational skills and preparation of parents, including the planning of their families and their ability to serve as their child’s “first teacher”

Strategic Issue Number 8:

Improve the screening of young children to identify developmental challenges and ensure timely access to therapeutic services

Strategic Issue Number 9:

Improve the access to primary care and a medical home for all children and families

Strategic Issue Number 10:

A need to better address the social-emotional needs of young children and provide greater attention to the institutional supports necessary to ensure a healthy social-emotional foundation for children at home, at child care and in the community.

SETTING PRIORITIES

Each of the five GSC-W Strategic Planning Work Groups reviewed the Early Childhood System Assessment and then conducted a brainstorming session to identify challenges and solutions. While each work group developed multiple potential initiatives, it was determined that each group would settle on two goals for the implementation period in Year One (with other

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initiatives remaining possible for years Two and beyond). In reviewing and discussing the issues, work groups conducted a prioritization exercise to determine the two goals each would explore and develop in further detail for the Action Agenda (Section VIII). Each committee was asked to rate, on a scale of 1 to 3, the strategies they developed according to the following questions:

1. To what extent is the strategy congruent with GSC-W's Mission?
2. To what extent are we able to provide measurable results if the strategy is implemented?
3. To what extent does the strategy positively affect GSC-W's visibility and presence in Wayne County?
4. To what extent does the strategy fill a need not currently being met?
5. To what extent does the strategy have a strong potential return on investment?

GOALS & STRATEGIES

INFRASTRUCTURE ELEMENT: COLLABORATIVE GOVERNANCE

Goal 1: Sustain an effective, inclusive and collaborative governance structure for the Great Start Collaborative.

Strategy: GSC-W Membership

Objectives:

- GSC-W members will sign an MOU specifying either the person representing the organization and granting that person (if not the head of organization) authority to commit funds, staff and other resources on behalf of the organization
- The membership of GSC-W will reflect the diversity of Wayne County*
- At a minimum, the membership of GSC-W will include all of those specified in the FY 2008 ECIC Scope of Work for Great Start Collaboratives
- GSC-W will continue to recruit those specific to Wayne County who the collaborative deems necessary to carrying out the mission of GSC-W

Strategy: Organizational Structure

Objective:

- GSC-W will recruit, as circumstances demand, such members as are required to maintain at all times the required membership roster

Strategy: GSC-W Chair and Co-chair

Objective:

The GSC-W Chair and Co-Chair will be from different organizations in Wayne County. This requirement will be added to the Operational Guidelines of GSC-W with the amendment being taken to the Collaborative at the Jan. 2008 meeting

Strategy: GSC-W Operating Guidelines

Objective:

- GSC-W will provide documentation to ECIC of its organizational structure for its operation

Strategy: GSC-W Annual Assessment

Objective:

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- GSC-W will operate in accordance with its established Operational Guidelines. These Operational Guidelines must be approved by the members and be subjected to a documented review on an annual basis. GSC-W will meet a minimum of six times per year as a full-body. GSC-W will document at least 75% of the members attend scheduled meetings

Strategy: GSC-W Coordinator position

Objectives:

- GSC-W will complete an annual written assessment of its functioning as a collaborative using ECIC assessment template
- The GSC-W will be responsible for the selection of the GSC-W Executive Director and the Parent Liaison

INFRASTRUCTURE ELEMENT: ACCOUNTABILITY, RESULTS, AND STANDARDS

Goal 2: The Great Start Collaborative provides leadership for and oversight of the implementation and evaluation of its annual Early Childhood Action Agenda (ECAA).

Strategy: GSC-W members participate in the implementation of Year 1 Action Agenda

Objective:

- GSC-W members will oversee and participate in the implementation of the Year 1 *Early Childhood Action Agenda* by co-chairing, participating on, or appointing staff to standing committees and action teams, receiving and responding to draft documents, participating in the work generated by the committees and action teams, serving as officers of the collaborative, attending collaborative meetings, committing agency resources when appropriate and looking for additional ways to support the GSC-W work

Strategy: GSC-W members participate in evaluation of Year 1 Action Agenda

Objective:

- GSC-W will engage in ongoing evaluation of the implementation of the Year 1 *Early Childhood Action Agenda* by adding a “progress toward strategic plan goals” section to the Executive Committee and Collaborative agenda, posting all minutes to the website and posting this plan with updates on the website

Strategy: GSC-W members determine Year 2 priorities for Action Agenda

Objective:

- GSC-W will determine priorities for the Year 2 *Early Childhood Action Agenda (ECAA)* based on the evaluation of Year 1 and the annual early childhood data review, via the data template provided by the ECIC. Standing Committees and Action Teams will review the data collected and analyzed by the Data Collection and Evaluation Committee as well as progress to date and each will make recommendations for Year 2 strategies. A Year 2 *ECAA* will be drafted and sent to the members for review, input and approval

INFRASTRUCTURE ELEMENT: DATA AND INFORMATION SYSTEMS

Goal 3: The Great Start Collaborative provides leadership for and oversight of the implementation of the portion of the Early Childhood Action Agenda that is concerned with the data and information systems.

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Strategy: Implement Year 1 data and information systems goals of Action Agenda

Objective:

- The GSC-W Data Collection and Evaluation Committee will work with collaborative partners and others using funding provided by the Kresge Foundation to establish a system for collecting and sharing data related to carrying out the *ECAA*

Strategy: Review Progress of Year 1 of Early Childhood Action Agenda

Objective:

- GSC-W will review progress made in carrying out the Year 1 *ECAA* at each meeting of the Executive Committee and the Collaborative

Strategy: Determine priorities for Year 2 Early Childhood Action Agenda

Objective:

- The GSC-W will follow the process outlined in Goal 2: #2 and #3 to determine the priorities for the Year 2 *ECAA*

INFRASTRUCTURE ELEMENT: PROFESSIONAL DEVELOPMENT AND TECHNICAL ASSISTANCE

Goal 4: The Great Start Collaborative provides leadership for and oversight of the implementation of the portion of the Early Childhood Action Agenda that is concerned with professional development.

Goal 5: The Great Start Collaborative members and staff will have information, resources, and training needed to function effectively in their respective roles for this initiative.

Strategy: Implement Year 1 Early Childhood Action Agenda recommendations for professional development and technical assistance

Objectives:

- The Executive Director and staff new to GSC-W since May 07 will attend the Smart Start Conference in May 08
- The Collaborative Parents will receive training to assist in their development as parent voices instrumental to system development or as part of the team developing the W. C. Parent Coalition from the ECIC TA staff and/or contractors
- The Collaborative body and committee/action team members will receive a training experience on Early Childhood Systems Building to build on the vital role they play in the development of GSC-W

Strategy: GSC-W staff participates in all ECIC required technical assistance events and learning opportunities

Objective:

- The Executive Director and Parent Liaison take part in all TA events and learning opportunities as offered by the ECIC. Other staff participate as allowed by the ECIC

Strategy: Review progress of Year 1 Action Agenda recommendations for professional development and technical assistance

Objective:

- The Executive Committee will review progress monthly to see that the *ECAA* recommendations for professional development and technical assistance are carried out

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Strategy: Determine priorities for Year 2 Action Agenda

Objective:

- Staff and Collaborative members will be surveyed as to areas of technical assistance or training needed to support the work of the Collaborative

INFRASTRUCTURE ELEMENT: PARENT AND COMMUNITY ENGAGEMENT

Goal 6: The Great Start Collaborative will assure the meaningful engagement of parents, of children under age 12, in the leadership roles at all levels of the local comprehensive early childhood system.

Strategy: GSC-W develops written process for recruitment, orientation, financial support, and engagement of parent members of the GSC-W

Objective:

- The Parent Liaison will draft the GSC-W plan for recruitment, orientation, financial support, and engagement of parent members of the GSC-W to add specificity to those items not covered in the Operational Guidelines

Strategy: GSC-W oversees timely reimbursement of parent members

Objective:

- The GSC-W process for payment of honorariums to parent members has been streamlined and takes place within a maximum of two weeks from a meeting or event qualifying for reimbursement

Strategy: GSC-W provides financial support for professional development for parent members

Objective:

- GSC-W budgets for professional development in terms of training opportunities and resource materials for parent members and schedules training available through the ECIC and/or others

Strategy: The GSC-W retains the Parent Liaison of the Parent Coalition

Objective:

- GSC-W retains the Parent Liaison who supports Collaborative parents in their role and works to build the Parent Coalition

Strategy: The Parent Liaison reports to the GSC-W at least six times per year

Objective:

- The Parent Liaison or a designee from the GSC-W parents reports to the Executive Committee monthly and the full Collaborative every other month

Strategy: The GSC-W staff supports the Parent Coalition with its annual plan

Objective:

- GSC-W will support the Parent Coalition to develop and carry out its annual plan with staff support, training, resource materials, meeting costs and with those activities related to building the Coalition's infrastructure

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Strategy: The GSC-W assures a minimum of \$20,000.00 is spent to support the Parent Coalition activities

