

# EXHIBIT A

# Leelanau County Early Childhood Plan



**JANUARY-DECEMBER 2021**

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### **Acknowledgements**

Important work *only* happens with many hands, heads and hearts.

This product reflects the contributions of people and organizations which began many months ago with a single aim: thriving children and families in Leelanau County. It also stands on the pioneering efforts of the Early Childhood County Committee, established in February 2019 by the Leelanau County Commission. The Planning Work Group who guided this working document include:

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## The Situation

*Pre-birth and early childhood experiences matter for a lifetime.*

The health and well-being of mothers while pregnant, along with infancy and early childhood years shape the physiological and psycho-social status *of all our children*. The implications of those experiences – positive and negative – have substantial influence on a child, their family and our communities, too.

Through **our commitment to create an active system of early childhood opportunities**, thoughtful Leelanau leadership and area residents have recognized the first few years of life are a critical window in time for children and families.

Leelanau County is called home by about 22,000 residents. Our child population, 0-17 years, numbers about 3,600 and estimates indicate there are about 1100 whose ages are infant to six years.<sup>1</sup> We delight in the birth of about 160 infants each year. While largely Caucasian, our county residential composition is diverse. We are fortunate to include Hispanic, Native American, African American and other families in our communities. Leelanau County is also home to the sovereign nation of the Grand Traverse Band of Ottawa and Chippewa Indians.

## Our Challenges & Early Intervention

Infants and children in Leelanau county, like those across our nation, have a range of needs that present for all families in common developmental issues reflecting their respective psycho-social and physical health. The Early Childhood County Committee<sup>2</sup>, charged with identifying the status of and preparing recommendations for supportive services, found: prenatal care, vaccination rates, housing insecurity, daycare shortages and costs, rural isolation, inadequate mental health service access, low participation in preschool, child abuse and neglect, poor oral healthcare, low wages/unemployment and parental stress, among other issues, challenge families here.

In Michigan, the Midwest and our nation, families face increasingly complex challenges to participate in a dynamic world. Leelanau county, like others is shaped by local and state economic factors with implications for our residents. In an important November 2019 ballot, Leelanau County leaders and voters recognized the tremendous timely value of early childhood support. Conclusive studies across health disciplines and selected programs for families demonstrate early childhood services have a substantial financial return on investment.

We know investment in early childhood has yield for our families and communities. Research indicates<sup>3</sup> support during early years has a big list of “wins” in both lower net costs and far greater social vitality. For example: lower substance abuse rates, fewer criminal arrests, better problem-solving skills, less depression, lower divorce rates, fewer teen pregnancies, less special education services, higher

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<sup>1</sup> Kids Count in Michigan, [www.mlpp.org](http://www.mlpp.org), Leelanau County 2016 population data

<sup>2</sup> Established February, 2019 by the Leelanau County Board of Commissioners included representatives of 42 organizations in a broad range of sectors that affect children & families. This Committee studied, discussed and documented needs as well as opportunities in a multi-month effort as an input for the November 2019 ballot proposal.

<sup>3</sup> Perry, Chicago, & Carolina Abecedarian Longitudinal studies. Garcia, 2016.

graduation rates, reduced welfare dependency, better chances for college participation, better workforce participation and higher lifelong earnings.

This well-known knowledge is shown below in a simple and smart “investment scheme.”<sup>4</sup> It displays the highest rates of returns comes from the earliest efforts by parents and other influences. Heckman’s research indicates for every \$1 invested in early learning childhood programs those efforts can yield returns between \$4 and \$16 in value.

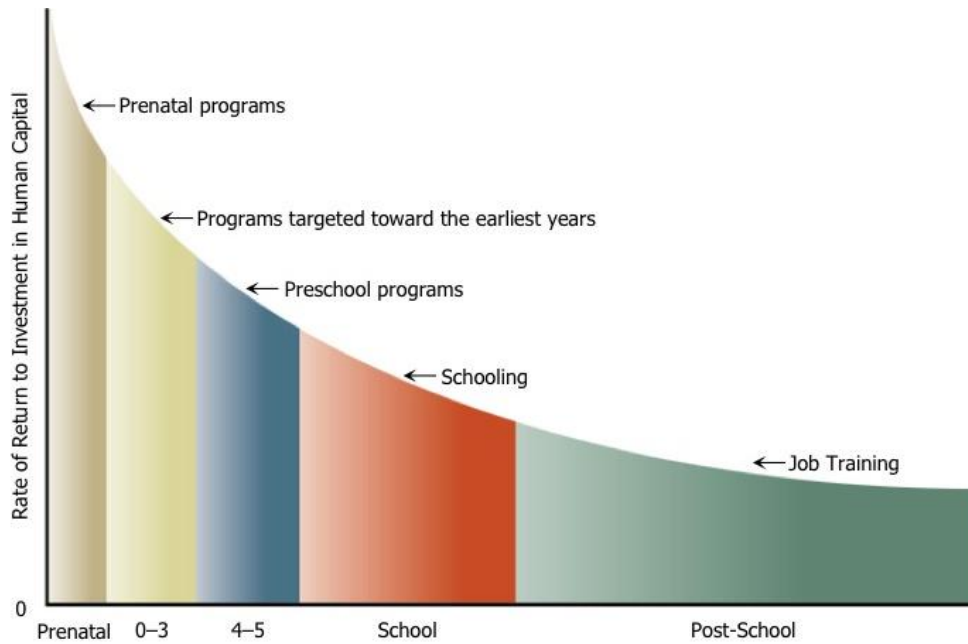


Figure 1. Heckman Early Investment Curve

Fortunately, given both the size of our county population and trend data in child well-being, Leelanau County begins with some comparable strengths as we consider ways to improve services for **all** parents, infants and children. Helping **all** children reach their full potential means we invest early so babies are born healthy, families are strengthened and supported and children thrive. These efforts can contribute to Leelanau’s equitable and prosperous reality as well as reputation.

### The Field Context: Systems

Building a “system” of early childhood support conveys a distinct intention. The three sectors of our county mirrors both our state and nation. They include private, public (governmental) and social entities. These sectors have authority, responsibility and resources for serving parents, infants, children and families which vary year-to-year and sometimes more frequently. It’s a dynamic context for many reasons.

Establishing a system intentionally offers a stable way to respond to Leelanau families’ needs early in life. Many communities, states and regions have been involved in similar work for several decades.

<sup>4</sup> James Heckman, Ph.D., University of Chicago, Economics Nobel Prize Winner

There is common knowledge and a good understanding of what’s necessary to assure a system. The Early Childhood Services Work Group (ECSWG), a national collaborative of experts, identifies some important domains and functions for a system in their framework<sup>5</sup>.

As we begin our efforts in Leelanau County, the ECSWG evidence-based framework helps inform our preliminary workplan.

