

Battle Creek's Shared Vision

A community where every child, prenatal through third grade, in Battle Creek is thriving because they have equal opportunity to experience supportive early learning, economic security, health and safety.

Potential Strategies

Possible ways of accomplishing each of the essential conditions

Shift organizational policies & practices

to support essential community conditions such as providing marginalized groups with access to power & helping families access the service delivery system

Coordinate & align community efforts

to meet internal needs, address gaps in services, build capacity & leverage impact

Support residents to effectively engage

in the service delivery system & in leadership roles made available to non-traditional leaders

Support an inclusive community culture

that engages diverse perspectives and uses inclusive and accessible language to engage, educate and influence

Promote collective action & learning

by supporting a culture of trust, risk-taking and accountability where stakeholders collect, use and share data

Essential Community Conditions

What's necessary to realize our shared vision

Accessible, Quality Services & Opportunities

High quality services and opportunities are available and accessible to all families

Collective Action & Learning

Relevant data is available and collectively used to guide action and decision-making

Coordination & Alignment

Community efforts are coordinated and aligned across organizations and groups

Diverse Perspectives

Diverse voices and perspectives are authentically engaged in all aspects of the work

Shared Goals & Accountability

Individuals and organizations are working towards shared goals and hold each other accountable

Mindsets

Individuals across the community hold attitudes, values and beliefs that support the shared vision

Impact

What we'll see when our shared vision is realized

Education

- All children ready for school, succeeding by third grade, and graduating from high school
- Parents are partners in education and development

Health

- All children access affordable, preventative health care
- Children and families have good nutrition and physical health
- Mothers have planned and healthy pregnancies

Economic Security

- Residents have livable wage jobs

Community

- Safe neighborhoods
- Service delivery system meeting community's needs

Identified Barriers & Root Causes
What gets in the way of our shared vision

Full Summary of Community Visioning Session

Introduction

If we are to experience success for our youngest children in Battle Creek, we know that it will require working together. To work together effectively requires that we agree upon where we are going and how we will get there. It also requires that we build our shared efforts on a foundation of knowledge that is rooted in both research and experience. It requires a shift in how we see ourselves in relationship with one another – across organizations, across disciplines, and beyond an “us/them” approach when it comes to engaging residents.

On December 18, 2012, BC Pulse welcomed 105 Battle Creek residents, services providers and leaders to participate in a community visioning session. Participants included residents from different neighborhoods; leaders from city government, school districts, the faith-based community and nonprofit organizations; elected officials; and direct service providers from the fields of health and economic security; as well as teachers, principals, and child care providers from the field of education.

Collectively, we scratched the surface of what it will take for us to achieve our shared vision of *a community where every child, prenatal through third grade, in Battle Creek is thriving because they have equal opportunity to experience supportive early learning, economic security, health and safety.* Participants engaged in a process that allowed us to define what we will see when this vision is realized, what’s necessary in order to achieve those goals, what barriers and root causes stand in the way of us currently experiencing success, and what strategies might we implement to address those barriers.

But that was only the beginning.

BC Pulse is a community resource providing support to collective action and learning aimed at system change. Our intent is to shift conversations to focus on *why* barriers exist and *how* we can collectively implement strategies to address and remove obstacles to the shared vision. To do so, we focus on the process of community change, maintaining that to effectively create and support a community where children are healthy and thriving, we all have a part to play.

Our hope is that this document will provide you with an analysis of what we learned at the community visioning session, the process we collectively went through to get there, and how this information will guide BC Pulse’s next steps in engaging the community in pursuit of our shared vision. Also included is additional information from the breakout sessions meant to provide you with a summary of what emerged from those conversations.

We are excited to be a partner in this work with each of you and look forward to what’s to come.



Battle Creek's Shared Vision

A shared vision for change is a commitment from all community stakeholders to engage in shared action to address a complex social problem. If we are to see any change in our community, a shared vision is necessary and must include a common understanding of the problem and a joint approach to solving it through agreed upon action. Simply put, it helps us see where we need to go - and all be on the same page of how to get there.

Battle Creek Vision Statement

A community where every child prenatal through third grade in Battle Creek is thriving because they have equal opportunity to experience supportive early learning, economic security, health and safety.