Objective:

- GSC-W supports the Parent Liaison, honorarium for GSC-W parents participating and costs for Coalition organizing and training to develop the Wayne County Parent Coalition

Strategy: The Parent Liaison participates in ECIC required technical assistance

Objective:

- The GSC-W Parent Liaison will continue to participate in all scheduled ECIC Technical Assistance

INFRASTRUCTURE ELEMENT: PUBLIC WILL BUILDING AND STRATEGIC COMMUNICATION ***Goal 7: The Great Start Collaborative implements an annual communication plan.***

Strategy: GSC-W establishes and maintains Communications Committee

Objective:

- The GSC-W Communications Committee will continue to meet and to add members, and will continue to seek the involvement of those with media expertise

Strategy: GSC-W develops communications plan

Objective:

- GSC-W will use the ECIC Communications Template to develop a communication plan to build public will and increase awareness of the work of GSC-W

Strategy: GSC-W develops and maintains website

Objective:

- GSC-W will continue to develop and maintain its website to foster communications across the county

Strategy: GSC-W sustains communications vehicle

Objective:

- GSC-W will expand the use of the “E-News” to give regular updates on the work being done for children throughout Wayne County as well as advocacy updates etc

Strategy: GSC-W builds public will for local Great Start system

Objective:

- A section of the communications plan will deal with activities planned to build public will for the local (or regional) Great Start system

Strategy: GSC-W meets with local editorial board

Objective:

- GSC-W, along with GSC-W-Oakland, St. Clair and Monroe will meet once each during the year with the Detroit Free Press, and Detroit News Editorial Boards. GSC-W will also meet with the Michigan Chronicle, and two local chairs that cover much of the county

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INFRASTRUCTURE ELEMENT: POLICY-MAKER EDUCATION

Goal 8: The Great Start Collaborative provides education to local policy makers regarding how they can help to assure that all children enter kindergarten healthy, safe, and eager to succeed in school and in life.

Strategy: GSC-W develops and implements plan for policy-maker education activities.

Plan includes the following:

Objective:

- GSC-W staff will work with Dr.Carolynn Rowland, chair of the new Public Policy and Advocacy Committee to secure committee members and develop a plan for policy-maker education. GSC-W plan will include:

Strategy: GSC-W staff disseminates ECIC Policy Affairs office information to GSC-W members

Objective:

- Dissemination of ECIC Policy Affairs office information to members on a regular basis using the GSC-W list-serve

Strategy: GSC-W supports for Star Power activities

Objective:

- Supporting for Star Power activities including recruiting participation, supporting travel and pre-education as to the purpose and message of the event

Strategy: GSC-W support for local outreach re: Star Power

Objective:

- Supporting local outreach re: Star Power through the list-serves and Parent Coalition, website, etc.

Strategy: GSC-W hosts two legislative education sessions

Objective:

- Hosting two education sessions for local officials and policy-makers

INFRASTRUCTURE ELEMENT: SYSTEM INTEGRATION

Goal 9: The Great Start Collaborative works to establish and sustain the infrastructure needed to support a local, comprehensive early childhood system.

Strategy: GSC-W members implement agreements to establish connections

Objective:

- To facilitate the work and commitment of partners, GSC-W will implement written agreements that will establish connections among the components of the Great Start system and facilitate access, interface, coordination and inclusion for all children

Strategy: GSC-W annually review agreements

Objective:

- GSC-W annually reviews the implementation of these documents assesses progress, determines needed changes and amends as necessary

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Strategy: GSC-W implements interagency policies and procedures

Objective:

- GSC-W will develop and implement interagency policies and procedures to assure the sustainability of the system

Strategy: GSC-W reviews interagency policies and procedures

Objective:

- GSC-W will review those policies and procedures annually in July

INFRASTRUCTURE ELEMENT: FINANCING AND FUND DEVELOPMENT

OPTIONAL

Goal 10: The Great Start Collaborative may choose to invest up to 20% of its ECIC funds, with dollar for dollar local match requirement, to support its infrastructure development goals in its Early Childhood Action Agenda.

Strategy: GSC-W oversees the Great Start Infrastructure Investment Fund

Objective:

- Staff will Investigate the feasibility of using the GSIIF to pilot a Quality Rating and Improvement System for early care and education in partnership with the ECIC, GSC-O and UWSEM and report to the Executive Committee

Strategy: GSC-W implements the Year 1 Action Agenda related to financing and fund development

Objective:

- The GSC-W Business Engagement and Development Committee and Development Consultant will implement the Year 1 Action Agenda related to financing and fund development

Strategy: GSC-W reviews progress of Year 1 Action Agenda

Objective:

- The GSC-W Executive Committee and full collaborative will review the progress of the Year 1 ECAA at each meeting

Strategy: GSC-W determines priorities for Year 2 Action Agenda

Objective:

- GSC-W will establish the process and timelines for determining the priorities for the Year 2 ECAA

Goal 11: The Great Start Collaborative will participate in ECIC activities related to the Finance Project.

Strategy: GSC-W reviews Michigan's Finance Project

Objective:

- GSC-W staff will share the Michigan's Finance Project findings for review at the March 08 meeting of the collaborative

Strategy: GSC-W communicates report to local community

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Objective:

- GSC-W staff will prepare a press release highlighting findings, and local portion to come

Strategy: GSC-W completes local *Finance Project* template

Objective:

- Using the template prepared by the Finance Project and other TA from the ECIC, GSC-W will complete the local portion of the Wayne County Finance Project

Strategy: GSC-W incorporates local *Finance Project* information into Year 2 Action

Agenda

Objective:

- The findings of the local Finance Project will be incorporated into the Year 2 *Early Childhood Action Agenda*

ELEMENT: PHYSICAL HEALTH

Goal 12: Young children in Wayne County have access to a medical home providing continuity and integration of health care.

Strategy: A collaborative team exists to carry forward the work

Objective:

- Convene a Physical Health Action Team made up of parents and professionals from public health, health care systems and others to carry out the goals surrounding the physical health of young children and their families

Strategy: GSC-W will promote health for young children by improving public understanding of health and wellness while strengthening public knowledge of individual rights and responsibilities regarding health care

Objectives:

- Identify and work with partners to leverage existing materials and public awareness campaigns and work toward a unified media campaign.
- Identify existing educational materials and initiatives in Wayne
- Identify existing messages/examples for health promotion and risk prevention for young children
- Promote MI Child

Strategy: GSC-W will collaborate with community partners to assure that young children in Wayne County have access to developmentally appropriate screenings and services which, if indicated, will preface access to comprehensive, culturally competent, quality health care

Objectives:

- Convene conversation with developmental screening entities to discuss tools, forms, strategies and best practices in order to recommend universal baseline that all can use (use AAP materials)
- Identify resources/providers who do developmental screening and discuss challenges/opportunities for improving developmental screening and its availability to all eligible children

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- Investigate the possibility, assess feasibility, and/or secure funding for child health care consultants to screen children in early care and education settings in Wayne County.

Goal 13: Family planning, healthy pregnancy, and maternal and child health services are available, accessible and utilized.

Strategy: Improve access and utilization, parent involvement and education in health

Objectives:

- Promote the System of Care concept
- Identify existing Family Resource Centers (in community, schools, DHS, etc.) across Wayne to assess health and child wellness components and services
- Assess the possibility and secure public and/or private funds for the designation and/or creation of “Great Start Family Resource centers”
- Work with organizations conducting family planning and parent education to incorporate standardized maternal and child health instruction into their activities
- Craft public messages and approach to de-stigmatize parent education (reference to Parent Education goals in this plan). Promote planning to be a parent – preventing unplanned parenthood

ELEMENT: SOCIAL-EMOTIONAL HEALTH

Goal 14: Young children in Wayne County have access to services and support that ensures a strong social-emotional foundation.

Strategy: A collaborative team exists to carry forward the work

Objective:

- Convene a Social-Emotional Health Action Team made up of parents and professionals from Community Mental Health, the Michigan Association of Infant Mental Health, Early care and education Expulsion Projects, and others to carry out the goals surrounding the social-emotional health of young children and their families.

Strategy: Public Awareness and education campaign to improve S/E outcomes for children and de-stigmatize mental health issues

Objectives:

- Assess the feasibility to secure funds and partners to develop a public education campaign for parents and providers to understand social-emotional development
- Promote utilization of Child Care Expulsion Project (CCEP) through awareness and education of early care and education providers
- Promote utilization of Infant Mental Health (IMH) program through awareness and education of health care

Strategy: Establish a Home Visiting Alliance for Wayne County

Objectives:

- Meet with Department of Community Health, Wayne County Community Mental Health, Dept. Human Services, Early On staff, MAIMH, 0-3 Secondary Prevention Programs, and other major home visiting agencies to introduce concept, assess feasibility and plan initial meetings
- Conduct initial meeting of the Alliance (or other name) to discuss the coordination, education of members, advocacy efforts, fund raising, data sharing and best practices work of the Alliance

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Strategy: Improve Social-Emotional development practices and capacity in early care and education settings

Objective:

- Advocate for the inclusion of SE/Mental Health training for all early care and education providers as referenced in the licensing requirements (Center R400.5102(3)(b), Home R400.1905(1))

Strategy: Universally available home visitation for all newborns and their families that includes S/E information

Objectives:

- Identify cross-system tools and initiatives
- Investigate current and potential funding sources for Welcome Baby program for all of Wayne County births (with outreach and information prior to birth through health providers)
- Research the feasibility of funding the dissemination of *Ages and Stages* social-emotional materials to parents across Wayne and include those families in a database of clients receiving materials.