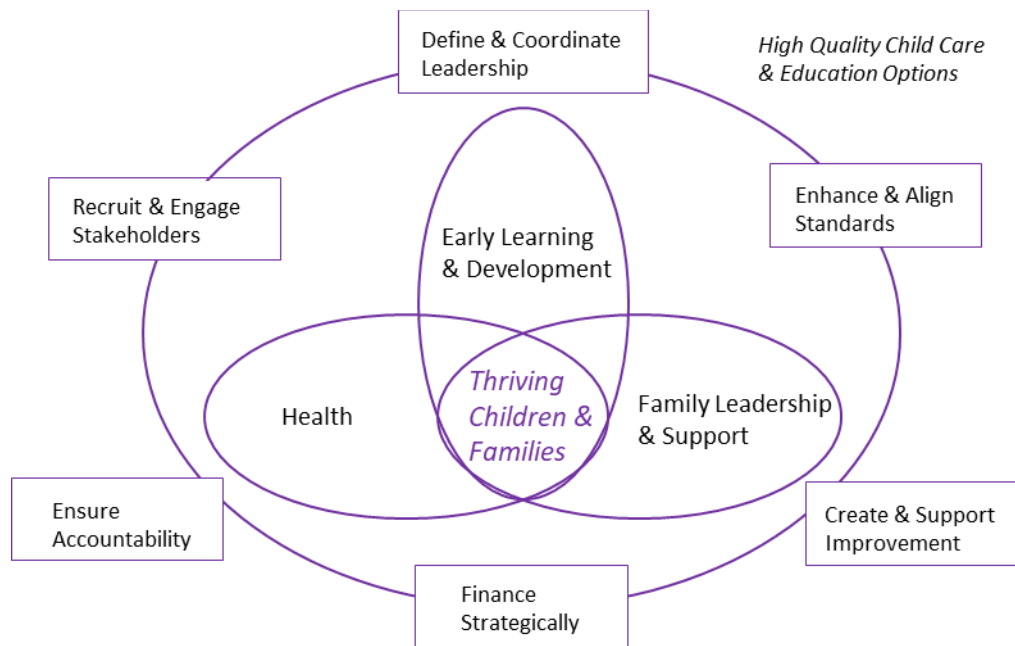


Figure 2. Field Infrastructure for Early Childhood Development

Note the field identifies three general domains in a system for early childhood services. They include: (1) health, (2) early learning and development along with (3) family leadership & support. Health aims at comprehensive services that promote physical, developmental and mental wellness. Early learning is about nurturing relationships, safe environments and enriching experiences that foster development. Families leadership is about resources, experiences and relationships that strengthen families and engage their capacity to support children’s well-being.

### Leelanau Early Childhood Services

To begin our work, we’ve established a vision, mission, values, a theory of change, and identified objectives with preliminary work plans. Over the next five years, the planning work group suggests a starting focus on three program foci: home visiting, mental health services and oral healthcare. Necessarily, some programs/activities are more mature (therefore, clear) and others are in development (e.g, mental health services). The initial 18 months (CY 2021-22) will emphasize the maturation and expansion of Parenting Communities, our county home visiting and family support initiative. Necessarily,

<sup>5</sup> See: <https://www.buildinitiative.org/Our-Work/Early-Childhood-Systems-Working-Group>

it will also include additional design and planning for a systems approach. And, we expect to attend the pressing and common needs of our families' in both mental health services and oral healthcare.

We live and work in a dynamic context with a complex ecology. This means initiatives, plans, programs and related resources are always emerging and ending. These efforts all represent opportunities in an early childhood system that could align, integrate, coordinate and leverage for the benefit of families and public value. The commitment to creating a system assures flexibility, adaptation and collaboration with many other entities.

### ***Vision, Mission & Values***

Our vision is **thriving children and families in Leelanau County**.

Our mission: **a comprehensive, responsive system of opportunities accessible for all families and children** (pre-birth to six years).

Our primary values guide *how* we will work in behalf of the families we serve. Our values will consistently seek to include the following attitudes and actions:

- **Earlier is Better**

To deliver best the public value, we will initiate supportive services at the first possible relative opportunity in the lives of infants, children and families.

- **Universal access**

Services and opportunities, pre-birth to six years, are accessible to any and all families. With the intention of supporting relative needs, we intend to act in ways that are inclusive, equitable and responsive.

- **Family-focused**

We genuinely recognize families are central to infants and children. They are diverse in composition, language and many other cultural factors.

- **Parent Leadership**

We consider parents the best and first teachers, key decision makers and leaders in and on behalf of infants, children and families.

- **Evidence and Data**

We employ facts and data in our decisions about programs, services, activities and communications.

- **Collaboration Counts**

We support the design, creation, implementation and adaptation of services with other sectors, agencies, organizations and entities. We aim to work well together without boundaries for a shared intention: thriving children and families.

At the outset of this work, representatives of child-serving organizations and local leadership cited the vital value of a coherent system along with five protective factors for family success. They include: parent resilience, knowledge of parenting and child development, social and emotional competence of children, social connections and concrete support in times of need. These factors remain a foundational understanding for all three child and family goal areas.

**Supporting Change**

Simply put, the recipe we propose for Leelanau County is a common and proven combination reflected in communities, counties and states across the U.S. Planned efforts in health, early learning experiences, strong families and system-building all rely on field research and practice which suggest a braid of strategies (and relevant activities) with universal access<sup>6</sup> in these areas. Together, they can create responsive services, healthy children outcomes and substantial return on investment.

