

HOPE STARTS HERE

IMPLEMENTATION STUDY REPORT

2020–2022



TABLE OF CONTENTS

Executive Summary	3
Acknowledgments	6
Introduction	7
Hope Starts Here in Action	8
Our Approach and Process	11
Demographic Data from Stakeholder Engagement	12
Findings	14
Solid Foundation: What Is Working Well for HSH Stakeholders?	14
Timely Opportunities: What Challenges Are HSH Stakeholders Facing, and What Are Potential Solutions?	20
Moving Forward	40
The Stepback and Its Ripple Effects	40
Appendices	42
APPENDIX A. Glossary	42
APPENDIX B. Summary by Imperative	43
APPENDIX C. HSH at a Glance: Goals, Indicators, Activities, and Priorities After the Stepback Exercise	46
APPENDIX D. Additional Information About the HSH Initiative	47

EXECUTIVE SUMMARY

Hope Starts Here (HSH) is an early childhood partnership in Detroit that seeks to ensure that every child in Detroit has equal opportunities to succeed. During its six years of existence, HSH has brought together thousands of Detroiters to develop a common vision, coordinated implementation, collective advocacy, and shared infrastructure for Detroit's early childhood efforts.



WHY AN IMPLEMENTATION STUDY?

The HSH Implementation Office partnered with School Readiness Consulting (SRC)—an organization that integrates strategic thinking, best practice, and evaluation to build equitable early childhood systems—to conduct an implementation study in order to better understand the initiative's progress and path forward. The HSH implementation study focused on one question: *What have been the experiences (including successes and challenges) of different stakeholders in the early stages of implementation of the Hope Starts Here initiative?*

HOW WAS THE IMPLEMENTATION STUDY DONE?

The implementation study involved collecting and analyzing data from a variety of HSH stakeholders. Between April and November 2021, SRC conducted interviews, focus groups, and/or listening sessions with 61 individuals who had various roles in the initiative (imperative leads, action team members, Implementation Office members, Stewardship Board members, and community members).



WHAT DID THE IMPLEMENTATION STUDY SHOW?

Through a rigorous data analysis process, SRC found that HSH has a strong foundation for implementation (successes and strengths) and identified key areas of potential growth (or timely opportunities). The following summarizes the key findings.

HSH'S STRONG FOUNDATION

HSH stakeholders affirmed that . . .



HSH has been successful in developing a common vision of Detroit's early childhood landscape and advocating for policies that increase early childhood funding and improve access to high-quality early childhood services.



HSH's successes stem from being community-centered, having a strong backbone infrastructure, and following a distributed leadership approach.



HSH'S TIMELY OPPORTUNITIES

HSH stakeholders shared that . . .



Although HSH has created important communication strategies, stakeholders have experienced limited or inconsistent communication about HSH implementation.



HSH was able to establish a measurement system early on in its trajectory, but challenges persisted in the development, alignment, and consistent use of key system elements such as implementation success plans and the data dashboard. More recently, efforts to align HSH metrics to the initiative's three policy levers (access, affordability, and quality) have led to promising improvements and set the stage for a clearer, more streamlined path forward.



While HSH has strengthened partnerships among Detroit's early childhood system stakeholders, levels of engagement and buy-in have varied due to several challenges, including a sense of competition and distrust among HSH partners, concerns about the initiative's reach, and power imbalances among stakeholders.



Implementers have received some resources to execute HSH tactics, but additional financial supports and strategies are needed to fully live into the mission and goals of the initiative.



WHAT SHOULD HSH DO NEXT?

The strong foundation and timely opportunities uncovered in the implementation study could be leveraged in the next phases of the HSH implementation to increase justice and quality in Detroit's early childhood ecosystem. To reach that goal, the SRC team offers six recommendations:

- 1 Build on the successes from recent HSH advocacy campaigns to advance equity-focused policies and practices.
- 2 Strengthen HSH's backbone infrastructure and distributed leadership approach by centering equity and uplifting diverse voices.
- 3 Improve communication among HSH stakeholders to promote collective action.
- 4 Clarify the shared measurement system and promote its use among HSH partners.
- 5 Leverage partnerships to increase equity through HSH implementation.
- 6 Support HSH implementers in accessing additional financial and human resources.

The full report provides additional details about the findings and recommendations.