Goal 15: Wayne County has a well-prepared human service workforce able to meet the social-emotional needs of young children.

Strategy: GSC-W will identify and link resources & providers to establish a common agenda

Objectives:

- Identify the baseline knowledge all service providers working with young children should have to foster social-emotional health.
- Work with key partners to determine the most appropriate strategy for improving workforce knowledge and practice by convening a working session of CCPTM (union), Wayne RESA Early On staff, universities, Family to Family (DHS), Wayne County Mental Health Pilots, Infant Mental Health providers, Child Care Expulsion Project staff, Head Start staff, etc. to work on issue and arrive at consensus
- Survey providers of CDA training, and degrees in early childhood to determine the content of training related to developing positive social-emotional health in young children.
- Work with partners to have both the Child Care Expulsion Project (CCEP) and Infant Mental Health services widely understood, available and used. Plan for:
 - Education/info dissemination
 - Advocacy
 - IMH accessibility outside of Medicaid

INFRASTRUCTURE ELEMENT: EARLY CARE AND EDUCATION

Goal 16: Wayne County has accessible, high quality early care and education services.

Strategy: A collaborative team exists to carry forward the work

Objective:

- Convene an Early Care and Education Action Team made up of parents and professionals from community colleges and universities, public schools (e.g. principals), Child Day Care Licensing, 4C/MSUE, public and privately funded early care and education programs and others to carry out the goals surrounding the early care and education of young children.

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Strategy: A process exists to measure and improve the quality of services to young children in full/half day early care and education settings

Objective:

- Investigate the opportunity to partner with GSC-W-Oakland, UWSEM and the ECIC to pilot a Quality Rating and Improvement System.

Strategy: Providers in all settings have support from peers and others to continually improve the quality of services they offer

Objectives:

- Work with 4C, Licensing and others to identify current collaborations, networks and support groups for those in early childhood care and education across settings in the field.
- Identify providers who may be deemed local “leaders” and work with them to convene network
- Launch a pilot early care and education directors network by convening them for meetings

Strategy: Expand and improve the quality, accessibility and affordability of early care opportunities

Objectives:

- Work with partners to research and determine the appropriate rate of reimbursement provided to early care and education providers billing the early care and education subsidy
- Geo-map the location of early care and education providers to develop a plan for targeting investment in quality (work with 4C, United Way, Licensing staff). Providers include relatives and aids, homes and centers.
- Explore and assess the feasibility, cost and consequences of a universal pre-K system for Wayne County

Goal 17: Wayne County has an effective and efficient early education and care professional development system.

Strategy: A career lattice exists for the early care and education field representing a progression of roles and levels that practitioners can achieve and the pathways between these detailing the amount of training/education and experience needed to qualify for that role.

Objective:

- Identify the training and education resources and opportunities currently available in the area (from stand alone training to CDA, BA certifications). Include small private trainers like “First Steps” to get CDA and the seven training programs (4C, MSU Extension, etc.) sanctioned by TEACH

Strategy: Full use is made of the TEACH program

Objectives:

- Work with Michigan 4C to maximize use of the TEACH program to support EC&E staff to attain credentials in the field.
- Increase availability, convenience and access to programs that qualify for TEACH reimbursement by promoting educational opportunities in community settings and at CC providers
- Promote the real costs to centers and homes of TEACH participation by employers to encourage additional participation

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INFRASTRUCTURE ELEMENT: PARENT SUPPORT AND EDUCATION

Goal 18: Parents view building and sharing skills in all facets of child development and parenting as a positive step in ensuring their children are safe, healthy and ready to succeed in school and in life.

Strategy: A collaborative team exists to carry forward the work

Objective:

- Convene a Parent Support and Education Action Team made up of parents and professionals from Family Resource Centers, Parent Education Programs, Detroit Parent Network, 4C, Head Start, and others to carry out the goals surrounding the support and education of parents.

Strategy: Parents and the community are aware of and utilizing resources to build parenting skills

Objectives:

- Examine Strategic Review: Early Childhood Systems Map for current offerings. Check through Action Team for any additional offerings.
- Survey current parent education programs to assess utilization and develop strategies to improve utilization
- Promote upcoming classes on GSC-W website and expand the dissemination of the Great Parents Calendar of classes through partnerships with Detroit Public Schools, Wayne RESA, DHS, Head Start, community locations, etc.
- Work with DHS to particularly target relatives receiving child care subsidy to view their caregiving as an extension of parenting and take part in programs
- Post notice on website that 211 (and 800 number for cell phones) can be consulted for offerings in particular areas.

Strategy: The message that building skills for parenting is desirable will come from many messengers and be delivered in multiple ways

Objective:

- Develop a campaign to promote skill building for parenting. Look into tie-in to athletes (re: building skills in parenting is no different than building skills in a sport) and others. Campaign will be multi-media and promoted across all systems which provide services to young children and families (pediatricians, early care and education sites, etc)

Strategy: Target policy change at Michigan Work First to make the program more family friendly

Objective:

- Review Michigan TANF policy
- Examine best practices of other state TANF models for examples of family-friendly policies

Goal 19: Wayne County parents will be supported and valued in their role as the most influential adults in the lives of their children.

Strategy: Family Resource Centers will function as community hubs for parents and children. These hubs are to be universally appealing to all socioeconomic backgrounds – no exclusionary criteria

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Objectives:

- Research best practices in Family Resource Center design and operation.
- Define Family Resource Centers as they definition will be developed by GSC-W
- Create a “Great Start” FRC blueprint for quality services
- Identify existing candidates for GSFRC designation (by criteria)
- Seek funding to support current FRC’s to meet best practices and create a new pilot site in an underserved area.

INFRASTRUCTURE ELEMENT: BASIC NEEDS, ECONOMIC SECURITY, CHILD SAFETY

Goal 20: Prevention and appropriate intervention/treatment of neglect and abuse is implemented before, during and after children are in the child welfare system.

Strategy: Secure awareness and utilization of resources that prevent child maltreatment

Objectives:

- Improve public awareness and investment in preventing/treating child maltreatment by:
 - conveying the true cost of child abuse and neglect to public leaders
 - working with partners to develop and/or disseminate public education materials
- Improve the coping skills of parents while also reducing the stresses on families by improving their access to public assistance and other supports (financial and otherwise)

Strategy: A Child Welfare system that appropriately responds to the needs of children and families

Objectives:

- Research needs and issues for at-risk populations (e.g. 70% of child welfare cases are neglect)
- Work with public and private partners to identify and address the areas requiring greatest improvement in the child welfare system. Support MI DHS director by identifying barriers and support system reform efforts at state level.
- Communicate to child welfare agencies the opportunities for partnership with organizations in Wayne able to participate in enhancing prevention and treatment efforts

Goal 21: Young children are safe in home and community settings.

Strategy: Secure awareness, access and utilization of resources that promote the ability and commitment of adults regarding the practices and requirements of child safety

Objectives:

- Improve public awareness and investment in providing “safe places and spaces”
- Work with partners to develop and/or disseminate public education materials
- Research and identify the existing family fairs in Detroit, Eastern Wayne, Western Wayne and Downriver
- Assess the feasibility and secure funds and partners to convene annual “let’s play ball” type of family awareness and involvement events for parents of children 0-5

Strategy: Promote the establishment of more Safe Places and Spaces

Objectives:

- Work with public and private partners to identify the areas currently offering appropriate play opportunities
- Work with the identified organizations to promote their availability to parents