Process Used to Develop the Statement

BC Pulse engaged a diverse work group that supported the scan of existing efforts' vision statements around young children in Battle Creek. The result of this scan was the drafted collective vision statement presented on December 18, 2012. This draft is meant to serve as foundation for further discussion and action around a collective vision for our community.

This diverse work group represented many sectors, different issues, and a multitude of roles within our community.



Impacts

Impacts are what we will see when our shared vision is realized. More specifically, it is what families will experience when we successfully achieve our shared vision. They are generally specific to issues and are measurable.

Summary of Impacts

The following is a summary of the impact we will see within education, health, economic security, and the broader community when our share vision is realized.

Education

- All children ready for school, succeeding by third grade, and graduating from high school
- Parents are partners in education and development

Health

- All children access affordable, preventative health care
- Children and families have good nutrition and physical health
- Mothers have planned and healthy pregnancies

Economic Security

- Residents have livable wage jobs

Community

- Safe neighborhoods
- Service delivery system meeting community's needs

Process

One of the challenges for the day was to identify WHAT the shared vision would actually look like for children and families in Battle Creek. To ensure there was a shared understanding of what we collectively strive for, time was spent defining this new vision.

Small groups discussed the impacts evident through the lenses of health, education, and economic security if we were to realize the vision. Additionally, groups had the option to identify “other” impacts integral to children and families thriving.

These impacts were written on cards and shared with the large group. Through a collective sharing and sorting process, the identified impacts painted a picture of the desired reality for children and families in Battle Creek. A full summary of the impacts identified was included in the initial vision session summary distributed in December 2012.



Essential Community Conditions

In order to achieve the impact we seek together, we must identify what would be in place if all children and families were thriving. While many “conditions” were named in the course of our work together in December, there were six that were consistent themes throughout all of our conversations. These are the conditions we must pay attention to as we work collectively. We will know that we are impacting true change if we focus on these essential community conditions.

Summary of Essential Community Conditions

The following is a broad summary of the conditions necessary to realize our shared vision. A brief definition and specific examples provided by participants are included.

Accessible, Quality Services and Opportunities

- **Definition:** High quality services and opportunities are available and accessible to all families in Battle Creek.

Examples:

- City transportation has extended hours, is family friendly for all ages, and is accessible to non-English speakers.
- All children and families living in Battle Creek have opportunity to access healthy lifestyle supports, including quality mental health services and diverse medical providers.

Collective Action and Learning

- **Definition:** Relevant data is available and collectively used to guide action and decision-making.

Examples:

- Organizations and the broader community value data in decision-making and continuous learning.
- A data dashboard is accessible to the public, includes short and long-term goals, and is subject to public dialogue for learning what’s working and what needs to change.

Coordination and Alignment

- **Definition:** Community efforts are coordinated and aligned across organizations and groups.

Examples:

- Organizations serving the same populations share information and resources.
- Childcare centers in Battle Creek use a common preschool application.

Engagement of Diverse Perspectives

- **Definition:** Diverse voices and perspectives are authentically engaged in all aspects of the work.

Examples:

- Battle Creek has a shared and well-represented power base, made up of diverse leaders with varying talents from different background.
- Resident knowledge and voice is sought and values as a public data source.

Shared Goals and Accountability

- **Definition:** Individuals and organizations are working towards shared goals and hold each other accountable.

Examples:

- Authentic partnerships across organizations and sectors have shared goals, open communication, mutual respect, cooperation, shared values, and real accountability structures in place.
- Battle Creek has a shared vision for using schools as community hubs that is rooted in the community's aspiration and needs.

Mindsets

- **Definition:** Individuals across the community hold attitudes, values and beliefs that support the shared vision.

Examples:

- The Battle Creek community embraces diversity and respects different learners in the community.
- Family input is valued and sought after, and structures are in place to support and foster parent engagement in organizational decision-making.

Process:

Following the impacts section, participants were asked to imagine the following scenario:

"It's five years from now and we've done it. We've developed effective ways of working together and we've accomplished our vision—young children, before they're born through the time they are in third grade, are thriving in this community."

