Creating Young Stars

A compresensive strategic plan for early childhood development in Muskegon County, Michigan

2015–2017

GREAT START COLLABORATIVE
Muskegon County

MAISD
Muskegon Area Intermediate School District

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Executive Summary

Since the formation of the Great Start Collaborative of Muskegon County in 2007, much progress has been made in promoting the important concept of early childhood development throughout Muskegon County. Leaders have been engaged. Parents are more involved. Service providers are focused on meeting the needs of young families. The collaborative's vision that every young child in Muskegon County is ***"Safe, Healthy, and Eager to Succeed in school and in life"*** has found a following!

Since 2007, the early childhood movement has gained a foothold throughout the county. Free pre-school opportunities have expanded by 34 percent. The medical community is meeting the access demands for quality pre-natal, medical, and dental care. A unique 'Storyville' concept is taking hold under the leadership of the Muskegon Area District Library. Developmental screening assessments are being utilized more than ever to assess young children's progress. A new ***'Read Early. Read Often'*** campaign is ready to launch. An internet-based parent information network is being built. Muskegon's Teen Health Center is a success. The community's first-ever peri-natal support group is meeting regularly. A new home visitation program for young families, Early Head Start, was launched. Family literacy seminars and 'Play & Learn' groups for young families are operating. The list goes on and on. As a result, the future is definitely brighter for Muskegon County's young children!

Hurdles in achieving the collaborative's ultimate goal, however, are also ever-present. Childhood poverty remains shockingly high. An elevated rate of teen births persists. Educational outcomes are lagging. Infant mortality rates, especially among African-Americans, have risen dramatically since 2007 despite the fact that inadequate prenatal care has fallen. Overall lifestyle choices, such as smoking during pregnancy, remain unhealthy. Financial resources to intervene in the many issues of concern are scarce.

As the collaborative enters its next phase, more emphasis will be placed on examining and responding to the "social determinants" relating to our children's outcomes. In other words, programs cannot "solve" all issues confronting our young children. Engaging families and service providers to change traditional behavior are keys to improving our young children's outcomes and later successes in school.

The collaborative remains focused on its mission. Members desperately want to help create a community that provides an environment for each and every child to have a ***Great Start*** in life. We ask for the community's continued support and engagement as this journey continues.

Why the Research Matters

One thousand days. That is all the time required to build the incredibly powerful yet highly impressionable web of neurons known as the human brain. During this short span of early life, a child learns to think, communicate, and develop socially as the brain becomes permanently "hardwired." Never again will a child develop at such a rate exceeding that of the first five years of life, and never again will adults have a chance to make such a profound influence on a child's life. Established during these "incredible years" is a set of intellectual and social skills that will form the foundation of learning throughout life.

A profusion of early childhood development research during the past two decades has led to an enhanced understanding of how the brain develops. Aided by extraordinary advances in such tools as brain imaging technologies, research shows that at no time in life does a brain "learn more" or is more active than in a child's early years. Research notes that the brain develops in a positive or a negative manner, or in some combination of the two, in response to a child's genetics and to his/her external environment. Of course, the child's environment is enormously dependent upon the actions of adults.

Research also shows that quality early childhood interventions are critical to children's lifelong success. Studies such as the High Scope / Perry Pre-school Project, the Carolina Abecedarian Study, and the Chicago Parent-Child Centers Study are cited nationally by respected sources. These studies' findings support the concept that high-quality early education programs which also entail a parent support component greatly enhance child development and produce enduring societal benefits. In other words, such programs help children achieve their full potential.

The support and success of children birth to five is now a nationally-recognized economic development initiative. Economists from the Federal Reserve of Minneapolis and Nobel Laureate economist James Heckman have been engaged in speaking tours alerting community leaders about the economic imperative to support and invest in this population. Offering quality pre-school and other early childhood interventions is now recognized by many communities as the foundation of a strong, ongoing, and long-term economic development strategy. Researchers have documented up to a 17% economic return on a community's financial investment in such programming.

In summary, the research regarding early brain architecture and development is both consistent and compelling: The brain is rapidly developing during the early years of life; such development is profoundly influenced by the actions of adults caring and interacting with the child; and the stage for success or struggles in life is well-established during these critical years. These "incredible years" truly represent a once-in-a-lifetime opportunity which the greater Muskegon community cannot afford to ignore.