Great Start Collaborative-Wayne

Early Childhood Action Agenda-Year I



1/31/2008

Great Start Collaborative – Wayne Strategic Plan 2008-2010

| Infrastructure Element: Collaborative Governance | | | | | |
|---|---|---|---|---|-----------------------|
| Goal1: Sustain an effective, inclusive and collaborative governance structure for the Great Start Collaborative. | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
| 1-4. GSC-W Membership | <p>1. GSC-W members will sign a Memorandum of Understanding (MOU) specifying either the person representing the organization and granting that person (if not the head of the organization) authority to commit funds, staff and other resources on behalf of the organization</p> <p>2. The membership of GSC-W will reflect the diversity of Wayne County*</p> <p>3. At a minimum, the membership of GSC-W will include all of those specified in the Fiscal Year 2008 ECIC Scope of Work for Great Start Collaboratives</p> <p>4. GSC-W will continue to recruit those specific to Wayne County who the collaborative deems necessary to carrying out the mission of GSC-W</p> | <p>1. Signed copies of MOUs will be kept on file and sent to partners</p> <p>2. GSC-W membership roster will specify name of member and/or designee, organization, area of county served, etc. It will be maintained and shared with all members and any others who request a copy</p> <p>3. GSC-W membership roster</p> <p>4. GSC-W membership roster showing additional members</p> | <p>GSC-W Chair and Exec. Dir.</p> <p>GSC-W Chair and Exec. Dir.</p> <p>GSC-W Chair, Collaborative Body</p> <p>GSC-W Chair, Collaborative Body</p> | <p>Feb. 08</p> <p>Feb. 08 and ongoing</p> <p>Feb. 08 and ongoing</p> <p>Feb. 08 and ongoing</p> | |
| 5. Organizational Structure | GSC-W will recruit, as circumstances demand, such members as are required to maintain at all times the required membership roster | Membership Roster | GSC-W Chair, Collaborative Body | Ongoing as needed | |
| 6. GSC-W Chair and Co-chair | The GSC-W Chair and Vice-Chair will be from different organizations in Wayne County. This requirement will be added to the | Membership Roster | Executive Director | March 08 | |

Great Start Collaborative – Wayne Strategic Plan 2008-2010

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|----------------------------------|--|---|--------------------------------|--------------------------|--|
| | Operational Guidelines of GSC-W with the amendment being taken to the Collaborative at the March 2008 meeting | | | | |
| 7. GSC-W Operating Guidelines | GSC-W will provide documentation to ECIC of its organizational structure for its operation | Operational Guidelines, Organizational Chart | Executive Director | March 08 | |
| 8. GSC-W Annual Assessment | GSC-W will operate in accordance with its established Operational Guidelines. These Operational Guidelines must be approved by the members and be subjected to a documented review on an annual basis. GSC-W will meet a minimum of six times per year as a full-body. GSC-W will document at least 75% of the members attend scheduled meetings | Copies of Operational Guidelines adopted 5/06, reviewed, updated and approved 11/07. Operational Guidelines specify annual review. Printed meeting schedule establishes the third Monday of the months of Jan, March, May, July, Sept and Nov. and reflects changes due to conflict with national holiday (Jan). Attendance is kept based on sign-in sheets | GSC-W Chair | Feb. 08 and ongoing | |
| 9&10. GSC-W Coordinator position | GSC-W will complete an annual written assessment of its functioning as a collaborative using ECIC assessment template The GSC-W membership will be responsible for the selection of the GSC-W Executive Director and the Parent Liaison | Completed assessment Executive Committee minutes recommending the hiring of staff in either of these two positions and the GSC-W minutes showing approval | GSC-W Chair GSC-W Chair | July 08 As needed | Exec. Dir. 3/06 Parent Liaison 2/07 |

*Diversity is broadly defined and includes: geographic, socio-economic, educational, racial, ethnic, linguistic, etc.

| | | | | | |
|---|---|------------------------------|---------------------------|-----------------------|-----------------------|
| Infrastructure Element: Accountability, Results, and Standards | | | | | |
| Goal 2: The Great Start Collaborative provides leadership for and oversight of the implementation and evaluation of its annual <i>Early Childhood Action Agenda (ECAA)</i> | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
| 1. GSC-W members participate in the implementation of Year 1 Action Agenda | GSC-W members will oversee and participate in the implementation of the Year 1 <i>Early Childhood Action Agenda</i> by co-chairing, participating on, or appointing staff | Minutes, attendance sheets | GSC-W Collaborative Body | Feb. 2008 and ongoing | |

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| | | | | | |
|--|---|---|---|-----------------------|--|
| | to standing committees and action teams, receiving and responding to draft documents, participating in the work generated by the committees and action teams, serving as officers of the collaborative, attending collaborative meetings, committing agency resources when appropriate and looking for additional ways to support the GSC-W work | | | | |
| 2. GSC-W members participate in evaluation of Year 1 Action Agenda | GSC-W will engage in ongoing evaluation of the implementation of the Year 1 <i>Early Childhood Action Agenda</i> by adding a "progress toward strategic plan goals" section to the Executive Committee and Collaborative agenda, posting all minutes to the website and posting this plan with updates on the website | Agendas, Website | GSC-W Chair, Executive Director | Feb. 2008 and ongoing | |
| 3. GSC-W members determine Year 2 priorities for Action Agenda | GSC-W will determine priorities for the Year 2 <i>Early Childhood Action Agenda (ECAA)</i> based on the evaluation of Year 1 and the annual early childhood data review, via the data template provided by the ECIC. Standing Committees and Action Teams will review the data collected and analyzed by the Data Collection and Evaluation Committee as well as progress to date and each will make recommendations for Year 2 strategies. A Year 2 <i>ECAA</i> will be drafted and sent to the members for review, input and approval | Data template and written analysis from Data Collection and Evaluation Committee, Standing Committee and Action Team minutes and recommendations, Draft for Year 2 <i>ECAA</i> sent out to members and minutes of the Sept. 15, 2008 GSC-W meeting approving the submission of the Year 2 <i>ECAA</i> to the ECIC | Data Collection and Evaluation Committee Chairs, Executive Director | June-Sept. 08 | |

Great Start Collaborative – Wayne Strategic Plan 2008-2010

| Infrastructure Element: Data and Information Systems | | | | | |
|---|---|---|--|-----------------|-----------------------|
| Goal 3: The Great Start Collaborative provides leadership for and oversight of the implementation of the portion of the <i>Early Childhood Action Agenda</i> that is concerned with the data and information systems | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
| 1. Implement Year 1 data and information systems goals of Action Agenda | The GSC-W Data Collection and Evaluation Committee will work with collaborative partners and others using funding provided by the Kresge Foundation to establish a system for collecting and sharing data related to carrying out the <i>ECAA</i> | Data Committee Minutes, Policies | Data Collection & Evaluation Committee Co-Chairs, staffed by Dev. Consultant | Feb. – June 08 | |
| 2. Review Progress of Year 1 of Early Childhood Action Agenda | GSC-W will review progress made in carrying out the Year 1 <i>ECAA</i> at each meeting of the Executive Committee and the Collaborative | Minutes | GSC-W Chair and Executive Director | Feb.-Sept. 08 | |
| 3. Determine priorities for Year 2 Early Childhood Action Agenda | The GSC-W will follow the process outlined in Goal 2: #2 and #3 to determine the data and information systems priorities for the Year 2 <i>ECAA</i> | Minutes from Action Teams, Exec. Committee and Collaborative, Year 2 <i>ECAA</i> Document | GSC-W Chair and Executive Director | June-Sept. 08 | |

| Infrastructure Element: Professional Development and Technical Assistance | | | | | |
|--|---|---|--------------------------------------|-----------------------|-----------------------|
| Goal 4: The Great Start Collaborative provides leadership for and oversight of the implementation of the portion of the <i>Early Childhood Action Agenda</i> that is concerned with professional development. | | | | | |
| Goal 5: The Great Start Collaborative members and staff will have information, resources, and training needed to function effectively in their respective roles for this initiative | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
| 1. Implement Year 1 Early Childhood Action Agenda recommendations for professional | 1. The Executive Director and staff new to GSC-W since May 07 will attend the Smart Start Conference in May 08 2. The Collaborative Parents will receive | 1. Summaries and evaluations of training/TA events 2. Summaries and evaluations of | Executive Director Patent Liaison | May 07 Feb. 08 and | |

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| <p>development and technical assistance (TA)</p> | <p>training to assist in their development as parent voices instrumental to system development or as part of the team developing the Wayne County Parent Action Coalition from the ECIC TA staff and/or contractors</p> <p>3. The Collaborative body and committee/action team members will receive a training experience on Early Childhood Systems Building to build on the vital role they play in the development of GSC-W</p> | <p>training/TA events</p> <p>3. Summaries and evaluations of training/TA events</p> | <p>GSC-W Chair, Executive Director</p> | <p>ongoing</p> <p>July 08</p> | |
| <p>2. GSC-W staff participates in all ECIC required technical assistance events and learning opportunities</p> | <p>The Executive Director and Parent Liaison take part in all TA events and learning opportunities as offered by the ECIC. Other staff participate as allowed by the ECIC</p> | <p>Agendas, Handouts from TA events</p> | <p>The Executive Director and Parent Liaison</p> | <p>Ongoing</p> | |
| <p>3. Review progress of Year 1 Action Agenda recommendations for professional development and technical assistance</p> | <p>The Executive Committee will review progress monthly to see that the <i>ECAA</i> recommendations for professional development and technical assistance are carried out</p> | <p>Meeting Agenda, Minutes</p> | <p>GSC-W Chair and Executive Director</p> | <p>March 08 and ongoing</p> | |
| <p>4. Determine priorities for Year 2 Action Agenda</p> | <p>Staff and Collaborative members will be surveyed as to areas of technical assistance or training needed to support the work of the Collaborative</p> | <p>Copy of survey, tally of results and inclusion in Year 2 <i>ECAA</i></p> | <p>GSC-W Chair and Executive Director</p> | <p>July 08</p> | |