Individually, as a small group, and finally as a large group, two questions were addressed concerning this scenario. First, how did we do it? Second, what did our community put in place to achieve our vision that made it possible for children and families to achieve the impacts we collectively developed?

Through this process, ingredients (conditions) were identified—for our neighborhoods, for organizations providing supports and services, for how organizations work together, and for our broader community—needed to make our vision a reality. A full summary of the ingredients (conditions) identified was included in the initial vision session summary distributed in December 2012.



Barriers and Root Causes

Barriers are the things that stand in our way of realizing our shared vision. It is necessary for us to understand these barriers, and it is equally as important to understand WHY these barriers exist. As we explore barriers and root causes, it is important to explore what gets in our way and why from multiple different perspectives.

Summary of Barriers and Root Causes

The appendix includes the barriers and root causes participants identified for specific vision ingredients such as quality K-12 education, schools as community hubs, diverse and equitable leadership, etc.

Process

For the barriers and root causes portion of the day, participants were asked to self-organize around the conditions identified in the ingredients exercise. Participants were then asked to work with their groups to identify the obstacles, issues or constraints that prevent us from putting the specific vision ingredients in place. For example, one group focused on what is getting in the way of us providing free quality preschool to all three and four year olds, while another explored barriers and obstacles to accessible transportation for Battle Creek residents.

After groups had identified a number of barriers, participants conducted a root cause analysis to better understand WHY these barriers exist in Battle Creek. Group facilitators asked a series of 'why' and 'why here' questions to encourage participants to explore what is at the core of our shared obstacles. Additionally, groups were asked to look at these barriers from multiple perspectives to best understand the issue.



Proposed Strategies

As we work together in pursuit of the shared vision, it is important to develop strategies that could remove or bypass targeted barriers that stand in the way of success. To maximize the community's capacity to create real change, these strategies should address the specific systems that hinder the success and effectiveness of individuals and efforts.

Summary of Proposed Strategies

The following is a summary of the proposed strategies for accomplishing the essential community conditions. Several examples provided by participants are included to illustrate the strategies. Some examples may demonstrate themselves in multiple strategies.

Shift organizational policies & practices to support essential community conditions

1. **Strategy:** Shift organizational policies and practices to provide marginalized groups with access to power.

Examples:

- Build and promote diverse and accountable leadership in Battle Creek by supporting opportunities and pathways for non-traditional leaders to access leadership roles.
- Develop committees of local parents to convene service providers in order to communicate their needs and aspirations to influence decision-making concerning service delivery.

2. **Strategy:** Shift organizational policies and practices to help families access the service delivery system.

Examples:

- Create a visual language with symbols to denote important transportation information that is accessible to people of all languages.
- Provide navigators and peer supports to help parents access the services and supports they need.

3. **Strategy:** Embed organizational policies, practices, and processes that are grounded in diverse perspectives.

Examples:

- Develop joint-use practices for the community to use schools as a resource by building authentic resident partnerships to incorporate the community's needs and aspirations.
- Provide cultural sensitivity training for bus drivers, transportation administration staff and city staff to provide family friendly and accessible transportation services.

Coordinate and align community efforts to leverage impact

4. **Strategy:** Connect with outside supports to meet internal needs, address gaps in services, and build capacity.

Examples:

- Connect with organizations already working with non-English speaking populations to identify community needs around family friendly and accessible transportation services.

- Connect schools with existing community health resources and organizations to provide children and families with access to healthy lifestyle supports and services in their neighborhoods.

5. Strategy: Blend, share, and leverage resources across organizations.

Examples:

- Blend funding between childcare providers to leverage resources to fund more affordable, high quality preschool slots.
- Connect the public transportation system with other organizations providing transportation services to partner and share resources.

6. Strategy: Work with similar efforts to leverage impact and align content for consistency.

Examples:

- Coordinate dates across school districts to provide a city wide enrichment program for kids while teachers attend cross-district professional development opportunities.
- Align health curriculum and healthy lifestyle messaging across schools and districts to ensure children and families are receiving consistent messages and are supported in making healthy choices.

7. Strategy: Align policies, practices, and processes across agencies.

Examples:

- Adopt and use common preschool application across childcare centers to ensure childcare opportunities are accessible to all families.
- Align fundraising and grantseeking efforts between childcare providers to leverage resources to fund more affordable, high quality preschool slots.