Great Start Collaborative Profile

The Great Start Collaborative of Muskegon County was formed in 2007 with 45 member organizations and individuals. It has grown in the past seven years to be the leading voice for children ages birth to five. The Great Start Collaborative of Muskegon County's membership established a set of ***Core Principles, Vision, and Mission*** to guide and support its actions. Each is rooted in the desired outcome of success for all of the community's youngest children.

Our Core Principles:

- Work and advocate on behalf of young children with ***Passion*** and ***Dedication.***
- Parents and other responsible caregivers are children's most important influences in life. Systems serving young families and children shall be ***Family-Centered, Empowering, Diverse, and Respectful of All.***
- A comprehensive system of prenatal care and support needs to exist for all expectant mothers in order to achieve a healthy start in life for all children.
- All children must have ready access to medical, mental health, and dental care in order to develop and grow into healthy adults.
- Children of poverty face unique challenges; their needs shall be embraced by the whole community in order to ensure ***Equal Opportunity*** for all.
- All children have the right to live in a safe and secure environment.
- High-quality child care and early education opportunities are universal needs.
- A community which values education and early learning experiences for its children is a community which ultimately grows and prospers.
- Operate with ***Wisdom*** and ***Creativity*** which results in ***Excellence***.
- Create ***Sustainability*** for our work.

Our Vision for Successful Children:

A Great Start
for ***every child*** in
Muskegon County:
Safe, Healthy, and
Eager to Succeed
in school and in life.

Our Mission:

The purpose of the
Great Start Collaborative
of Muskegon County
is to assure a
coordinated system
of community resources
and supports which assist all
Muskegon County families in
providing a
Great Start
for their children
from birth through age five.

Great Start Collaborative Profile continued

Great Start Collaborative Accomplishments:

Since 2007, numerous advancements have been made to the services provided to young families in Muskegon County. The Great Start Collaborative has had direct or supportive roles in the following highlighted activities.

- The Child Abuse Council developed comprehensive communitywide child abuse prevention plan.
- The Muskegon Area ISD THRIVE initiative, the Lakeshore Chamber of Commerce, and the Muskegon Area District Libraries adopted early childhood in their mission statement and/or goals.
- The area's two community health centers continue to lead efforts for universal access to medical and dental care for at-risk populations including area children and pregnant women. Hackley Community Care Center established a Teen Health Center at Muskegon High School which offers general health care including preconception care and education
- Home visiting programs serving young families have expanded. Early Head Start serves 90 families while the Healthy Families home visitation program has expanded as a result of expanded resources through collaborative grant writing. Approximately 300 families are served by Catholic Charities' home visitation programs, including teen mothers and at-risk families.
- The collaborative conducted a local research project on the utilization of ASQ and ASQ:SE developmental screeners of young children. The assessments are now being utilized in more than 50 percent of the community's pediatric practices, home visitation programs, and public pre-school programs.
- The Great Start Parent Coalition initiated many parent education and support opportunities including ongoing Parent Cafes. Parent Cafes have been adopted by the Family Resource Centers and the Children's Special Health Care Services.
- Sponsorship of several trainings for early childhood professionals and parents including Touchpoints , ASQ, Adult Child Interactive Reading Inventory, Parent Café, TS Gold Learning Activities, Child Development for Parents, Storytelling and Early Literacy, and Understanding Brain Development for Parents.
- Sponsorship of seminars to local medical groups on Bright Futures, ASQ developmental screenings, preconception protocols for adolescents, and breastfeeding.
- The local Great Start Readiness Program for pre-school aged children has expanded opportunities by 69 percent since 2007. In total, public pre-school slots inclusive of Head Start have increased from 1,682 in 2007 to 2,251 during the 2013-14 school year.
- Development of kindergarten readiness standards along with creation of a parent's guide entitled "Is My Child READY for Kindergarten?"
- The Great Start Collaborative is an early supporter of the Muskegon Area District Library's Storyville Project, a proposed interactive early literacy center.
- Sponsorship of adult-child literacy programs each year and continues to train facilitators to increase capacity.
- Support for the county's first peri- and post-natal depression support group.
- The Great Start Collaborative developed and published the Service Directory for Parents of Young Children, a comprehensive directory of Muskegon County services. It is in its third edition.
- Creation of a Parent Information Network which includes a comprehensive and interactive website devoted to early childhood development and school readiness supported by Facebook and e-mail newsletters.