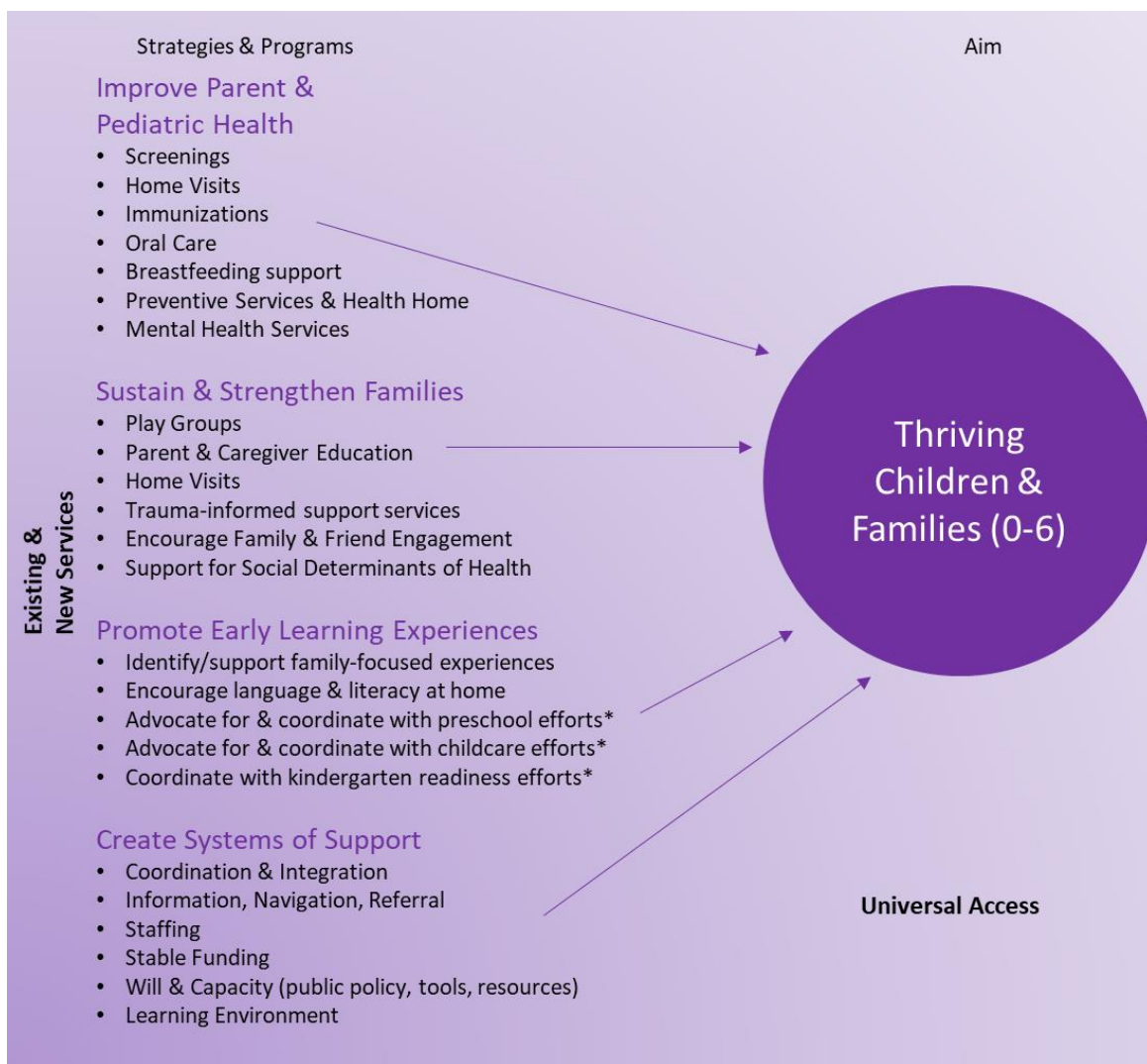


Figure 3. Early Childhood Support in Leelanau County

<sup>6</sup> Accessible to all, regardless of socio-economic status. Universal access means there are no “qualifications” to participate.



## ***Governance, Goal Areas, Strategies & Objectives***

Consistent with field practice, a representative governance structure will be established to offer guidance to this collective work. While management is the responsibility of the BLDHD, community engagement and many other practical contributions can come from stakeholders. Further, this can multiply resources and create vital synergies that serve families with improved efficiency and effectiveness. We suggest a Leelanau County Early Childhood Advisory Council (LCECAC) is established as a volunteer structure which offers guidance to support the early childhood services system.

As needed, we expect work groups or task forces will be charged with finite assignments which recommend services, programs, and other responses to support Leelanau families' needs. We expect existing and new county staff, contractors, vendors and other parties will be engaged to work within the boundaries of these four goal areas in behalf of families, infants and young children (ages 0-6 years) to support the creation, eventually, of a system. The specified strategies are intended to affect four goal areas and include intended objectives (or planned outcomes).

At this time, a robust home visiting program effort is planned as a high priority and central to a systems approach. *Why?* Home Visiting is a proven intervention that has significant return on investment and is universally accessible to all families. Research indicates that high quality nurse home visiting programs, over time, yield returns of up to \$5.70 per taxpayer dollar spent.<sup>7</sup> Home visits create an important connection (in a valued place; home) by establishing a relationship with those responsible for infants and children. And, it offers an easy way for parents and other caregivers to participate in many other opportunities offered by agencies and institutions with responsibility for serving families.

After thorough exploration, Leelanau County Health Department staff and others expect to recommend the well-known Parents as Teachers (PAT) curriculum for their Home Visiting (known locally as Parenting Communities) initiative. PAT includes four elements: personal family visits in the home, group connections outside the home, child screenings (of several types) and resource referral. Importantly, the PAT model requires standards for quality including pre-determined measures for evaluation. A program logic model for this central initiative is attached in Appendix B. This evidence-based model provides additional detail for the program by describing resources, activities, outputs and outcomes.

Creating a vibrant home visiting program with high participation will require significant effort in the early years of this work. Exploration and planning for both mental and oral health are expected priorities in 2021, also. Concurrent work, early and throughout the contract period, will necessarily provide attention to support towards a system. This reflects all the administration, structures, processes, external relations, program design and related activities necessary to generate coherence in and among early childhood services in the county.

To assist in the vital development among Leelanau's infants and children<sup>8</sup>, a summary of the goal areas along with relevant strategies and objectives are cited here:

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<sup>7</sup> L. A. Karoly, M. R. Kilburn, and J. S. Cannon. (2005). "Early Childhood Interventions: Proven Results, Future Promise." Santa Monica, CA: The RAND Corporation. Retrieved from: [http://www.rand.org/pubs/monographs/2005/RAND\\_MG341.pdf](http://www.rand.org/pubs/monographs/2005/RAND_MG341.pdf)

<sup>8</sup> Approximately 1100, infant to six years

**I. Goal area: Health (H)**

**Strategy: Expand existing and establish new parent, infant and pediatric services which improve health.**

**Objectives:**

1. Expand access to vision & hearing screenings for all children.
2. Conduct child development & family screenings.
3. Expand breastfeeding support services.
4. Explore, identify and expand oral health options and utilization.
5. Explore and expand immunization awareness, access & utilization.
6. Explore and create better access for mental health services  
(see also, Strong Families goal area).

**II. Goal area: Early Learning Experiences (ELE)**

**Strategy: Foster positive cognitive, social-emotional and physical experiences to promote infant and child development.**

**Objective(s):**

- (1) Identify & enable high quality, safe experiences for parents, infants and children which contribute to healthy development.
- (2) Foster connections to relevant systems which support healthy development.
- (3) Support child & family readiness for common educational entities.

**III. Goal area: Strong Families (SF)**

**Strategy: Sustain and strengthen the full constellation of parents and caregivers who support infants and young children.**

**Objective(s):**

- (1) Expand and improve home visiting programming.
- (2) Support the social-emotional needs of parents, infants and children.
- (3) Support for social determinants of health.

**IV. Goal area: Systems of Support (SOS)**

**Strategy: Increase the coordination and integration of services, policies and practices to serve all families, infants and young children (0-6).**

**Objective(s):**

- (1) Develop structures, processes and tools to create comprehensive, accessible services.
- (2) Identify, select, retain and train paid staff, advisers and volunteers to implement services.
- (3) Inform, educate, promote and support navigation among stakeholders in the early childhood system.
- (4) Secure and expand resources (connections through partners, collaboration, and other links, including funds) for a sustainable and responsive continuum of services.
- (5) Build public will and policies which support early childhood services.
- (6) Create a learning environment with data to tend quality and improvements.

Greater detail about the planned work, including initial activities, related targets and measures are found in Appendix B. The BLDHD will revise and generate status updates on these goal areas and objectives for the Leelanau Early Childhood Advisory Council and the County.

Initially, staff will include an Early Childhood System Development Coordinator, lead staff and direct service providers (e.g. Community Health Workers, Social Worker) and related programming support. The BLDHD will complement these new resources by integration with a very modest allocation of existing staff resources in administration, supervision, and technical services (e.g., dietician). The staffing and associated capacity will evolve over the contract period to generate the optimal constellation for systems development.