Support residents in effectively engaging in community efforts

8. Strategy: Build capacity to provide marginalized groups with access to power.

Examples:

- Build and promote diverse and accountable leadership in Battle Creek by supporting opportunities and pathways for non-traditional leaders to access leadership roles.
- Provide people with opportunities and training to develop skills around creating a narrative about inclusiveness to promote diversity across the community.

9. Strategy: Build capacity to support residents in effectively access the service delivery system.

Examples:

- Provide navigators and peer supports to help parents access the services and supports they need, such as nutritional and health resources within the community.

Support an inclusive community culture

10. Strategy: Engage diverse perspectives in all aspects of the work.

Examples:

- Seek multiple opinions from different non-English speaking communities to ensure one person is not asked to communicate the needs and aspirations of all non-English speakers.
- Seek input from and partner with parents, schools, providers and nutritionists to develop a school health initiative that promotes healthy lifestyles for children and families.

11. Strategy: Use inclusive and accessible language to engage, educate and influence.

Examples:

- Ensure that all communication and messaging for using schools as a community resource is appropriate for and inclusive of all stakeholders.
- Create signs, schedules and PA announcements in multiple languages for the public transportation system.

Promote collective action and learning

12. Strategy: Collect, use, and share public and expert data to guide collective planning, decision-making, and learning.

Examples:

- Childcare providers and early childhood stakeholders collect and share data regarding the number of preschool aged children, preschool slots available and areas of need to leverage impact.
- Use formative assessment data to plan what instruction should be provided for cross-district professional development.

13. Strategy: Support a culture of trust, risk-taking, and accountability.

Examples:

- Create safe spaces and processes for diverse residents to authentically share experiences and learning about promoting inclusiveness across the community.
- Support culture within organizations and funding bodies that accepts failure and uses it as an opportunity to learn and improve efforts.

Process

Participants engaged in an exercise to develop potential strategies that could remove or bypass targeted barriers AND build the vision ingredients.

After groups developed strategies related to their specific vision ingredient, participants were given the opportunity to visit other groups to learn about other proposed strategies and ask questions.

Next Steps

Based on analysis of both best practice and local readiness, BC Pulse plans to work with existing efforts (i.e. local collaboratives) to embed systems change tools, as well as create new action learning groups to foster collective learning and problem solving.

Research tells us that one effective way of approaching the change we seek is to concentrate our efforts on a targeted geographic area. This approach has proven successful in creating the type of transformation necessary to reach our shared community vision. It is with that in mind that BC Pulse will concentrate its efforts on a targeted neighborhood identified by local stakeholders.

Once established, BC Pulse will support and facilitate collective action and learning within the context of the targeted neighborhood. All action and learning will be defined by a shared agenda that is built on the essential community conditions identified through the community visioning process. This process will engage diverse stakeholders to focus on defining local problems, designing innovative strategies, taking action, and learning for improvement. We each play an important role in reaching this shared vision, and we look forward to your future engagement.

Focus Area: Quality K-12 Education

Potential Partners

- Battle Creek Public Schools
- Calhoun Intermediate School District
- Educator's Task Force
- Lakeview School District
- University partners

Next Steps

Convene diverse perspectives to:

- Conduct a deeper root cause analysis of barriers.
- Explore additional strategies to address barriers and build quality K-12 education.

Definition of Quality K-12 Education

All children in Battle Creek receive:

- a high quality education that includes **evidence-based K-3 reading and math instruction**
- delivered by **highly effective teachers and administrators***
- who **represent diverse populations**
- who are part of a **consolidated school system**

Barriers to Quality K-12 Education

- Lack of an aligned, consistent instruction, teaching and learning within K-12*
- Ineffective effective classroom management within K-12*
- Little time for administrator/teacher professional development*
- Little alignment across and between districts*

Proposed Strategies to Address Barriers and Build Quality K-12 Education

Strategies targeting a high quality education delivered by highly effective teachers and administrators