Data Dashboard

Key child outcome data is tracked by the Great Start Collaborative to measure the status of children's well-being over time. The measures are aligned to the Office of Great Start's statewide leading indicators as well as locally identified priorities.

Outcome 1: Children are Born Healthy

Indicator	Michigan	Muskegon County	Michigan	Muskegon County
Pre-term Births (Percent live births before 37 weeks of gestation)	8.4% (2007)	8.5% (2007)	12.2% (2012)	12.8% (2012)
Infant Mortality (# infant deaths per 1,000 live births)	7.6 (2006-08)	6.7 (2006-08)	6.9 (2010-12)	8.7 (2010-12)
African-American Infant Mortality (# infant deaths per 1,000 live births)	15.3 (2006-08)	9.0 (2006-08)	13.8 (2010-12)	16.4 (2010-12)
Births with Less than Adequate Prenatal Care	22.5% (2007)	31.4% (2007)	29.4% (2011)	26.9% (2011)
Mothers who Smoked During Pregnancy	14.1% (2007)	22.8% (2007)	19.8% (2012)	29.0% (2012)

Outcome 2: Children are Healthy, Thriving & Developmentally on Track from Birth to Third Grade

Teen Births (Births per 1,000 females ages < 20)	9.8% (2007)	13.7% (2007)	8.7% (2012)	11.5% (2012)
Children 0-5 years in Poverty	23% (2007)	25.3% (2007)	29.5% (2011)	38.6% (2011)
Children 19-35 Fully Immunized	65.0% (2008)	77.9% (2008)	74.0% (2012)	83.1% (2012)
Child Abuse & Neglect (Rate of confirmed child abuse & neglect per 1,000 children aged birth to 8)	16.1 (2008)	22.8 (2008)	19.8 (2012)	35.1 (2012)
Children Ages 0-18 with Health Insurance	93.2% (2007)	94.6% (2007)	95.6% (2011)	95.8% (2011)
Preschool Enrollment (% of 3-4 year olds enrolled in public or private pre-school)			63.3% (2012)	66.5% (2012)

Outcome 3: Children are Prepared to Succeed in Fourth Grade & Beyond

MEAP Reading Proficiency – 4th Grade	60.3% (2008)	53.5% (2008)	70.0% (2013)	66.6% (2013)

Strategies

Consensus among community leaders has been built during the past five years that early childhood development would be the proverbial game changer in helping reach educational goals, developing a strong work force, and decreasing social problems like criminality and economic dependence. Unfortunately, this vision has not generated sustained local investment in early childhood development. While the community's high quality, evidenced-based services have a demonstrably positive impact on the families and children they serve, the community does not have services up to a scale which will create dramatic overall change. Therefore, local providers of early childhood services attempt to cobble together what resources they can from periodic public funding and limited philanthropic resources.

In light of this dilemma, the collaborative has identified four broad strategic aims:

1. Expand community-based services and programs for early childhood development through collaboration,
2. Expand and strengthen support and education for parents of children age birth to five years,
3. Raise the awareness of the link between social determinants and poor outcomes in health, social-emotional development, and education, and
4. Maintain and increase resources for proven early childhood development activities.

The first strategic aim is to expand support for early childhood development within community programs. During the past seven years, several organizations have adopted the principles of early childhood development and absorbed them in their organization's strategic plans and programming. For example, the Muskegon Area District Library included early literacy as one of the highest priorities in their strategic plan. Out of this commitment came increased programming for infants and toddlers, a strong partnership with the Great Start Parent Coalition, and a $2 million commitment to create Storyville, an interactive early literacy center.

There remains a great need to infuse the support of families and children from birth to five within the existing community framework. There could be play and learn groups organized by churches, Parent Cafes offered by neighborhood associations, and/or broader inclusion of early childhood development activities in community events. The Great Start Collaborative will continue to support organizations that are including early childhood development in their mission and programming by offering planning, training, and organizational support.

The collaborative's second strategic aim is to increase support and education of parents. A common phrase during each planning session was ***"parents who know better, do better."*** This is a profound statement as it assumes two ideas the community holds to be true: Parents innately want to do the best for their children, and they will do the best if they have good information that they trust. The Great Start Collaborative will explore a multitude of avenues to reach parents.

The third strategic aim is to link the concept of social determinants to successful outcomes in health, social-emotional development and early education. There exists a need to raise the community awareness that the stress of poverty, racism, and poor educational attainment has tremendous impacts on a family's stability and success. The collaborative will also support community efforts to shift social norms to enhance healthy life behaviors and strong families.