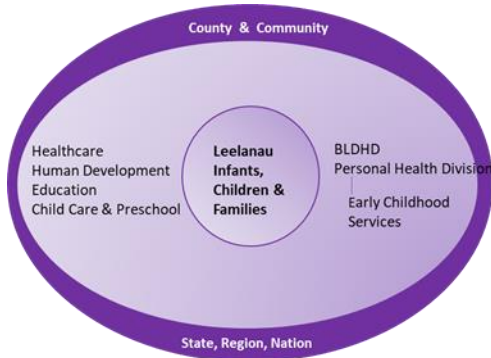


Figure 4. Features of Early Childhood Services

Like the graphic above, we intend to create a system that surrounds our families and integrates important resources in their behalf.

### Capital Allocation

Annual capitalization for Early Childhood Services, reflecting the special millage assessment is estimated at about \$725,000. The year one, 2021 budget is projected at \$640,910. For the year 2021, we expect the approximate allocation of resources as follows: Administration \$8380 (1%), System Development \$171,525 (27%), and Parenting Communities \$461,000 (72%). Revenue leveraged through other sources, such as third-party billing or Medicaid Matching programs will be put back into early childhood programming to support unanticipated expenses or to reduce the amount requested from county funds. It is also important to note that requested funds will be based on actual expenses up to the amount of the projected budget. If the full amount of budgeted expenses are not realized, the amount requested will also be reduced.

## Appendix A: Resources

The following materials and organizations are helpful resources that inform this plan and support its implementation.

BUILD, see: <https://www.buildinitiative.org/>

The BUILD Initiative helps states and other coalitions build systems of support for early childhood.

Early Childhood Systems Work Group, see: <https://www.buildinitiative.org/Our-Work/Early-Childhood-Systems-Working-Group>

Volunteer group of experts in early childhood that reflect the field and its maturation.

James Heckman, PhD, Nobel Laureate Economist, University of Chicago with focus on early childhood investment research, see: <https://heckmanequation.org/>

The Hunt Institute, see: <http://www.hunt-institute.org/>

A child care-focused funder with substantive research on the development and status of child care.

Kids Count, see: <https://mlpp.org/kids-count/>

An initiative that profiles the status of children, by state and county.

Michigan Mother Infant Health Equity Improvement Plan 2020, see:

[https://www.michigan.gov/mdhhs/0,5885,7-339-71550\\_96967\\_97025---,00.html](https://www.michigan.gov/mdhhs/0,5885,7-339-71550_96967_97025---,00.html)

Michigan Maternal and Infant Health Program, see: <https://www.michigan.gov/mihp/>

Michigan's evidence-based home visiting support for Medicaid eligible Moms and infants.

National Home Visiting Research Center, see: <https://nhvrc.org/>

Pritzker Early Childhood Initiative, see: <http://pritzkerchildrensinitiative.org/>

Funding that supports early childhood development.

Urban Institute – research on Home Visiting, see: <https://www.urban.org/policy-centers/center-labor-human-services-and-population/projects/early-childhood-home-visiting-research>

## Appendix B. Statement of Work

The table below offers guidance on how to read, understand and use the plan and work charts as a helpful tool to describe some of the work ahead.

Vision	What Leelanau County residents and leaders seek for families and young children, pre-birth to six years.
Mission	The focused commitment that will deliver progress on our vision.
Values	The attitudes and beliefs which inform how we will consistently act.
Goal Area	Areas of focused effort to change outcomes for infants, children and families.
Strategy	High level efforts to drive change in the interests of infants, children and families.
Objective	An intended outcome that supports the overall mission and vision of the system
Activities	Actions or steps taken by individuals (staff/volunteers) of agencies, organizations, groups, the BLDHD and others.
Target	Specific and measurable change. Many targets may include multiple measures and should cite data sources(s).
Proposed Measure	Reliable tool used commonly in health, early childhood development, education or other relevant discipline. Also includes self-assessment with internal/external data collected through a qualitative or quantitative method.
System	A coherent, intentional collection of resources that interact and function together to produce a common outcome. System-building refers to creating a new system or working to improve an existing one that is fragmented, informal and/or has significant gaps which preclude efficient and effective performance. An early childhood system typically includes but is not limited to health, education and human services.

At this time, the specification of strategies and objectives represent the work ahead. However, given the dynamic context, activities are illustrative and generally approximate what's necessary to serve objectives. Initial priorities are the development of the Parenting Communities program with extensive outreach and enrollment; oral and mental health care planning; and dedicated attention to systems of support which develop our response to all Leelanau county families.

NOTE: This plan outlines work to be done in year 2021. An updated plan will be created each year to reflect progressive movement toward overarching goals e.g. increasing engagement of Leelanau county families in early childhood opportunities; improvements in cohesion, quality and access to early childhood programs/services; and movement toward a community where all Leelanau families have access to the services, programs, resources and opportunities they need to thrive. **By December 2021, we seek to have 30% of Leelanau children between the ages of birth to 6 (300-350 kids) engaged in at least one of the opportunities in the below activities. By 2025, our goal is to engage 75% or 750 kids per year.**

2021 Activities	2021 Targets/ Proposed Measure(s)	Goal Areas			
		Health	Early Learning Experience	Strong Families	Systems of Support
<b>HOME VISITING SERVICES</b>	<b>TARGET: 100 CHILDREN</b>				
1. Expand access to universal home visits using an evidenced-informed model	<b>Target:</b> 10% of eligible children (approximately 100) participate in home visits during 2021 <b>Measure:</b> EHR generated report/# of children served.	X	X	X	X
1a. Home visiting families receive social-emotional, and protective factor assessments.	<b>Target:</b> 90% of families enrolled in home visiting services complete identified assessments <b>Measure:</b> EHR report/% who received assessments. <b>Measure:</b> Baseline and discharge comparison of assessment scores.	X	X	X	
1b. Immunizations assessed for all children and family members upon enrollment and as appropriate based on the immunization schedule. Families provided with information about vaccines and accessing immunizations.	<b>Target:</b> 90% of children enrolled in home visiting services have documented assessment of immunization status and information. <b>Measure:</b> EHR Report/% who received assessment. <b>Measure:</b> % of participants up to date on vaccines at 24 months.	X			
1c. Developmental Screenings provided for all children participating in home visits within 30 days of enrollment and per screening tool guidelines. Follow-up and referral made for all screenings that indicate a developmental delay.	<b>Target:</b> 90% of children enrolled in home visiting services have documented developmental screening within 30 days. Referral documented for any screening that identifies a delay. <b>Measure:</b> EHR report/% with completed developmental screening. <b>Measure:</b> # referred due to identified delay.	X	X		