- Develop a cross-district year-long professional development calendar
 - **Use data for planning, decision-making & learning:** Use formative assessment data to plan what instruction should be provided in cross-district professional development
 - **Coordinate and align efforts:** Coordinate dates across districts with a city wide enrichment program for students; coordinate with busing schedule
 - **Provide needed supports:** Hire an enrichment coordinator; provide kids with extra support who need it
 - **Build capacity:** Connect with a university partner to create a professional development school

* = addressed by proposed strategies

Focus Area: Schools as Community Hubs

Potential Partners

- Residents
- Churches
- School Districts
- PTOs
- Kiwanis Club
- Key Clubs
- Students
- Nonprofits

Next Steps

Convene diverse perspectives to:

- Conduct a deeper root cause analysis of barriers.
- Explore additional strategies to address barriers and build schools and community hubs.

Definition of Schools as Community Hubs

Schools are used as community hubs to...

- provide families and children **access to services and supports**
- located within the **neighborhoods in which they live, work and go to school***
- that address the **physical, mental and educational needs** of residents

Barriers to Schools as Community Hubs

- Little formalized coordination between schools and service providers due to institutional siloes*
- Schools as a community resource is not part of the existing school culture
- Negative past experiences between schools and service providers
- People reluctant to coordinate because of concern over loss of resources or control
- Concern about potential damage to school facilities
- Lack of sufficient resources to support this model (e.g. pay staff, custodial staff, space)

Proposed Strategies to Address Barriers and Build Schools as Community Hubs

Strategies targeting locating services and supports within the neighborhoods in which children and families live, work and go to school

- Develop joint-use practices for community use of school buildings
 - **Develop a shared vision:** Develop a shared vision for using schools as community hubs rooted in the community's aspirations and needs
 - **Use inclusive and accessible language:** Ensure that all communication and messaging is appropriate for and inclusive of all stakeholders
 - **Build authentic resident partnerships:** Planning and action is driven by residents and respects the expertise of those living within the neighborhood
 - **Incorporate diversity:** Develop joint-use practices that incorporate broad concepts of diversity

* = addressed by proposed strategies

Focus Area: City-Wide Transportation

Potential Partners

- Harwood Institute/
United Way
- City of Battle Creek
- JONAH
- Creating Change
- VOCES
- Burma Center
- Churches

Next Steps

Convene diverse perspectives to:

- Conduct a deeper root cause analysis of barriers.
- Explore additional strategies to address barriers and build city-wide transportation.

Definition of City-Wide Transportation

City-wide transportation is...

- **family friendly** for all ages
- **accessible to non-English speakers***
- operates with **extended hours** and
- has a **defined purpose**

Barriers to City-Wide Transportation

- Lack of clarity regarding the local public transportation landscape (e.g. purpose of system, transportation needs of residents, who it is currently serving, who cannot access, etc.)
- Lack of alignment between federal regulations and funding for public transportation and the needs of Battle Creek residents
- Limited access for non-English speaking populations*
- Lack of cultural awareness or sensitivity in transportation system*
- No meaningful resident engagement in transportation system*

Proposed Strategies to Address Barriers and Build City-Wide Transportation

Strategies targeting a city-wide transportation system that is culturally appropriate and accessible to non-English speaker

- Make transportation communication accessible to non-English speakers
- **Use inclusive and accessible language:** Create signs, schedules and PA announcements in multiple languages and make available online and in print; create a visual language with symbols to denote important transportation information that is accessible to people of all languages.

Strategies targeting a city-wide transportation system that effectively engages residents in culturally appropriate ways

- Engage non-English speakers in action and learning around transportation needs and services
- **Seek diverse perspectives:** Seek multiple opinions for different non-English speaking communities to ensure one person is not asked to speak on behalf of all
- **Incorporate diversity:** Provide cultural sensitivity training for bus drivers, transportation administration staff and city staff. Provide opportunities to experience transportation system from resident perspective
- **Coordinate and align efforts:** Connect with organizations already working with non-English speaking populations to engage community
- **Share and leverage resources:** Connect public transportation system with other organizations providing transportation services to partner and share resources

* = addressed by proposed strategies

Focus Area: Free Quality Preschool

Potential Partners

- Great Start Collaborative
- Early Childhood Investment Corporation
- United Way
- UCLA/TECCS
- Local school districts
- Child Care Resources
- Private providers

Next Steps

Convene diverse perspectives to:

- Conduct a deeper root cause analysis of barriers.
- Explore additional strategies to address barriers and build free quality preschool.