The collaborative's fourth strategic aim is to continue to maintain and develop more resources for the community's proven early childhood programming. Success has been achieved in accessing increased funding support for pre-school and home visitation programs provided with state and federal resources due in large part to the quality of our programming and a strong and collaborative effort of community service providers.

Outcome 1

Children are born healthy.

Goal 1: All pregnant and new mothers have access to appropriate pre-natal, peri-natal, and post-natal medical, dental, and mental health services in order to birth and raise healthy infants.

Objective 1.1 Increase access and availability of mental health services for pregnant and new mothers especially for perinatal mood disorder.

Action Steps	Identified Partners	Target Dates	Resources Needed
Increase capacity of existing program, i.e., Hackley Community Care Clinic Post Natal Depression Support Group	GSC provide support with research, community support and funding; service providers offer clinical and support services	Present to 2018	Funding; certified P.N.D. clinicians
Increase awareness of Depression and PND as a serious health risk for pregnant women and new mothers	GSC & GSPC – provide information and training to parents, providers, and public through various communication mediums	Present to 2018	Access to traditional and social media, community spokespersons, training support
Strengthen collaboration of existing mental health providers to ensure availability of services	GSC and LLG includes mental health providers in home visitation task force • CMH • FQHC Behavioral Health • Lakeshore Perinatal Mood Disorder Coalition • others	Present to 2018	Provider network collaboration, cross referral protocol, clinical personnel, funding

Objective 1.2 Increase access and availability of addictionology services for pregnant and new mothers including best practices for smoking cessation.

Action Steps	Identified Partners	Target Dates	Resources Needed
Research best practices for smoking cessation for pregnant women	GSC – Public Health conduct research and promulgate results; include findings in 1 in 21 programming and other community health initiatives	Present to 2018	Personnel, funds to implement best practice programs
Increase community awareness of need for specialized addictionology treatment for pregnant women	GSC, ARC Muskegon Drug Free Coalition	Present to 2018	Access to traditional and social media, community spokespersons, training support
Support efforts to increase prenatal care providers' awareness of appropriate treatment for drug / alcohol addicted pregnant	GSC and community partners will create position paper • ARC • Public Health • Drug free Coalition	Present to 2018	Lakeshore Physician Network training facility, Training protocols, Funding

Outcome 1

Children are born healthy. continued

Goal 2: Pre-conception health education and services shall be available and accessible in Muskegon County

Objective 2.1 Family Planning and contraceptive services will be accessible and available universally especially to teens and young adults.

Action Steps	Identified Partners	Target Dates	Resources Needed
Support and expand school-linked teen health centers	GSC, FQHCs	2018	Grants, private funding Better support for family planning by HCC
Support access to contraceptive health programs	Planned Parenthood/Public Health	Present to 2018	Community outreach to high risk populations Education/cultural influence to change attitudes.
Support and expand home visiting programs that address family planning issues	LLG, GSC Home visitation team, existing Home visitation providers, Public Health/ FQHC's	Present to 2018	Coordination of services, expanded funding sources, cross training on family planning issues.

Objective 2.2 Promotion of healthy life choices, i.e., smoking, alcohol and drug use, exercise and nutrition are connected to potential healthy birth outcomes.

Action Steps	Identified Partners	Target Dates	Resources Needed
Increase capacity of community based youth programming focused on healthy life style choices such as: • Sex • Smoking • Drugs and alcohol • Diet & exercise • Other health issues	GSC& GSPC – advocate for community support Agencies – look at needs, resources and data to identify best use of resources Gov't & philanthropic community – create and/or allocate resources	Present to 2018	Funding, time, agency commitment, evidence based programming
Present research on the social determinants of health especially as related to healthy birth outcomes to the public and to policy influencers	GSC – create white paper specific to Muskegon County	July 2015	Data, plan for distribution & promotion Printing and tech resources
Support service providers and medical providers to address social determinates of health in their practice	GSC – present research on best practices , develop training opportunities with partners	Present to 2018	Lakeshore Physician Network training facility, Training protocols, Funding

Outcome 2

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

Goal 3: All children in Muskegon County shall be able to access affordable medical and oral health care services.

Objective 3.1 Ensure that all children have a medical and dental home that provides comprehensive physical and child development services.