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Infrastructure Element: Parent and Community Engagement

Goal 6: The Great Start Collaborative will assure the meaningful engagement of parents, of children under age 12, in the leadership roles at all levels of the local comprehensive early childhood system

Performance Measures

| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
|--|---|--|---------------------------|----------------------|-----------------------|
| 1. GSC-W develops written process for recruitment, orientation, financial support, and engagement of parent members of the GSC-W | The Parent Liaison will draft the GSC-W plan for recruitment, orientation, financial support, and engagement of parent members of the GSC-W to add specificity to those items not covered in the Operational Guidelines | GSC-W Parents Handbook Operational Guidelines | Parent Liaison | Feb. 08 for Handbook | |
| 2. GSC-W oversees timely reimbursement of parent members | The GSC-W process for payment of honorariums to parent members has been streamlined and takes place within a maximum of two weeks from a meeting or event qualifying for reimbursement | GSC-W Fiscal Procedures, Financial Records | Executive Director | Ongoing | |
| 3. GSC-W provides financial support for professional development for parent members | GSC-W budgets for professional development in terms of training opportunities and resource materials for parent members and schedules training available through the ECIC and/or others | GSC-W Budget, Financial Records | Parent Liaison | Feb. 08 | |
| 4. The GSC-W retains the Parent Liaison of the Parent Coalition | GSC-W retains the Parent Liaison who supports Collaborative parents in their role and works to build the Parent Coalition | Budget, Payroll Records | Executive Director | Current and Ongoing | Feb. 07 |
| 5. The Parent Liaison reports to the GSC-W at least six times per year | The Parent Liaison or a designee from the GSC-W parents reports to the Executive Committee monthly and the full Collaborative every other month | Minutes | Parent Liaison | Current and Ongoing | Feb. 07 |
| 6. The GSC-W staff supports the Parent Coalition with its annual plan | GSC-W will support the Parent Coalition to develop and carry out its annual plan with staff support, training, resource materials, meeting costs and with those activities related to building the Coalition's | Parent Coalition Work plan | Parent Liaison | Feb. 08 | |

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| | infrastructure | | | | |
| 7. The GSC-W assures a minimum of \$20,000.00 is spent to support the Parent Coalition activities | GSC-W supports the Parent Liaison and costs for Coalition organizing and training to develop the Wayne County Parent Action Coalition with a minimum investment of \$20,000 | Budget and Statements of Expenditures (SOEs) : Parent Liaison and Coalition expenditures | Executive Director | Feb. 08 and in the Feb, June and Oct. SOEs | |
| 8. The Parent Liaison participates in ECIC required technical assistance | The GSC-W Parent Liaison will continue to participate in all scheduled ECIC Technical Assistance | ECIC attendance records, GSC-W weekly staff reports | Executive Director | Feb. 08 and ongoing | |

Infrastructure Element: Public Will Building and Strategic Communication

Goal 7: The Great Start Collaborative implements an annual communication plan

Performance Measures

| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
|---|---|--|---|---------------|----------------|
| 1. GSC-W establishes and maintains Communications Committee | The GSC-W Communications Committee will continue to meet and to add members, and will continue to seek the involvement of those with media expertise | Minutes | Communications Co-Chairs and Executive Director | Ongoing | |
| 2. GSC-W develops communications plan | GSC-W will use the ECIC Communications Template to develop a communication plan to build public will and increase awareness of the work of GSC-W | Communications Plan | Communications Co-Chairs and Executive Director | Feb.-March 08 | |
| 3. GSC-W develops and maintains website | GSC-W will continue to develop and maintain its website to foster communications across the county | Website: www.greatstartcollaborativewayne.org | Executive Director and Office Administrator | Ongoing | |
| 4. GSC-W sustains communications vehicle | GSC-W will expand the use of the "E-News" to give regular updates on the work being done for children throughout Wayne County as well as advocacy updates etc. It will be mailed to those that have signed up indicating they do not have email | E-News Archives | Executive Director and Staff | Ongoing | |
| 5. GSC-W builds public will | A section of the communications plan will | Communications Plan section: Building Public | Communications | Feb.-March 08 | |

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| for local Great Start system | deal with activities planned to build public will for the local (or regional)Great Start system | Will | Co-Chairs, Executive director | | |
| 6. GSC-W meets with local editorial board | GSC-W, along with GSC-W-Oakland, St. Clair and Monroe will meet once each during the year with the Detroit Free Press, and Detroit News Editorial Boards. GSC-W will also meet with the Michigan Chronicle, and two local chairs that cover much of the county | Notes from meetings, press coverage | Communications Co-Chairs, Executive Director | March-Sept 08 | |

| Infrastructure Element: Policy-Maker Education | | | | | |
|---|---|---|---|--|-----------------------|
| Goal 8: The Great Start Collaborative provides education to local policy makers regarding how they can help to assure that all children enter kindergarten healthy, safe, and eager to succeed in school and in life | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
| 1. GSC-W develops and implements plan for policy-maker education activities. Plan includes the following: GSC-W staff disseminate ECIC Policy Affairs office information to GSC-W members GSC-W supports for Star Power activities GSC-W support for | GSC-W staff will work with Dr.Carolynn Rowland, chair of the new Public Policy and Advocacy Committee to secure committee members and develop a plan for policy-maker education. GSC-W plan will include: Dissemination of ECIC Policy Affairs office information to members on a regular basis using the GSC-W list-serve Supporting Star Power activities including recruiting participation, supporting travel and pre-education as to the purpose and message of the event. Supporting local outreach re: Star Power | Public Policy & Advocacy Committee Workplan, Communications Workplan, sent communications on file Public Policy & Advocacy Committee Workplan, Communications Workplan, sent communications on file Public Policy & Advocacy Committee Workplan, Communications Workplan, sent communications on file Public Policy & Advocacy Committee | Public Policy and Advocacy Chair, Communications Co-Chairs, Executive Director GSC-W Office Manager Parent Liaison, Executive Director Parent Liaison, | Feb. –Sept 08 Feb. 08 May 08 May 08 | |

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| local outreach re: Star Power | through the list-serves and Parent Coalition, website etc | Workplan, Communications Workplan, sent communications on file | Executive Director | | |
| GSC-W hosts two legislative education sessions | Hosting two education sessions for local officials and policy-makers. | Public Policy & Advocacy Committee Workplan, Communications Workplan, sent communications attendance sheets on file | Public Policy and Advocacy Chair, Communications Co-Chairs, Executive Director | Sept 08 | |

| Infrastructure Element: System Integration | | | | | |
|--|---|--|----------------------------------|---------------------|-----------------------|
| Goal 9: The Great Start Collaborative works to establish and sustain the infrastructure needed to support a local, comprehensive early childhood system | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
| 1. GSC-W members implement agreements to establish connections | To facilitate the work and commitment of partners, GSC-W will implement written agreements that will establish connections among the components of the Great Start system and facilitate access, interface, coordination and inclusion for all children | Agreements on file | GSC-W Chair, Executive Director | Feb. 08 and ongoing | |
| 2. GSC-W annually review agreements | GSC-W will annually review the implementation of these documents assesses progress, determines needed changes and amends as necessary | Minutes of Executive Committee | GSC-W Chair, Executive Committee | Feb. 09 and ongoing | |
| 3. GSC-W implements interagency policies and procedures | GSC-W will develop and implement interagency policies and procedures to assure the sustainability of the system | Written policies on file | GSC-W Chair, Executive Director | July 08 | |
| 4. GSC-W reviews interagency policies and procedures | GSC-W will review those policies and procedures annually in July | GSC-W minutes of July meeting, updated policies and procedures | GSC-W Chair, Executive Director | July 09 | |

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| Infrastructure Element: Financing and Fund Development | | | | | |
|--|---|---|--|----------------------|-----------------------|
| OPTIONAL | | | | | |
| Goal 10: The Great Start Collaborative <u>may choose</u> to invest up to 20% of its ECIC funds, with dollar for dollar local match requirement, to support its infrastructure development goals in its <i>Early Childhood Action Agenda</i> | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
| 1. GSC-W oversees the <i>Great Start Infrastructure Investment Fund</i> | Staff will Investigate the feasibility of using the Great Start Infrastructure Investment Fund to pilot a Quality Rating and Improvement System for early care and education in partnership with the ECIC, GSC-O and United Way for Southeastern Michigan (UWSEM) and report to the Executive Committee | Feasibility Report | Executive Director | Feb. 08 | |
| 2. GSC-W implements the Year 1 Action Agenda related to financing and fund development | The GSC-W Business Engagement and Development Committee and Development Consultant will implement the Year 1 Action Agenda related to financing and fund development | Secured funds for implementation of <i>ECAA</i> | The GSC-W Business Engagement and Development Committee and Development Consultant | Sept. 08 | |
| 3. GSC-W reviews progress of Year 1 Action Agenda | The GSC-W Executive Committee and full collaborative will review the progress of the Year 1 <i>ECAA</i> at each meeting | Agendas, Minutes | GSC-W Chair, Executive Director | March 08 and ongoing | |
| 4. GSC-W determines priorities for Year 2 Action Agenda | GSC-W will use the process and timelines for determining the priorities for the Year 2 <i>ECAA</i> established in this document and in a separate document that will be shared with all members of the collaborative and chairs | Written process and timeline document | GSC-W Chair, Executive Director | May 08 | |