Definition of Free Quality Preschool

All children in Battle Creek access...

- **universal, free, high quality preschool** with*
- a **common curriculum** across sites
- housed in **accessible locations** such as schools

Barriers to Free Quality Preschool

- Lack of available childcare slots*
- Lack of coordination across sites *
- Lack of resources to fund more affordable slots*
- Low pay for childcare providers makes it difficult to attract quality staff*
- Lack of accessible childcare opportunities (*i.e. not affordable for some parents, limited scholarships/subsidies, not all centers accept all ages, transportation limitations*)*
- Lack of alignment between pre-k and kindergarten*
- Higher quality care costs more money—increases cost of preschool*

Proposed Strategies to Address Barriers and Build Free Quality Preschool

Strategies targeting a high quality, universal preschool system that is free to Battle Creek children and families

- Strengthen communication and coordination across early childhood stakeholders
 - Use inclusive and accessible language: Improve communication with parents and broader community about the importance of early childhood and the supports and services available
 - Coordinate and align efforts: Coordinate efforts between childcare providers, service providers (e.g. health providers), churches, schools, etcetera; align pre-k and kindergarten supports and services to build and encourage school readiness
- Leverage existing resources across childcare providers
 - Use data for planning, decision-making & learning: Collect and share data regarding the number of preschool aged children, preschool slots available, and areas of need
 - Share and leverage resources: Blend funding between agencies; utilize existing space
 - Coordinate and align efforts: Common preschool application across centers
- Provide 'Early Promise' to ensure preschool is financially accessible to all families
- Share and leverage resources: Blended funding between agencies; align fundraising and grantseeking efforts between childcare providers to leverage resources
- Seek new and creative funding sources: Early childhood millage; voucher program; "last dollar" funding/scholarships to supplement subsidies for families
- Use inclusive and accessible language: Communicate about the importance of early childhood to gain buy-in from the business community and community-at-large

* = addressed by proposed strategies

Focus Area: Equitable and Diverse Leadership/Power to the People

Potential Partners

- White Men and Allies
- Leadership that Works
- Calhoun Race Impact Alliance
- Kellogg Community College
- Nonprofit Alliance
- BC Pulse

Next Steps

Convene diverse perspectives to:

- Conduct a deeper root cause analysis of barriers.
- Explore additional strategies to address barriers and build equitable and diverse leadership.

Definition of Equitable and Diverse Leadership/Power to the People

Battle Creek has...

- a **shared and well-represented power base***
- made up of **diverse leaders with varying talents from different backgrounds***

Barriers to Free Equitable and Diverse Leadership/Power to the People

- Lack of access to existing leadership pipeline*
- Current leaders and setting lack cultural competence*
- Lack of accountability*

Proposed Strategies to Address Barriers and Build Equitable and Diverse Leadership/Power to the People

Strategies targeting a shared and well-represented power base made up of diverse leaders with varying talents from different backgrounds

- Build and promote diverse and accountable leadership in Battle Creek
 - **Promote shared accountability:** Ensure existing leaders are held accountable for exhibiting learned capacities (*e.g. White Men and Allies, Leadership That Works*)
 - **Build alternate pathways into leadership:** Build and support leadership pipelines that provide access and opportunity to non-traditional leaders

* = addressed by proposed strategies

Focus Area: Community That Embraces Diversity Partners with Shared Goals, Trust, & Accountability

Potential Partners

- KCC Service Learning
- Kinetic Affect
- WKKF Michigan Nightlight
- BC Pulse

Next Steps

Convene diverse perspectives to:

- Conduct a deeper root cause analysis of barriers.
- Explore additional strategies to address barriers and build a community that embraces diversity partners.

Definition of Community That Embraces Diversity Partners

Battle Creek...