Action Steps	Identified Partners	Target Dates	Resources Needed
Support efforts to increase access to affordable health coverage	GSC, Healthy MI, Muskegon Health Project	Present to 2018	Effective messaging
Support FQHC model/access as key infrastructure in serving at risk populations	GSC, FQHCs, medical community	Present to 2018	Continued Medicaid funding, community support
Encourage medical practices to adopt a developmental screening instrument such as ASQ as a regular protocol	GSC, Medical Society, private practices	Present to 2018	Effective messaging, training, screening tools
Support efforts in medical and dental network to provide joint training for referral and treatment	Oral Health Coalition, Medical Society, Dental Society, Public Health	Present to 2018	Training opportunities, effective messaging

Objective 3.2 Promote the prevention and reduction of childhood obesity by creating a community ethic which highly values and actively promotes healthy lifestyles.

Action Steps	Identified Partners	Target Dates	Resources Needed
Support policy and practice that promotes healthy food choices within WIC, SNAP, community food pantries, and community gardens	GSC, Public Health, Emergency Needs Council, Healthy Muskegon, 1 in 21	Present to 2018	Best Practice research, practice incentives, funding
Increase opportunities for parents of children birth to 5 to learn shopping and meal preparation methods for healthy diets and to Increase access to organized exercise and recreation activities	GSPC, Healthy Muskegon, Farmers market, YFCA, Play and Learn Groups, 1 in 21	Present to 2018	Training, nutrition & fitness experts, exercise space, effective messaging, incentives

Objective 3.3 Promotion of breast feeding support to expand the number of breast feeding mothers in Muskegon County.

Action Steps	Identified Partners	Target Dates	Resources Needed
Support the promotion of breast feeding by physicians, OB/GYN and pediatricians, agencies, and parent support groups	GSC, GSPC, Breast Feeding Coalition, Public Health, hospital, WIC, La Leche, home visitation programs	Present to 2018	Effective messaging directed to pregnant women, lactation specialists, breast pumps
Support policy and practice within the work place and public space to encourage mothers to breastfeed	GSC, GSPC, Breast Feeding Coalition	Present to 2018	Employer education, Employer recognition and incentives
Present information on benefits of breastfeeding to pregnant women and their support system	Breast Feeding Coalition, GSPC, Home Visitation programs, medical providers, WIC, Public Health	Present to 2018	Effective messaging, training,

Outcome 2

Children are healthy, thriving and developmentally on track from birth to third grade. continued

Goal 4: All children in Muskegon County shall have access to universal developmental screening and programs and services to promote on track development.

Objective 4.1 Parents will have ready access to high quality information on developmental stages and activities that encourage developmental growth.

Action Steps	Identified Partners	Target Dates	Resources Needed
Develop and launch Parent Information Network site	GSC, GSPC, Revel	September 2014	Launch Plan
Present high quality information through GSPC parents' events	GSC, GSPC, Muskegon area libraries, early childhood development professionals	Present to 2018	ECD professionals, developmental materials, space, promotion
Support preschools and childcare providers with quality information to disseminate to parents	GSC, GSPC, Great Start to Quality, GSRP and Head Start	Present to 2018	Best Practices, multi-media materials, books and activities

Objective 4.2 Increase the number of children under the age of six with developmental delays who receive appropriate child development services.

Action Steps	Identified Partners	Target Dates	Resources Needed
Support the increased use of developmental screening like ASQ among all appropriate community touch points. i.e. well baby visits, child care providers, etc.	GSC, Great Start to Quality, Medical Society, FQHCs	Present to 2018	Screening materials, training, funding
Maintain and increase capacity of Early On	GSC, MAISD	Present to 2018	Funding

Objective 4.3 Bring the existing evidence-based child development services to a scale that will serve all children in need of services.

Action Steps	Identified Partners	Target Dates	Resources Needed
Maintain and increase home visitation services in Muskegon County	GSC Home Visitation team, LLG, gov't and philanthropic funders	Present to 2018	Funding sources, staff training, program coordination
Coordinate home visitation programs for referral and building the continuum of services	GSC Home Visitation team, LLG,	Present to 2018	Funding sources, staff training, program coordination

Objective 4.4 Promote the development and maintenance of community based programs and services that foster healthy childhood development.