2021 Activities	2021 Targets/ Proposed Measure(s)	Goal Areas			
		Health	Early Learning Experience	Strong Families	Systems of Support
1d. All families participating in home visits are provided with information about oral health and how to access appropriate care.	<b>Target:</b> 90% of families enrolled in home visiting service have documented oral health education. <b>Measure:</b> EHR report/% that received information. <b>Measure:</b> % of 12 month olds that received first dental visit.	X		X	
<b>COMMUNITY EVENTS</b>	<b>TARGET: 300-350 CHILDREN</b>				
2. Weekly playgroups held throughout the community (Northport, Leland, Suttons Bay, Elmwood, Glen Arbor/Empire)	<b>Target:</b> 5 weekly playgroups held at least 9 months of the year. <b>Target:</b> 100 kids participate in playgroups. <b>Measure:</b> # of playgroups in each location; average attendance at each location; total number of children participating in playgroups.	X	X	X	
3. Developmental screening offered to all families attending playgroups or other related events.	<b>Target:</b> 15% of children 0-6 (approximately 150) receive a developmental screening <b>Measure:</b> # of children provided developmental screenings. <b>Measure:</b> # of children referred due to identified delay	X	X		
4. Hearing and vision screening offered to all 3-4 year old children.	<b>Target:</b> 20 children between the ages of 3-6 yrs and not attending preschool receive hearing or vision screening <b>Measure:</b> # of children screened; # of children referred due to failed screening	X	X		
5. Immunization information, including how to access immunizations, provided to the community	<b>Target:</b> 55% of children 19-36 months are up to date on vaccines. (Baseline: 52%) <b>Measure:</b> % of children 19-36 months up to date per MCIR report.	X			
6. All breastfeeding families offered IBCLC or breastfeeding support visits.	<b>Target:</b> 50 Breastfeeding visits provided. <b>Measure:</b> Number of breastfeeding support visits conducted.	X			
7. Community Events responsive to the interests/requests of Leelanau families are planned and implemented.	<b>Target:</b> At least 4 community events held <b>Measure:</b> Summary of event, including topic and # attended.	X	X	X	X

2021 Activities	2021 Target/ Proposed Measure(s)	Goal Areas			
		Health	Early Learning Experience	Strong Families	Systems of Support
8. A monthly newsletter is established and distributed to include topics relevant to Leelanau County families.	<b>Target:</b> 12 newsletters created and distributed. <b>Measure:</b> # of newsletters and #/types of distribution methods.	X	X	X	X
<b>SYSTEMS DEVELOPMENT</b>					
9. A community assessment of oral health access will be compiled to identify strengths, barriers, and opportunities for improvement.	<b>Target:</b> Developed plan to increase the number of children who receive a first dental visit by 1 year of age. <b>Measure:</b> Baseline % of children 1 year of age who receive a dental visit; Written plan for increasing the above %.	X			X
10. A community assessment of mental health access will be compiled to identify strengths, barriers, and opportunities for improvement.	<b>Target:</b> Developed plan to increase access to mental health services. <b>Measure:</b> Baseline data related to mental health access; Written plan reduce barriers.	X		X	X
11. Mom Power mental health intervention planned and implemented.	<b>Target:</b> At least 10 women participate in Mom Power program. <b>Measure:</b> # of women participating in program; Pre/Post changes in assessment scores. .	X		X	
12. Establish partnerships to identify and advance <u>quality</u> childcare and preschool opportunities for Leelanau children.	<b>Target:</b> Partner with 5toOne Great Start to create and implement an assessment of childcare/preschool opportunities and needs. <b>Measure:</b> Written summary of findings and potential advocacy activities.		X	X	X
13. Coordinate with preschools, kindergarten options (including homeschool, public and private school) and other enrichment opportunities for young children to facilitate and enhance school readiness.	<b>Target:</b> 75% of preschools/kindergarten options surveyed to determine gaps in school readiness. <b>Measure:</b> Survey results; Written plan to address gaps.		X		X
14. Establish partnerships with community resources and facilitate connections for families.	<b>Target:</b> Partner with resource linking programs to develop standardized processes for connecting families to resources. <b>Measure:</b> Written procedure shared with all partners.	X		X	X



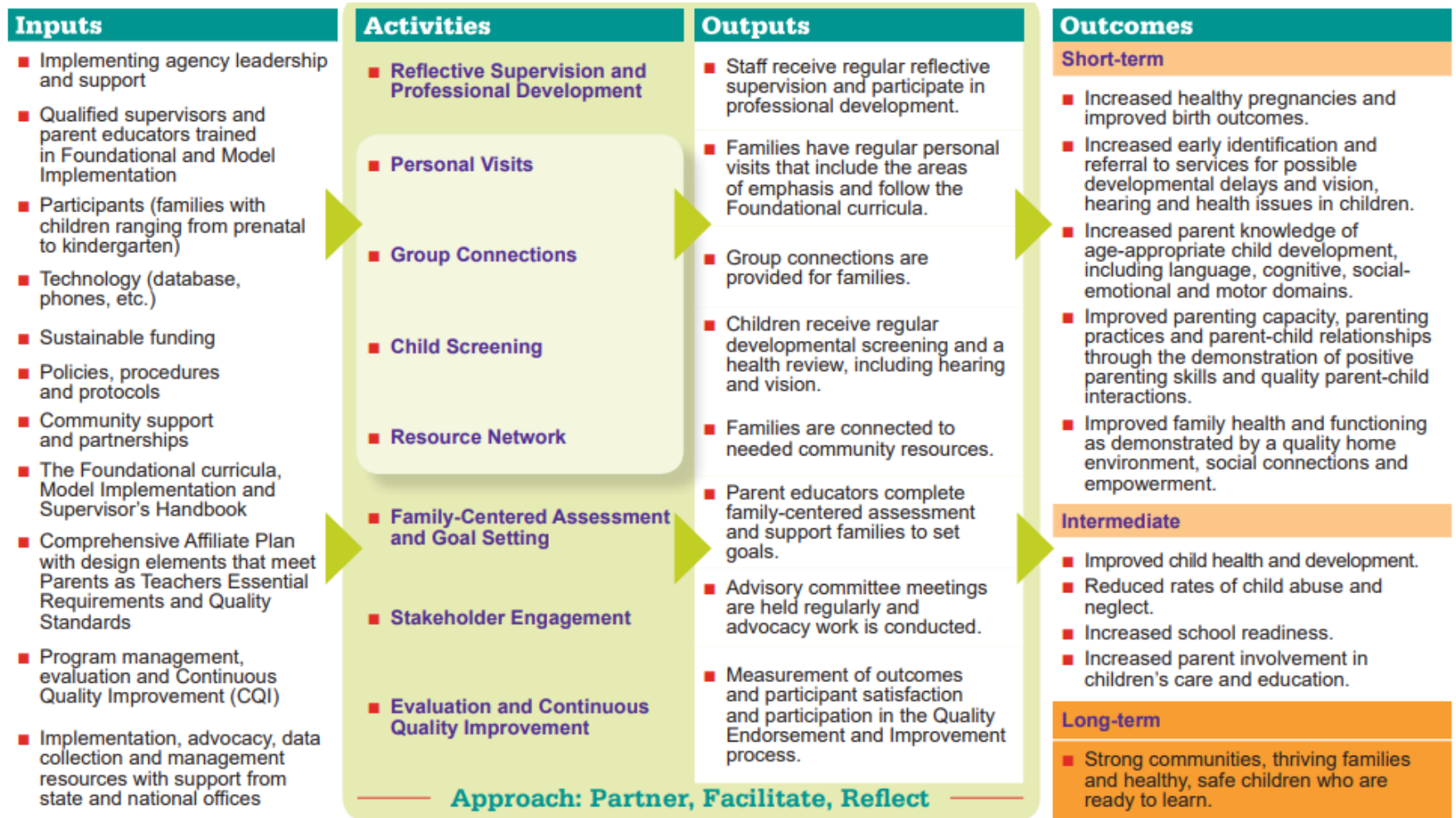
	<b>Measure:</b> Number of families assisted with connection to community resources.				
		<i>Goal Areas</i>			
<b>2021 Activities</b>	<b>2021 Target/ Proposed Measure(s)</b>	<b>Health</b>	<b>Early Learning Experience</b>	<b>Strong Families</b>	<b>Systems of Support</b>
15. Establish a Leelanau Early Childhood Advisory Council (LECAC) to advise and facilitate creation of a seamless system of early childhood services and opportunities that is responsive and relevant for Leelanau County families.	<b>Target:</b> At least 4 LECAC meetings are held, with representation from physical health, mental health, dental health, schools, preschools, day care, human services, and parents. <b>Measure:</b> Meeting minutes, LECAC membership roster.	X	X	X	X
15a. Establish task-oriented subcommittees to assist and support staff to address identified needs.	<b>Target:</b> At least one LECAC subcommittee formed. <b>Measure:</b> Meeting minutes and attendance records.	X	X	X	X
15c. Develop a clear visual representation of the integrated system for referral and enrollment between providers of early childhood programs/services/providers	<b>Target:</b> All early childhood services/programs/providers identified. <b>Measure:</b> Mapping or matrix of programs/services/providers and referral mechanisms.	X	X	X	X
16. Conduct an annual assessment of programs, services, and qualitative and quantitative indicators that enable/disable early childhood success.	<b>Target:</b> At least one assessment conducted. <b>Measure:</b> Summary of data analysis				X
16a. Explore and employ data sharing options with early childhood partners.	<b>Target:</b> All early childhood partners surveyed about data collection/evaluation practices/systems. <b>Measure:</b> Summary of survey findings and opportunities for data sharing.				X
16b. Research and benchmark promising practices from other state/national initiatives.	<b>Target:</b> At least 2 well established similar initiatives researched. <b>Measure:</b> Summary of best practices, with applicable practices incorporated into current and/or future Leelanau County Early Childhood workplans.				X
17. Establish a marketing plan to inform families about early childhood opportunities and to share information that improves the health and well-being of children, ensuring broad inclusion of all Leelanau County families.	<b>Target:</b> All Leelanau families with children ages 0-6 know where to find information about local opportunities and resources. <b>Measure:</b> Documented diversified distribution of outreach, including timeline, source of distribution,	X	X	X	X