- **embraces diversity** and **respects different learners** in the community*
- Individuals and organizations form authentic partnerships that:
- operate with **shared goals** and **shared values**
 - embrace **open communication** and **mutual respect** *
 - **hold each other accountable** and
 - **share information** and **resources** across organizations

Barriers to Community That Embraces Diversity Partners

- Lack of skill development supports to help people from different cultural groups authentically engage with each other.
- Limited diversity in current power base
- Logistics make it difficult for some people to participate in partnership
- Lack of positive community narrative about inclusiveness *
- Lack of positive interaction between diverse people*

Proposed Strategies to Address Barriers and Community That Embraces Diversity Partners

Strategies targeting a positive community narrative about inclusiveness and positive interaction between diverse people

- Develop a 'telling stories' project that focuses on creating diverse partnerships in Battle Creek
 - **Raise awareness:** Seek diverse voices to highlight personal stories about trying to engage in diverse partnerships in order to promote awareness about the need for greater inclusiveness across the community
 - **Coordinate and align efforts:** Connect with current efforts around diversity to further shift perceptions around inclusiveness (e.g. Kinetic Affect); coordinate efforts across sectors
 - **Promote culture of trust:** Develop community members' trust to participate without worrying about being exploited
 - **Build capacity:** Provide people with opportunities and training to develop skills around creating a narrative about inclusiveness

* = addressed by proposed strategies

Focus Area: Data Dashboard

Potential Partners

- BC Pulse
- Michigan State University
- Non Profit Alliance
- The Coordinating Council
- UCLA (TECCS)

Next Steps

Convene diverse perspectives to:

- Conduct a deeper root cause analysis of barriers.
- Explore additional strategies to address barriers and build data dashboard.

Definition of Data Dashboard

A data dashboard that is...

- **accessible to the public** and **subject to public dialogue** for learning what's working and what needs to change
- includes **short and long term goals** and **measures outcomes not outputs**
- that is **used for decision-making***
- that **supports real time exchange of data** across agencies and providers

Barriers to Data Dashboard

- Lack of common measurement and standards for data collection
- Data that is shared is not actionable
- Lack of a shared community vision
- Limited capacity to share data across organizations*
- Culture of improvement and learning is not supported *
- Lack of support for implementation and follow-up
- Different accountabilities for different funders

Proposed Strategies to Address Barriers and Build Data Dashboard

Strategies targeting a culture of continuous learning and data-use in decision-making

- Build a culture that values continuous learning and data-use in decision-making
 - **Highlight local examples:** Hold up local examples of organizations using data to inform decision-making, such as the Early Grade Reading Project at Verona and Coburn
 - **Build capacity:** Provide capacity building opportunities for nonprofits and funders; provide workshops for all grantees around data collection and use
 - **Support culture of risk-taking:** Support culture that embraces failure and uses it as an opportunity to learn and grow
 - **Seek diverse perspectives:** Seek and value resident knowledge and voice

* = addressed by proposed strategies

Focus Area: Coaching and Mentoring Climate

Potential Partners

- BC Pulse
- Calhoun Intermediate School District
- Leadership That Works
- United Way (Harwood)

Next Steps

Convene diverse perspectives to:

- Conduct a deeper root cause analysis of barriers.
- Explore additional strategies to address barriers and build coaching and mentoring climate.

Definition of Coaching and Mentoring Climate

Coaching and mentoring are...

- **embedded within individuals and organizations** providing services and supports to families and children*
- **used to raise awareness about child development and success**

Barriers to Coaching and Mentoring Climate

- Limited funding to support training*
- Lack of data demonstrating effectiveness and return on investment*
- Culture of shared learning not supported
- Lack of knowledge of coaching

Proposed Strategies to Address Barriers and Build Coaching and Mentoring Climate

Strategies focused on embedding coaching and mentoring practices within individuals and organizations providing services and supports to families and children

- Integrate “family-centered practice” into community
 - **Use inclusive and accessible language:** Determine how to best communicate value of coaching with larger community
- Secure funding for coaches training
 - **Use data for planning, decision-making & learning:** Collect and share data to reflect return on investment to funders
 - **Develop shared plan for evaluation:** Convene entities involved in coaching to develop shared plan for evaluating coaching climate

* = addressed by proposed strategies

Focus Area: Healthy Lifestyles that are Available and Supported

Potential Partners

- 4H
- BC Pulse
- Curriculum Directors
- School Facilitators
- MSU Extension
- Regional Health Alliance
- School Nurses (Health Dept)
- Sprout Urban Farms

Next Steps

Convene diverse perspectives to:

- Conduct a deeper root cause analysis of barriers.
- Explore additional strategies to address barriers and build healthy lifestyles that are available and supported.