Action Steps	Identified Partners	Target Dates	Resources Needed
Develop quality play and learn groups for infants and toddlers and their parents/caregivers	GSC, GSPC, MAISD Early Childhood staff, community partners	Present to 2018	Training, space, materials, curriculum, funding
Support community organizations to provide quality services for children birth to three years old or to incorporate early childhood development principles into their activities	GSPC, churches, neighborhood associations, YFCA, recreation clubs/facilities, libraries	Present to 2018	Evidence-based models, materials and equipment, training for staff and facilitators, funding

Objective 4.5 Enhance parenting education and support of young families in Muskegon County, recognizing that strong families comprise a key determinant of healthy child development. Connect parents to resources and provide assistance in navigating existing programs and services.

Action Steps	Identified Partners	Target Dates	Resources Needed
Increase Community engagement efforts for parents by use of • Parent Cafes • Parent Information Network • GSPC events • Community events	GSC, GSPC, FRCs, Public Health	Present to 2018	Training, materials, space
Provide training and support to existing parent education programs on early childhood development and protective factors	GSC , MAISD early childhood staff, area colleges, Great Start to Quality, agencies	Present to 2018	Training, materials, space

Outcome 3

Children are developmentally ready to succeed in school at the time of school entry.

Goal 5: Provide an accessible, affordable, and quality preschool option for all Muskegon County's three- and four-year old children in order to enhance school readiness.

Action Steps	Identified Partners	Target Dates	Resources Needed
Continue expansion of affordable and quality pre-k opportunities in Muskegon County	GSRP, Head Start, private preschools and child-care providers, Great Start to Quality	Present to 2018	Training, space, funding
Support efforts to increase kindergarten readiness percentages of pre-k "graduates"	Head Start and GSRP	Present to 2018	Strong curriculum, training, good learning environments, strong staffing, and funding
Encourage all Pre-k providers to participate in state's Great Start to Quality rating system	GSC, Great Start to Quality	Present to 2018	Training, steady funding, incentives

Goal 6: Promote the concept of parents being the first and best teachers of infants and toddlers

Objective 6.1 Assist parents in recognizing the connection between developmental milestones and school readiness.

Action Steps	Identified Partners	Target Dates	Resources Needed
Promote use of developmental screening tools	Medical providers, child care providers, home visitation programs, public access to developmental screeners	Present to 2018	Screening instruments, training, effective messaging
Provide parents information on school readiness	MAISD early childhood staff, Parent Information Network, GSPC, community partners	Present to 2018	Effective messaging, access to parents, quality information
Provide parents with books, activities, and techniques to encourage development	GSC, GSPC, area libraries, early childhood agencies, medical practices	Present o 2018	Books and materials, distribution points, web site
Promote the Parent Information Network (Parentville) as a reliable source of information on development and K-readiness	GSC, GSPC, Revel, community partners	Present to 2018	Effective messaging, social media

Objective 6.2 Support community based efforts to provide parents with opportunities to increase literacy for both children and parents.

Action Steps	Identified Partners	Target Dates	Resources Needed
Promote community early literacy campaigns like Storyville and Read Early, Read Often	GSC, GSPC, MAISD, Muskegon area libraries, community and business leaders	Present to 2018	Effective messaging, fund development.
Support Adult Child Literacy programs, i.e., ACIRI	MAISD, GSC, READ Muskegon	Present to 2018	Trained facilitators, materials, space, funding
Support community efforts to promote early literacy like • Increased story-times, esp. in new settings • Book events • Book distributions	GSC, GSPC, libraries, schools, parent groups, medical and agency practices	Present to 2018	Trained facilitators, materials, space, funding

Public Policy

Goal 7: Increase the public and policy influencers' knowledge of the critical importance of early childhood development and its critical role in creating a sound social and economic community.

Action Steps	Identified Partners	Target Dates	Resources Needed
Support policy and practice to ensure adequate services to birth to three year olds and their families	State of Michigan MIECHV Philanthropic community Business community	Present to 2018	Evidence-based programming Trained staff Funding
Support policy and practice to ensure universal access to contraceptive health programs	Community alliance of • GSC • Planned Parenthood • Public Health • Elected Officials • PHMC To work on legislative issues and community practice	Present to 2018	Support from elected officials. Time to create policy agenda. Education/cultural influence to change attitudes.
Support policy and practice that supports healthy life choices, i.e., smoke-free public places	Public Health Muskegon County 1 in 21 Local and state government	Present to 2018	Support already-existing initiatives

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