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| Infrastructure Element: Financing and Fund Development | | | | | |
| Goal 11: The Great Start Collaborative will participate in ECIC activities related to the Finance Project | | | | | |

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| Performance Measures | | | | | |
|--|--|--|--|-----------------|-----------------------|
| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
| 1. GSC-W reviews <i>Michigan's Finance Project</i> | GSC-W staff will share the Michigan's Finance Project findings for review at the March 08 meeting of the collaborative | Minutes | GSC-W Chair and Executive Director | March 08 | |
| 2. GSC-W communicates report to local community | GSC-W staff will prepare a press release highlighting findings, and local portion to come | Press release, press coverage | Communications Committee, Executive Director | March 08 | |
| 3. GSC-W completes local <i>Finance Project</i> template | Using the template prepared by the Finance Project and other TA from the ECIC, GSC-W will complete the local portion of the Wayne County Finance Project | Completed Wayne County Finance Project findings document | Development Consultant Executive Director | April-July 08 | |
| 4. GSC-W incorporates local <i>Finance Project</i> information into Year 2 Action Agenda | The findings of the local Finance Project will be incorporated into the Year 2 <i>Early Childhood Action Agenda</i> | ECAA | GSC-W Chair and Executive Director | Aug. 08 | |

| Element: Physical Health | | | | | |
|---|---|---|--|-----------------|-----------------------|
| Goal 12: Young children in Wayne County have access to a medical home providing continuity and integration of health care. | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Party Responsible | Timeline | Date Completed |
| 1. A collaborative team exists to carry forward the work. | Convene a Physical Health Action Team made up of parents and professionals from public health, health care systems and others to carry out the goals surrounding the physical health of young children and their families | Roster of parents and diverse professionals from physical health field and minutes. | Out-Co. Early Childhood Community Liaison | Feb. 08 | |
| 2. GSC-W will promote health for young children by improving public understanding | 1. Identify and work with partners to leverage existing materials and public awareness campaigns and work toward a | 1. Minutes listing partners and tracking progress | Phys. Health Action Team w/ staff support from the Out-Co. Early | Sept. 08 | |

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| <p>of health (including dental) and wellness while strengthening public knowledge of individual rights and responsibilities regarding health care.</p> | <p>unified media campaign.</p> <ol style="list-style-type: none"> 2. Identify existing educational materials and initiatives in Wayne 3. Identify existing messages/examples for health promotion and risk prevention for young children 4. Promote MI Child | <ol style="list-style-type: none"> 2. Report on existing messages and campaigns 3. Use web-site, other venues to promote maximize enrollment in MI Child 4. Website, E-News | <p>Childhood Community Liaison</p> | <p>Sept. 08</p> <p>Ongoing</p> <p>March 08</p> | |
| <p>3. GSC-W will collaborate with community partners to assure that young children in Wayne County have access to developmentally appropriate screenings and services which, if indicated, will preface access to comprehensive, culturally competent, quality health care.</p> | <ol style="list-style-type: none"> 1. Convene conversation with developmental screening entities to discuss tools, forms, strategies and best practices in order to recommend universal baseline that all can use (use AAP materials) 2. Identify resources/providers who do developmental screening and discuss challenges/opportunities for improving developmental screening and its availability to all eligible children 3. Investigate the possibility, assess feasibility, and/or secure funding for child health care consultants to screen children (developmental, dental, etc.) in early care and education settings in Wayne County. | <ol style="list-style-type: none"> 1. Determine appropriate steps and partners for moving forward in Year 2 of implementation 2. A memorandum and list of providers who conduct developmental screening and their feedback regarding opportunities to improve screening 3. A determination of whether child care health consultant model can be expanded/utilized in Wayne County (with likely implementation during year 2) | <p>Phys. Health Action Team w/ staff support from the Out-Co. Early Childhood Community Liaison</p> | <p>April 08</p> <p>Sept. 08</p> <p>Sept. 08</p> | |

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| <p>Element: Physical Health,</p> |
| <p>Goal 13: Family planning, healthy pregnancy, and maternal and child health services are available, accessible and utilized</p> |
| <p>Performance Measures</p> |

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| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
|---|---|--|--|--|-----------------------|
| 1. Improve access and utilization, parent involvement and education in health | 1. Promote the System of Care concept 2. Identify existing Family Resource Centers (in community, schools, DHS, etc.) across Wayne to assess health and child wellness components and services 3. Assess the possibility and secure public and/or private funds for the designation and/or creation of "Great Start Family Resource Centers" 4. Work with organizations conducting family planning and parent education to incorporate standardized maternal and child health instruction into their activities 5. Craft public messages and approach to de-stigmatize parent education (reference to Parent Education goals in this plan). Promote planning to be a parent – preventing unplanned parenthood | 1. GSC-W position statement 2. Creation of a set of flexible criteria that set the standard for what a Great Start Family Resource Center practices 3. A set of action steps and standards for implementation by parent education programs 2. Brochures and public information materials that express universally appealing messages and information regarding best practices for parents and potential parents 4. Public Relations pieces developed | Phys. Health Action Team w/ staff support from the Out-Co. Early Childhood Community Liaison | Commence March 08 Sept. 08 Sept. 08 Sept. 08 Aug. 08 | |

| Element: Social-Emotional Health | | | | | |
|--|--|--|--------------------------------|-----------------|-----------------------|
| Goal 14: Young children in Wayne County have access to services and support that ensures a strong social-emotional foundation | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
| 1. A collaborative team exists to carry forward | Convene a Social-Emotional Health Action Team made up of parents and professionals | Roster of parents and diverse professionals from social-emotional health field and | Social-Emotional Health Action | Feb.08 | |

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| the work. | from Community Mental Health, the Michigan Association of Infant Mental Health, Child Care Expulsion Projects, and others to carry out the goals surrounding the social-emotional health of young children and their families. | minutes | Team Co-Chairs w/ staff support from the Out-County Early Childhood Community Liaison | | |
| 2. Public Awareness and education campaign to improve S/E outcomes for children and de-stigmatize mental health issues | <ol style="list-style-type: none"> 1. Assess the feasibility to secure funds and partners to develop a public education campaign for parents and providers to understand social-emotional development 2. Promote utilization of Child Care Expulsion Project (CCEP) through awareness and education of early care and education providers and parents 3. Promote utilization of Infant Mental Health (IMH) program through awareness and education of health care providers | <ol style="list-style-type: none"> 1. Feasibility Report 2. Number of early care and education providers participating and number of brochures and other materials disseminated 3. Number health care providers (OB/GYN, Pediatricians, etc.) participating and number of brochures and other materials disseminated | S-E Health Action Team Co-Chairs w/ staff support from the Out-County Early Childhood Community Liaison | Sept. 08 May 08 | |
| 3. Establish a Home Visiting Alliance for Wayne County | <ol style="list-style-type: none"> 1. Meet with Community Mental Health, Dept. Human Services, Early On staff, Mich. Association for Infant Mental Health (MAIMH), and major home visiting agencies to introduce concept, assess feasibility and plan initial meetings 2. Conduct initial meeting of the Alliance (or other name) to discuss the coordination, education of members, advocacy efforts, fund raising, data sharing and best practices work of the Alliance | <ol style="list-style-type: none"> 1. Meeting minutes 2. Establishment and meetings of the Alliance | S-E Health Action Team Co-Chairs w/ staff support from the Out-County Early Childhood Community Liaison | March 08 May 08 | |
| 4. Improve Social-Emotional development practices and capacity in early care and education settings | Advocate for the inclusion of SE/Mental Health training for all early care and education providers as referenced in the licensing requirements (Center R400.5102(3)(b), Home R400.1905(1)) | Alteration of the state child care licensing regulations to specifically include social-emotional development training | S-E Action Team in Collaboration with ECIC for state policy change | Sept. 08 | |