Definition of Healthy Lifestyles that are Available and Supported

All children and families in Battle Creek...

- access **healthy lifestyle supports**, including **quality mental health services** and **diverse medical providers**
- that are located in **accessible areas***
- that value **individualized health, education and family plans**

Barriers to Healthy Lifestyles that are Available and Supported

- Lack of nutritious choices available at school
- Lack of common health and nutrition education*
- Limited exposure to healthy foods at home
- Lack of coordination between mental health providers
- Mental health services not accessible to all families
- Lack of knowledge of mental health services

Proposed Strategies to Address Barriers and Build Healthy Lifestyles that are Available and Supported

Strategies targeting healthy lifestyle supports in schools

- Develop school nutrition initiative to promote healthy lifestyles for children and families
 - **Connected:** Connect with schools with existing community health and nutrition resources, supports and services.
 - **Diverse perspectives:** Seek input and partnership from parents, schools, providers, nutritionists, and other community entities
 - **Build capacity:** Build capacity of residents to access nutritional and health resources and supports within community
 - **Aligned:** Align health curriculum and healthy lifestyle messaging across schools and districts

* = addressed by proposed strategies

Focus Area: Job Training and Business Supporting Living Wages

Potential Partners

- BC Pulse
- Family & Economic Security WorkGroup (FES)
- Great Start Collaborative's Ready Community Team

Next Steps

Convene diverse perspectives to:

- Conduct a deeper root cause analysis of barriers.
- Explore additional strategies to address barriers and build job training and business supporting living wages.

Definition of Job Training and Business Supporting Living Wages

Battle Creek residents...

- access **job training opportunities**
- access **living wage jobs** *
- that provide **benefits for families**
- that have **family friendly policies**

Barriers to Job Training and Business Supporting Living Wages

- Temporary workers are already trained and cost businesses less *
- Less risk associated with hiring temporary workers*
- Lack of incentives to promote living wages
- Unskilled work force has not demanded higher wages

Proposed Strategies to Address Barriers and Build Job Training and Business Supporting Living Wages

Strategies targeting living wage jobs for Battle Creek families

- Develop social conscience amongst local employers
 - **Educated:** Business leaders and employees are educated about the importance of living wage jobs
 - **Accountability:** Business owners are held accountable for decisions impacting the health of the community
- Minimize impact of temp agencies on local work force
 - **Educated:** Educated employers about the negative community impacts of hiring temporary workers
 - **Incentivized:** Provide incentives to employers for providing living wages
 - **Regulated:** Ensure temporary workers do not move into semi-permanent positions

* = addressed by proposed strategies

Focus Area: Authentic Family Engagement

Potential Partners

- BC Pulse
- United Way (Harwood)

Next Steps

Convene diverse perspectives to:

- Conduct a deeper root cause analysis of barriers.
- Explore additional strategies to address barriers and build authentic family engagement.

Definition of Authentic Family Engagement

All parents are...

- **empowered partners** with all services and programs in Battle Creek
- whose **input and engagement are valued and sought after**
- due to **structures that support and foster dialogue and action**

Barriers to Authentic Family Engagement

- Lack of effective engagement strategies*
- Parents' voice is not valued
- Engagement opportunities are not accessible
- Lack of leadership opportunities
- Lack of trust

Proposed Strategies to Address Barriers and Build Authentic Family Engagement

Strategies targeting effective engagement strategies

- Provide parents opportunities to authentically engage
 - **Build capacity:** Provide 'navigators' and peer support to help parents comfortably engage in service delivery system
 - **Build authentic resident partnerships:** Develop parent committees to influence decision-making within organizations and across efforts; hold parent sponsored forums where residents convene multiple service providers within neighborhoods to voice needs and ensure accountability
 - **Ensure opportunities are accessible:** Provide child care and transportation, and ensure money is available for parents to effectively engage in opportunities to influence decision-making and learning

* = addressed by proposed strategies