	estimated number of families reached.				
		<i>Goal Areas</i>			
2021 Activities	2021 Target/ Proposed Measure(s)	Health	Early Learning Experience	Strong Families	Systems of Support
17a. Create and maintain a monthly calendar of events/opportunities available to families.	<b>Target:</b> Monthly calendar created and distributed through at least 2 sources. <b>Measure:</b> Documented distribution of monthly calendars.	X	X	X	
17b. Establish a social media presence to share information and create connections between families.	<b>Target:</b> Social media postings occur at least weekly and include broad range of topics reflective of the interests/demographics of Leelanau County families. <b>Measure:</b> Quarterly list of topics presented via social media.	X	X	X	X
17c. Explore, and if feasible develop, a webpage linked to the Leelanau County website.	<b>Target:</b> A webpage focused on information and opportunities targeted to families with young children is created and updated regularly. <b>Measure:</b> Fully functioning webpage in place.	X	X	X	X
18. Create strategies to articulate the value of early childhood investment.	<b>Target:</b> Creation of a document highlighting key early childhood investment strategies and outcomes. <b>Measure:</b> The above document is distributed to local and state stakeholders.				X
19. Partner with related entities to provide outreach to policy makers to encourage constructive early childhood supports.	<b>Target:</b> Leelanau County Early Childhood Leaders participate in at least one opportunity to provide information to policy makers about needed supports to improve the well-being of young children. <b>Measure:</b> Written summary of advocacy efforts.				X

2021 Activities	2021 Target/ Proposed Measure(s)	Goal Areas			
		Health	Early Learning Experience	Strong Families	Systems of Support
<b>EVALUATION</b>					
20. Implement a mechanism to collect input from Leelanau County families on satisfaction with services/programs/opportunities and desires for future use of funding.	<p><b>Target:</b> At least 50% of families participating in any service/program/event complete a survey.</p> <p><b>Measure:</b> % of participating families that completed the survey and summary of survey results.</p>				X
21. Identify and implement a process to capture, analyze and summarize evaluation data related to process, short-term and long-term goals impacted by the Leelanau Early Childhood Millage.	<p><b>Target:</b> Data capture system is developed to facilitate analysis/evaluation indicators.</p> <p><b>Measure:</b> Completed data analysis measuring progress toward identified indicators.</p>				X

**Appendix C.**

**Parenting Communities (Home Visiting) Program Logic Model\***



\*copyright, Parents as Teachers, 2017

Appendix D.  
Budget Narrative

**LEELANAU EARLY CHILDHOOD**  
**BUDGET SUMMARY AND JUSTIFICATION**  
January-December 2021

<b>Salaries + Fringe</b>	<b>\$397,049</b>
Community Development Coordinator 1.0 FTE Administrative Assistant .5 FTE PC Supervisor .3 FTE Social Worker .5-1.0 FTE CHW 2.0-2.5 FTE Registered Dietician .03 FTE Biller .025 FTE Director of Personal Health .025 FTE Director of Admin Services .025 FTE	
<b>Travel/Mileage 49,000 miles @.55</b>	<b>\$26,950</b>
<b>Supplies/Materials</b>	<b>\$15,540</b>
4 Laptop Computers + Software Licenses Zoom Subscription Marketing Materials Supplies for playgroups/community events Office Supplies	
<b>Contractual</b>	<b>\$11,000</b>
Data/Evaluation Technical Assistance Consultant	
<b>Other Expenses</b>	<b>\$46,600</b>
Communications/Phones/Data Space Reflective Supervision (PC Staff Requirement) Parents as Teachers (PAT) Start Up Program Fees PAT Assessment Tools Mom Power Program CHW Certification Website	
<b>Indirect Costs</b>	<b>\$143,771</b>
<b>Total</b>	<b>\$640,910</b>

## Leelanau Early Childhood Programming

### County-Wide Early Childhood System Development

1. Staff:

**Early Childhood Systems Development Coordinator, 1.0 FTE**

Qualifications: Experience convening and facilitating community groups; Ability to seek, understand and communicate data and to use data for development and evaluation of early childhood programming; Skilled in the programs and design elements needed to create marketing materials, including paper, social media or website elements. Skilled communicator.