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| <p>5. Universally available home visitation for all newborns and their families that includes S/E information</p> | <p>1. Identify cross-system tools and initiatives</p> <p>2. Investigate current and potential funding sources to expand offering and encouraging a “Welcome Baby” home visit to each child born in Wayne County during the year (with outreach and information prior to birth through health providers)</p> <p>3. Research the feasibility of funding the dissemination of <i>Ages and Stages</i> social-emotional materials to parents across Wayne and include those families in a database of clients receiving materials</p> | <p>1. List of all major home visiting programs at birth</p> <p>2. Report</p> <p>3. Feasibility and existence of data base</p> | <p>S-E Health Action Team Co-Chairs w/ staff support from the Out-County Early Childhood Community Liaison</p> | <p>March 08</p> <p>Sept. 08</p> <p>Sept. 08</p> | |
|---|--|---|--|---|--|

| <p>Element: Social-Emotional Health</p> | | | | | |
|--|---|--|--|-------------------------------|----------------|
| <p>Goal 15: Wayne County has a well-prepared human service workforce able to meet the social-emotional needs of young children.</p> | | | | | |
| <p>Performance Measures</p> | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
| <p>1. GSC-W will identify and link resources & providers to establish a common agenda</p> | <p>1. Identify the baseline knowledge all service providers working with young children should have to foster social-emotional health.</p> <p>2. Work with key partners to determine the most appropriate strategy for improving workforce knowledge and practice by convening a working session of CCPTM (union), Wayne RESA Early On staff, universities, Family to Family (DHS), Infant Mental Health providers, Child Care Expulsion Project staff, Head Start staff, etc. to work on issue and arrive at</p> | <p>1. Baseline Document</p> <p>2. Consensus Document</p> | <p>S-E Health Action Team Co-Chairs w/ staff support from the Out-County Early Childhood Community Liaison</p> | <p>May 08</p> <p>Sept. 08</p> | |

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| | consensus 3 Survey providers of CDA training, and degrees in early childhood to determine the content of training related to developing positive social-emotional health in young children | 3. Analysis of survey | | Sept 08 | |
| | 4. Work with partners to have both the Child Care Expulsion Project (CCEP) and Infant Mental Health services widely understood, available and utilized. Plan for: Education/info dissemination, Advocacy, IMH accessibility outside of Medicaid | 4 Minutes, Plan | Team Co-Chairs w/ staff support from the Out-County Early Childhood Community Liaison | Sept 08 | |

| Element: Early Care and Education | | | | | |
|--|---|---|--|--|-----------------------|
| Goal 16: Wayne County has accessible, high quality early care and education services | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
| 1. A collaborative team exists to carry forward the work. | Convene an Early Care and Education Action Team made up of parents and professionals from community colleges and universities, public schools (e.g. principals), Child Day Care Licensing, 4C/MSUE, public and privately funded early care and education programs and others to carry out the goals surrounding the early care and education of young children. | Roster of parents and diverse professionals from the early care and education field and minutes | GSC-W Early Childhood Community Liaisons | Feb. 08 | |
| 2. A process exists to measure and improve quality of services to young children in full/half day early care | Investigate the opportunity to partner with GSC-W-Oakland, UWSEM and the ECIC to pilot a Quality Rating and Improvement System. | A QRIS Pilot exists in Wayne County | Co-Chairs Early Care and Education Action Team w/ staff support from the Detroit Early | Jan. 2008 (ECIC convening of possible sites) | |

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| and education settings | | | Childhood Community Liaison | | |
| 3. Providers in all settings have support from peers and others to continually improve the quality of services they offer | <ol style="list-style-type: none"> 1. Work with 4C, Licensing and others to identify current collaborations, networks and support groups for those in early childhood care and education across settings in the field. 2. Identify providers who may be deemed local "leaders" and work with them to convene networks 3. Launch a pilot early care and education directors network by recruiting and convening providers for meetings | <ol style="list-style-type: none"> 1. Spreadsheet of existing networks, collaborations and support groups on GSC-W website 2. Potential leaders list and contact information 3. Tools developed to assist in the outreach and start-up of networks, attendance sheets, agenda, minutes etc | <p>Co-Chairs Early Care and Education Action Team w/ staff support from the Detroit Early Childhood Community Liaison</p> | <p>March 08</p> <p>April 08</p> <p>May 08</p> | |
| 4. Expand and improve the quality, accessibility and affordability of early care opportunities | <ol style="list-style-type: none"> 1. Work with partners to research and determine the appropriate rate of reimbursement provided to early care and education providers in the DHS early care and education subsidy system for possible Year 2 advocacy efforts 2. Geo-map the location of early care and education providers to develop a plan for targeting investment in quality (work with 4C, United Way, Licensing staff). Providers include relatives and aids, homes and centers. 3. Explore and assess the feasibility, cost and consequences of a universal pre-K system for Wayne County | <ol style="list-style-type: none"> 1. Research report of findings and calculations 2. Determination of strategic priorities to improve quality based upon a map of providers and demographic information 3. Report of findings regarding the feasibility of pre-K in Wayne | <p>Co-Chairs Early Care and Education Action Team w/ staff support from the Detroit Early Childhood Community Liaison</p> | <p>Sept. 08</p> <p>March 08</p> <p>Sept. 08</p> | |

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| Element: Early Care and Education | | | | | |
|--|---|---|--|-----------------|-----------------------|
| Goal 17: Wayne County has an effective and efficient early education and care professional development system | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
| 1. A career lattice exists with a progression of roles and levels that can be achieved and the pathways detailing the amount of training/education and experience needed to qualify for that role. | Identify the training and educational resources and opportunities currently available in the area (from stand alone training to CDA certification, AA and BA degrees). Include small private trainers as well as the colleges and universities that where TEACH Scholarships may be used. | Career Lattice Identifying Resources document | Co-Chairs Early Care and Education Action Team w/ staff support from the Detroit Early Childhood Community Liaison | April-June. 08 | |

| Element: Parent Support and Education | | | | | |
|---|--|---|---|-----------------|-----------------------|
| Goal 18: Parents view building and sharing skills in all facets of child development and parenting as a positive step in ensuring their children are safe, healthy and ready to succeed in school and in life. | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Parties Responsible | Timeline | Date Completed |
| 1. A collaborative team exists to carry forward the work. | Convene a Parent Support and Education Action Team made up of parents and professionals from Family Resource Centers, Parent Education Programs, Detroit Parent Network, 4C, Head Start, and others to carry out the goals surrounding the support and education of parents. | Roster of parents and diverse professionals from the parent education and parent support fields and minutes | Parent Education and Support Action Team Co-Chairs w/ staff support from Parent Liaison | Feb. 08 | |
| 2. Parents and the community are aware | 1. Examine Strategic Review: Early Childhood Systems Map for current | 1. Meeting minutes, Parent Education and Support Systems Map and updates | Parent Education and Support Action | Feb. 08 | |

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| <p>of and utilizing resources to build parenting skills</p> | <p>offerings. Check through Action Team for any additional offerings.</p> <ol style="list-style-type: none"> 2. Survey current parent education programs to assess utilization and develop strategies to improve utilization 3. Promote upcoming classes on GSC-W website and expand the dissemination of the Great Parents Calendar of classes through partnerships with Detroit Public Schools, Wayne RESA, DHS, Head Start, community locations, etc. 4. Work with DHS to particularly target relatives receiving child care subsidy to view their care-giving as an extension of parenting and take part in programs 5. Post notice on website that 211 (and 800 number for cell phones) can be consulted for offerings in particular areas. | <ol style="list-style-type: none"> 2. Survey results and strategies for follow-up 3. Website 4. Copies of promotional materials 5. GSC-W Website | <p>Team Co-Chairs w/ staff support from Parent Liaison</p> | <p>March 08</p> <p>Feb. 08</p> <p>Sept. 08</p> <p>Feb. 08</p> | |
| <p>3. The message that building skills for parenting is desirable will come from many messengers and be delivered in multiple ways.</p> | <p>Develop a campaign to promote skill building for parenting. Look into tie-in to athletes (re: building skills in a sport) and others. Campaign will be multi-media and promoted across all systems which provide services to young children and families (pediatricians, early care and education sites, etc)</p> | <p>Campaign materials</p> | <p>Parent Education and Support Action Team Co-Chairs w/ staff support from Parent Liaison</p> | <p>Sept. 08</p> | |
| <p>4. Target policy change at Michigan Work First to make the program more family friendly</p> | <ol style="list-style-type: none"> 1. Review Michigan TANF policy 2. Examine best practices of other state TANF models for examples of family-friendly policies | <ol style="list-style-type: none"> 1. Summary of issues 2. Inventory of best practices from TANF programs in the U.S. that implement family-friendly policies | <p>Parent Education and Support Action Team Co-Chairs w/ staff support from Parent Liaison GSC-W Executive Director and ECIC</p> | <p>Aug. 08</p> <p>Sept. 08</p> | |