- Identifies and creates partnerships with entities that offer services/programs for families with young children to facilitate integration, coordination and cross referral for programs/opportunities that target these families.
- Create procedures to assist families in navigating community resources to address social determinants of health needs.
- Convene/facilitate a county-wide Leelanau Early Childhood Advisory Council and related sub-committees (4 quarterly meetings/year and sub-committee meetings as needed to accomplish specific tasks)
- Facilitate the development and implementation/distribution of marketing/outreach for early childhood programs, services, and opportunities available to Leelanau County families (both those funded through Leelanau County and other early childhood partners)
- Facilitate/maintain an early childhood focused social media presence
- Facilitate an early childhood needs assessment (e.g. qualitative and/or quantitative) annually to identify gaps/barriers/needs to guide future early childhood planning.
- Analyze the early childhood system and work with system partners to create a seamless system that addresses community needs and assures referral and enrollment of families into services, programs and opportunities. The early childhood system includes health care (mental health, physical health, dental health), addressing social determinants of health, supporting parents, school readiness, and other system components that lead to thriving families.
- Partner with public and private schools to assess gaps in school readiness and ensure integration of strategies to close gaps through provided early childhood programs, services and opportunities.
- Establish a robust communication network between all early childhood partners, including schools, childcare, health care, dental care, infant mental health providers, home visiting programs and others.
- Represent Leelanau County Early Childhood on relevant local and regional groups (e.g. LCFCC, Regional and Perinatal Collaborative Network, Regional Perinatal Substance Use Committee, Regional Home Leadership Group (LLG), etc..
- Compile and distribute reports of activities/progress to the community and provide input for reports to the Leelanau Board of Commissioners and the Benzie-Leelanau District Health Department Board of Health.
- Facilitate establishment and maintenance of a webpage specific to early childhood topics on the county website.

- Provide input to the BLDHD PH Director in the development of annual workplans and budgets

**Early Childhood Administrative Assistant: .5 FTE**

- Provide administrative support for the Leelanau Early Childhood Advisory Council and subcommittee meetings including sending out invitations, facilitating video or phone conferencing technology, meeting meetings, etc.
- Create and distribute marketing/outreach materials
- Develop and distribute a monthly calendar of activities and resources for families
- Assist with data collection and tracking (e.g. Microsoft Excel or similar program)
- Provide logistical support for opportunities/programs/services such as assisting with recruitment of participants; compiling printed materials, coordinating space, food, and other supplies.
- Provide information for and assist with maintenance of social media and website support
- Provide administrative support to the County Early Childhood Coordinator

**2. County-wide Coordination Expenses**

- 1-year Premium subscription to Zoom, \$180.00
- Meeting expenses (copies, snacks, etc): \$100
- Marketing Materials:
  - Printing: \$500
  - Banner/Signage: \$400
- Website development: \$500
- Travel: Mileage for meetings, trainings: 1000 miles/\$550
- 2 Laptop Computers with Office 365 licenses (Coordinator and admin assistant): \$5230
- 2 Cell Phone(s)

**Parenting Communities**

1. Staffing

**Supervisor: .3 FTE**

Qualifications: Experience overseeing all aspects of health-related programming, including infrastructure development, staff management, program evaluation and quality improvement. Proficient at using computers. Skilled communicator.

- Evaluates and oversees current Parenting Communities Program
- Develops policies and procedures for program implementation
- Develops process and outcome measures and ensures data collection and reporting of measures
- Supervises program staff, including hiring, evaluation, scheduling, etc..
- Ensures all program staff receive required trainings
- Coordinates the acquisition of supplies needed for all program activities
- Ensures programs expenses do not exceed budgets
- Conducts quality assurance activities to ensure program fidelity
- Conducts quality improvement activities to identify and respond to areas of improvement
- Participates on the Leelanau County Early Childhood Advisory Council and the regional home visiting Local Leadership Group

**Licensed Social Worker: .5 -1.0 FTE (will increase time as needed)**

Qualifications: Master's Degree preferred, licensed in the state of Michigan; Experience working with families and young children; Infant Mental Health Endorsement preferred; knowledge of community resources and supports

- Conducts intake assessments to assess family needs
- Work with the family to identify goals and make a plan to achieve goals
- Provide direct, home or office-based services for families with complex social or mental health needs.
- Functions as part of the Parenting Communities team in coordination of care for families, identification and sharing of referral resources, identification and administration of social and mental health assessment tools, and other areas of planning within the mental health discipline.
- Participates on the Leelanau County Early Childhood Advisory Council, and local and regional mental health coalitions/committees
- Participate in team planning
- Provide reflective supervision for Community Health Workers and participate in group reflective supervision activities.
- Work with the Director of Personal Health and the BLDHD biller to develop systems and policies for third party billing for eligible services.
- Create relationships with early childhood related referral partners, including mental health providers, physical health providers, schools, human services agencies, and others.
- Provide expertise and leadership in county-wide work to identify needs and barriers related to mental health and mental health care and in the development and implementation of strategies to address identified needs.
- Implement Mom Power, or similar evidenced based mental health interventions, annually

**Community Health Worker: 2.5 FTE (Start with 2.0 and increase as needed)**

Qualifications: Experience working with families with young children; Knowledge of child development; knowledge of community resources and supports

- Obtain certification as a Community Health Worker and Parents as Teachers
- Using the Parents as Teachers model, conduct home visits based on family needs and interests, which may include parenting support and education; education about preventive health care for children and adults; assessment of physical/mental/social needs of the family and linking health care providers and community resources; assessment of physical/social/emotional development of the child; individualized assistance in addressing barriers to improve the health of the family.
- Coordinate and facilitate weekly playgroups in each community
- Coordinate community events based on parent interests (education, social, community service)
- Participate in team planning and reflective supervision activities



### **Registered Dietician: .03 FTE**

Qualifications: Certified Registered Dietician

- Provide home or office visit based nutrition education for parents and children
- Assist families in developing goals and activities to improve the nutrition of all members of the household.
- Provide nutrition education at playgroups or community events as requested.

## **2. Parenting Communities Expenses**

- CHW Certification:  $\$1200 \times 3 = \$3600$
- Parents as Teachers
  - Start up Subscriber Fees and training  $\$1575$  per person  $\times 4$ , +  $\$330$  renewal for already trained CHW =  $\$5055$
  - Deca/ASQ screening tool fees:  $\$650$
- 2 Laptop Computer and software (for 3<sup>rd</sup> CHW and SW):  $\$5230$
- Cell phones  $\times 4$
- Mileage: 12 visits or playgroups/week  $\times 4$  (3 CHW, 1 SW)  $\times 40$  miles/visit =  $1920/\text{week} \times 50$  weeks =  $96,000$  miles/year  $\times .55 = \$52,800$
- Reflective Supervision: Monthly individual + twice monthly group = 8 hours/month @  $\$125/\text{hr} \times 12$  months =  $\$12,000$
- Programmatic supplies/materials (e.g. community events, outreach, playgroup supplies, etc):  $\$3500$

### **Mental Health**

- Mom Power:  $\$15,000$  (Facilitator training, printing/outreach, mileage, meals, child care lead stipend, co-facilitator, Reflective Supervision)
- Other changes/interventions to be included in subsequent budgets

### **Administration**

#### 1. Staffing:

#### **Director of Personal Health: .05 FTE**

- Supervises Early Childhood County Coordinator and Parenting Communities Supervisor
- Oversees the full project to ensure workplan requirements are on-target
- Compiles quarterly reports for submission to the Board of Health and Board of Commissioners.
- Monitors all budgets related to this Early Childhood project and works with the Director of Administrative Services to ensure accuracy and accountability for all expenses.
- Seeks opportunities to maximize dollars, such as insurance billing, Medicaid match, or grant funding.

#### **Director of Administrative Services: .025 FTE**

- Monitors and documents all expenses and revenues related to programs and services funded through the Leelanau early childhood millage.
- Prepares Financial Status Reports and submits to the Leelanau County Board of Commissioners at least quarterly and upon request.
- Prepares reports for auditors, as required

**Biller: .025 FTE**

- Explore options for third party billing of all provided services
- Develop contracts with health plans as needed
- Submit claims to third party plans, and mitigate rejected claims.

**Contracted Services:**

- Data Analysis and Evaluation: \$1000  
Technical Assistance for data entry and analysis
- Consultant: \$10,000  
Subject matter expert in development of county-wide early childhood initiatives; benchmarking best practices from similar communities; assist with long term evaluation modeling; inform systems development process.

# **EXHIBIT B**

**LEELANAU COUNTY  
BOARD POLICY**

GENERAL SUBJECT:	Administration/General (County Administrator)	Policy No.	<b>13</b>
SPECIFIC SUBJECT:	Insurance Requirements Policy	Adopted:	04/17/1990
		Revised:	02/15/1994
		Revised:	05/21/2013
		Revised:	12/19/2017

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APPLIES TO: All Leelanau County Employees and Elected Officials.

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**PURPOSE:** The Leelanau County Board of Commissioners hereby establishes a policy on insurance requirements for contractors, vendors, individuals, and/or organizations receiving monies from Leelanau County. The purpose of these requirements is to assure that the parties referenced above are accepting appropriate responsibility for insuring their own operations, and that they are not unduly exposing Leelanau County taxpayers to liability and/or loss.

The Contractor, and any and all of their subcontractors, shall not commence any work until they have met the insurance requirements outlined in this policy. All coverage shall be with insurance companies licensed and admitted to do business in the State of Michigan. All coverages shall be with insurance carriers acceptable to Leelanau County and have a minimum A.M. Best Company ([www.ambest.com](http://www.ambest.com)) Insurance Report rating of not less than A or A- (Excellent).

1. Workers' Compensation Insurance: The Contractor shall procure and maintain during the life of the contract, Workers' Compensation Insurance, including Employers' Liability Coverage, in accordance with all applicable statutes of the State of Michigan. Workers' Compensation and Employers' Liability Insurance are required if the party hires one or more persons or currently has employees. If a party currently does not have any employees, and is a sole proprietor, an affidavit must be filed with the County Clerk stating that the party currently has no employees and will not hire any while working for Leelanau County as a contractor or a subcontractor, etc. If a party currently does not have any employees and is incorporated (Inc.) or a limited liability corporation (LLC), they must file a Notice of Exclusion, WC-337, with the State of Michigan and then provide a copy of the State-approved document to the County Clerk.

2. Contractor's Tools & Equipment: The Contractor shall be responsible for insuring all its tools, equipment and materials which it may leave at the Project's work site. The County shall not be responsible for any loss or damage to the Contractor's tools, equipment and materials.
3. Professional Liability (Errors and Omissions) Insurance: [For contracts for professional services, e.g., Architect, Engineers, Doctors, Dentist, etc.] The Contractor shall possess Professional Liability Insurance (errors and omissions) with limits of not less than \$1,000,000.00 per occurrence or claim. If the Professional Liability Insurance is on a claims-made basis, the Contractor shall purchase extended reporting period "tail" coverage for a minimum of three (3) years after termination of the Agreement.
4. Commercial General Liability Insurance: The Contractor shall procure and maintain during the life of their contract, Commercial General Liability Insurance on an "Occurrence Basis" with limits of liability not less than \$1,000,000.00 per occurrence and aggregate combined single limit, Personal Injury, Bodily Injury, and Property Damage. Coverage shall include the following extensions: (A) Contractual Liability; (B) Products and Completed Operations; (C) Independent Contractors Coverage; (D) Broad Form General Liability Extensions or equivalent; (E) Deletion of all Explosion, Collapse, and Underground (XCU) Exclusions, if applicable.
5. Motor Vehicle Liability: The Contractor shall procure and maintain during the life of their contract Motor Vehicle Liability Insurance, including Michigan No-Fault Coverage, with limits of liability not less than \$1,000,000.00 per occurrence combined single limit, Bodily Injury, and Property Damage. Coverage shall include all owned vehicles, all non-owned vehicles, and all hired vehicles.
6. Deductibles: The Contractor shall be responsible for paying all deductibles in its insurance coverages.
7. Additional Insured: Commercial General Liability and Motor Vehicle Liability Insurance, as described above, shall include an endorsement stating that the following shall be **Additional Insureds**: Leelanau County, all elected and appointed officials, all employees and volunteers, all boards, commissions, and/or authorities and board members, including employees and volunteers thereof. The Contractor's insurance coverages shall be primary to the Additional Insureds and not contributing with any other insurance or similar protection available to the Additional Insureds, regardless of whether said other available coverage be primary, contributing or excess.
8. Cancellation Notice: Workers' Compensation Insurance, Commercial General Liability Insurance, and Motor Vehicle Liability Insurance, as described above, shall include an endorsement stating the following: "It is understood and agreed that Thirty (30) days Advance Written Notice of Cancellation, Non-Renewal, Reduction, and/or Material Change shall be sent to the office of the Leelanau County Administrator.

9. Owners' and Contractors' Protective Liability: [For Contracts for Construction or Large Repair or Maintenance Projects such as road work, sewer work or building projects] The Contractor shall procure and maintain during the life of the contract, a separate Owners' and Contractors' Protective Liability Policy with limits of liability not less than \$1,000,000.00 per occurrence and aggregate combined single limit, Personal Injury, Bodily Injury, and Property Damage. Leelanau County shall be "Named Insured" on said coverage. Thirty (30) day Notice of Cancellation shall apply to this policy.
  
10. Proof of Insurance Coverage: The Contractor shall provide Leelanau County at the time that the contracts are returned by him/her for execution, A "Certificate of Liability Insurance," on Accord Form #25, with the necessary coverages included, as listed below:
  - a. Certificate of Insurance for Workers' Compensation Insurance;
  - b. Certificate of Insurance for Commercial General Liability Insurance;
  - c. Certificate of Insurance for Vehicle Liability Insurance;
  - d. Certificate of Insurance for Professional Liability Insurance on Projects where such insurance is required.
  - e. Original Policy, or original Binder pending issuance of policy, for Owners' & Contractors' Protective Liability Insurance, where such insurance is required.
  - f. If so requested, Certified Copies of all policies mentioned above will be furnished.
  
11. If any of the above coverages expire during the term of the contract, the Contractor shall deliver renewal certificates and/or policies to the Leelanau County Administrator at least ten (10) days prior to the expiration date.

Failure to comply with these insurance requirements could result in the termination of a contract or delay in receipt of funds. Questions regarding the scope of applicability of this policy may be directed to the Leelanau County Administrator.