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| Element: Parent Support and Education | | | | | |
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| Goal 19: Wayne County parents will be supported and valued in their role as the most influential adults in the lives of their children | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
| 1. Family Resource Centers will function as community hubs for parents and children. These hubs are to be universally appealing to all socioeconomic backgrounds – no exclusionary criteria. | 1. Research best practices in Family Resource Center design and operation. 3. Define Family Resource Centers as they definition will be developed by GSC-W 4. Create a “Great Start” FRC blueprint for quality services 5. Identify existing candidates for Great Start Family Resource Center designation (by criteria) 5. Seek funding to support current Family Resource Centers to meet best practices and create a new pilot site in an underserved area. | 1. Summary of best practice research 2. Agreed upon definition of Family Resource Centers 3. Blueprint for Great Start Family Resource Centers 4. List of candidates 6. Funded supports for existing sites and funding for pilot site | Parent Education and Support Action Team Co-Chairs w/ staff support from Parent Liaison | Feb.-Apr. 08 Apr. 08 July 08 Aug.08 Sept. 08 | |

| Element: Basic Needs, Economic Security, Child Safety | | | | | |
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| Goal 20: Prevention and appropriate intervention/treatment of neglect and abuse is implemented before, during and after children are in the child welfare system | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Party Responsible | Timeline | Date Completed |
| A collaborative team | Convene a Basic Needs/Economic | Roster of parents and diverse professionals | Basic | Feb. 08 | |

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| exists to carry forward the work. | Security/Child Safety Action Team made up of parents and professionals from DHS, The Mayor’s Taskforce on Abuse and Neglect (Detroit), Child’s Hope, Foster Care Agencies, and others to carry out the goals in this area | from the field and minutes | Needs/Economic Security/Child Safety Action Team Co-Chairs w/ staff support from the Detroit Early Childhood Community Liaison | | |
| 1. Secure awareness and utilization of resources that prevent child maltreatment | <p>1. Improve public awareness and investment in preventing/treating child maltreatment by:</p> <ul style="list-style-type: none"> - conveying the true cost of child abuse and neglect to public leaders -working with partners to develop and/or disseminate public education materials <p>2. Improve the coping skills of parents while also reducing the stresses on families by improving their access to public assistance and other supports (financial and otherwise)</p> | <p>1. Market penetration of information (# ads, circulation, etc.)</p> <p>2. Partner involvement and commitment</p> | <p>Basic Needs/Economic Security/Child Safety Action Team Co-Chairs w/ staff support from the Detroit Early Childhood Community Liaison</p> <p>GSC-WW Executive Director and ECIC leadership</p> | <p>Sept. 08</p> <p>Sept. 08 w/ some activities carried into future years</p> | |
| 2. A Child Welfare system that appropriately responds to the needs of children and families | <p>1. Research needs and issues for at-risk populations (e.g. 70% of child welfare cases are neglect)</p> <p>2 Work with public and private partners to identify and address the areas requiring greatest improvement in the child welfare system. Support MI DHS director by identifying barriers and support system reform efforts at state level.</p> <p>3. Communicate to child welfare agencies the opportunities for partnership with organizations in Wayne County able to</p> | <p>1. Report to DHS and other partners regarding the challenges within the system for clients and front-line staff alike</p> <p>2 Prepared report</p> <p>3. Report</p> | <p>Basic Needs/Economic Security/Child Safety Action Team Co-Chairs w/ staff support from the Detroit Early Childhood Community Liaison</p> | <p>Sept. 08 w/ some activities carried into future years</p> | |

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| | participate in enhancing prevention and treatment efforts | | | | |
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| Element: Basic Needs, Economic Security, Child Safety | | | | | |
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| Goal 21: Young children are safe in home and community settings | | | | | |
| Performance Measures | | | | | |
| Measure | Activities/Strategies | Indicators of Success | Person Responsible | Timeline | Date Completed |
| 1. Secure awareness, access and utilization of resources that promote the ability and commitment of adults regarding the practices and requirements of child safety | 1. Improve public awareness and investment in providing “safe places and spaces” 2. Work with partners to develop and/or disseminate public education materials 3. Research and identify the existing family fairs in Detroit, Eastern Wayne, Western Wayne and Downriver 4. Assess the feasibility and secure funds and partners to convene annual “let’s play ball” type of family awareness and involvement events for parents of children 0-5 | 1. Use of educational materials that promote Safe Sleep/SIDS, child safety seats, dangerous foods, home safety, community safety 2. Partnership with at least three major organizations to disseminate materials and include child safety in parent education 3. List of events 4. Feasibility report for major annual event for families | Basic Needs Co-Chairs w/ staff support from Detroit. Early Childhood Community Liaison | Sept.08 July 08 June 08 Sept. 08 | |
| 2. Promote the establishment of more safe places and spaces | 1. Work with public and private partners to identify the areas currently offering appropriate play opportunities 2. Work with the identified | 1. Identification of current places for play and organizations hosting play groups 2. Coordination of play group and safe places for the purposes of providing a | Basic Needs Co-Chairs w/ staff support from Detroit. Early Childhood | Apr. 08 Apr. 08 | |

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| | organizations to promote their availability to parents | program calendar for parents and organizations | Community Liaison | | |
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Key to Acronyms

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| 211 | 2-1-1 is an easy to remember telephone number that connects people with important community services and volunteer opportunities. |
| CCPTM | Child Care Providers Together Michigan-union for home-based registered and licensed child care providers, and those classified as relative or aide child care providers by the state of Michigan |
| CCEP | Child Care Expulsion Project- CCEP programs provide early childhood mental health professionals who consult with child care providers and parents in caring for children under the age of six who are experiencing behavioral and emotional challenges in their child care settings |
| CDA | Child Development Associate- a Child Development Associate (CDA) is an individual who has successfully completed the CDA assessment process and has been awarded the CDA Credential. CDAs are able to meet the specific needs of children and work with parents and other adults to nurture children's physical, social, emotional, and intellectual growth in a child development framework. |
| DHS | Department of Human Services |
| ECAA | Early Childhood Action Agenda-One year workplan to meet the goals of the Great Start Collaborative-Wayne three year Strategic Plan |
| ECIC | Early Childhood Investment Corporation |
| GSC-Oakland | Great Start Collaborative-Oakland |
| GSC-W | Great Start Collaborative-Wayne |
| MOU | Memorandum of Understanding-an agreement between parties defining the roles and responsibilities of each party in relation to the other or others. |
| S-E Health | Social-Emotional Health, one of the five key areas of GSC-W work |
| TA | Technical Assistance-Assistance in the form of training and/or consultation, in this case provided by the ECIC |
| TEACH | The T.E.A.C.H. Early Childhood® Project is an umbrella for scholarship programs providing educational opportunities to directors, teachers and family child care providers in early care and education programs. In Michigan it is administered by the Michigan 4C Association. |
| UWSEM | United Way for Southeastern Michigan |
| Wayne RESA | Wayne Regional Educational Service Agency-the Intermediate School District for Wayne County |
| 4C | Child Care Coordinating Council |

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MSUE Michigan State University Extension

FINANCING & FUND DEVELOPMENT

Great Start Collaborative-Wayne's strategic plan and *Early Childhood Action Agenda* is the result of almost two years of assessment and planning toward creating a comprehensive systems approach to the county's services and supports for young children and their families. It is GSC-W's starting point. However, this is a dynamic process and it will continue to unfold as the Collaborative implements and evaluates these strategies. This plan requires human and financial resources and the support of the Collaborative partners, the community and both the public and private sector. To date, we are pleased with the collaboration and support the GSC-W members and community have given us.

Multiple strategies will be employed to achieve the GSC-W goals including maximizing existing resources, creating efficiencies between new partners, blending or braiding resources, leveraging monies (e.g. infrastructure investment fund), securing new revenue and resources, and obtaining or providing technical assistance and support through our public and private partnerships. A great deal of time has been spent cultivating and leveraging relationships with groups (such as the southeastern Michigan Early Childhood Foundation Funders and unions) which will assist in addressing several of the systems issues identified in the action plan.

In addition to the funding GSC-W has received from the ECIC, we are pleased to have secured the support of the Colina, Skillman, and Kresge Foundations which provide, among other things, matching funds, additional staff, consultants and support for the development of an interactive database. To add to that trio of GSC-W champions, a round table of public and private partners will be convened in the first year of implementation to assist the Collaborative in acquiring additional funds to leverage or drive changes that need to take place as a part of this plan. An example may be using some of these resources for the piloting of child care health consultants in early care and education settings.

As the Collaborative moves forward, the staff, working with the Business Engagement and Development Committee will recreate the work of the Finance Project locally as well as identify potential new public and private revenue generating strategies such as local taxes or millages, "sin taxes", earmarks, breakfast round tables, etc. Estimating the cost of and securing the revenue for developing and sustaining Wayne County's early childhood system will be an ongoing process.

APPENDICES

- I. Description of the Strategic Planning Process
- II. Work Group Roster for the Strategic Planning Process
- III. Report on indicators of child well-being: “How Are the Children: A Call to Action”
- IV. Strategic and Infrastructure Review of the Early Childhood System in Wayne County
- V. The System Map of Early Childhood for Wayne County
- VI. The Map of Funding Streams and Major Initiatives in Wayne County
- VII. A Map of Early Childhood Resources in Wayne County – individual programs and services
- VIII. An Inventory of Programs and Services that use Early Care Settings to Provide Services
- IX. A Map of Planning and Collaborative Groups Across Wayne County
- X. Matrix of Focus Groups Conducted in Wayne County