ACKNOWLEDGMENTS

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DESIGN AND EDITING

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INTRODUCTION

In 2016, the W.K. Kellogg Foundation and the Kresge Foundation jointly created the Hope Starts Here (HSH) initiative to support the healthy development of young children in Detroit. As part of the initiative, they organized citywide listening sessions and surveys that informed the creation of the [Community Framework for Brighter Futures](#)—a 10-year plan to make Detroit a city that puts children first. To mobilize that commitment, HSH connects Detroit’s early childhood efforts through a common vision, coordinated implementation, collective advocacy, and shared infrastructure—all informed by the voices and perspectives of the Detroit community.

As the initiative progresses, it is vital to document the inner workings of implementation, which includes operationalizing a collective impact framework, developing implementation success plans (ISPs), adopting a distributed leadership approach, monitoring progress around key indicators for success, and planning and coordinating activities. Furthermore, just as it is crucial to examine the key elements of the work, this investigation also grants insight into the fidelity to the plans outlined in the overall framework, logic model, and ISPs. Additionally, identifying successes and challenges can help inform meaningful changes or improvements to the implementation process.

“ Detroit is a city that has been kind of put on the margins and where resources have just not flowed in that direction the way that they should have . . . but families continue to fight to be heard, fight to be seen and fight to get the resources that they deserve for their children and for themselves. And that fight and that resilience I think is unique to the city. ”

– Imperative lead¹



With an enhanced understanding of implementation, HSH can continue to build on the strengths, wisdom, and resilience of the community and coordinate a collective effort to improve equity, access, and affordability on behalf of Detroit’s youngest children and families. With a deeper understanding of the structures, processes, and/or practices that need to be eliminated, refined, or shored up, HSH can better realize its vision of making Detroit a place where children are healthy and thriving, families are supported and empowered, child-and-family-serving professionals are valued and respected, the community is unified, and the overall early childhood system is well resourced.

Detroit's Child Population

7% OF THE POPULATION
IS UNDER
5 YEARS OF AGE
(2020 American Community Survey Table DP05)



61% OF CHILDREN
AGES 3 AND 4
ARE NOT IN PRESCHOOL
(2020 American Community Survey Table B14003)



52 PERCENT
OF KIDS (AGES 0-5) ARE
EXPERIENCING POVERTY
(2020 ACS table S1701)

\$28,806
IS THE MEDIAN HOUSEHOLD
INCOME FOR FAMILIES WITH
CHILDREN UNDER 18
(2020 American Community Survey Table S1903)



HOPE STARTS HERE IN ACTION

HSH, in partnership with the W.K. Kellogg Foundation and the Kresge Foundation, aims to make Detroit a city that puts children and families first. The effort uses a three-pronged, interconnected approach to help achieve this vision. This approach includes using research, data, and best practice information to inform planning and decisions; mobilizing community champions to implement framework strategies and imperative activities; and tracking key progress indicators in the focal areas of equitable access, quality, and affordability to measure success and impact.

6 IMPERATIVES:

what we must do to make Detroit a city that puts our young children and families first

15 STRATEGIES:

recommended actions to achieve our vision by 2027

IMPERATIVE #6:

Find new ways to fund early childhood, and make better use of the resources we have

- **Strategy #14:** Increase state and local funding
- **Strategy #15:** Better coordinate philanthropic giving

IMPERATIVE #1:

Promote the health, development and well-being of all Detroit children

- **Strategy #1:** Support the first 1,000 days of a child's life
- **Strategy #2:** Establish a comprehensive health and developmental screening system

IMPERATIVE #5:

Create tools and resources to better coordinate systems that impact early childhood

- **Strategy #11:** Create a central coordinating body to lead early childhood efforts
- **Strategy #12:** Use one integrated data system to increase information sharing across systems
- **Strategy #13:** Ensure systems adjacent to early childhood also take children into account

IMPERATIVE #2:

Support parents and caregivers as children's first teachers and champions

- **Strategy #3:** Support the role of families in children's development
- **Strategy #4:** Improve the processes, programs and systems that support them
- **Strategy #5:** Create a team of advocates to champion early childhood

IMPERATIVE #4:

Guarantee safe and inspiring learning environments for our children

- **Strategy #9:** Improve facilities quality across Detroit
- **Strategy #10:** Align, increase, and better leverage existing resources

IMPERATIVE #3:

Increase the overall quality of Detroit's early childhood programs

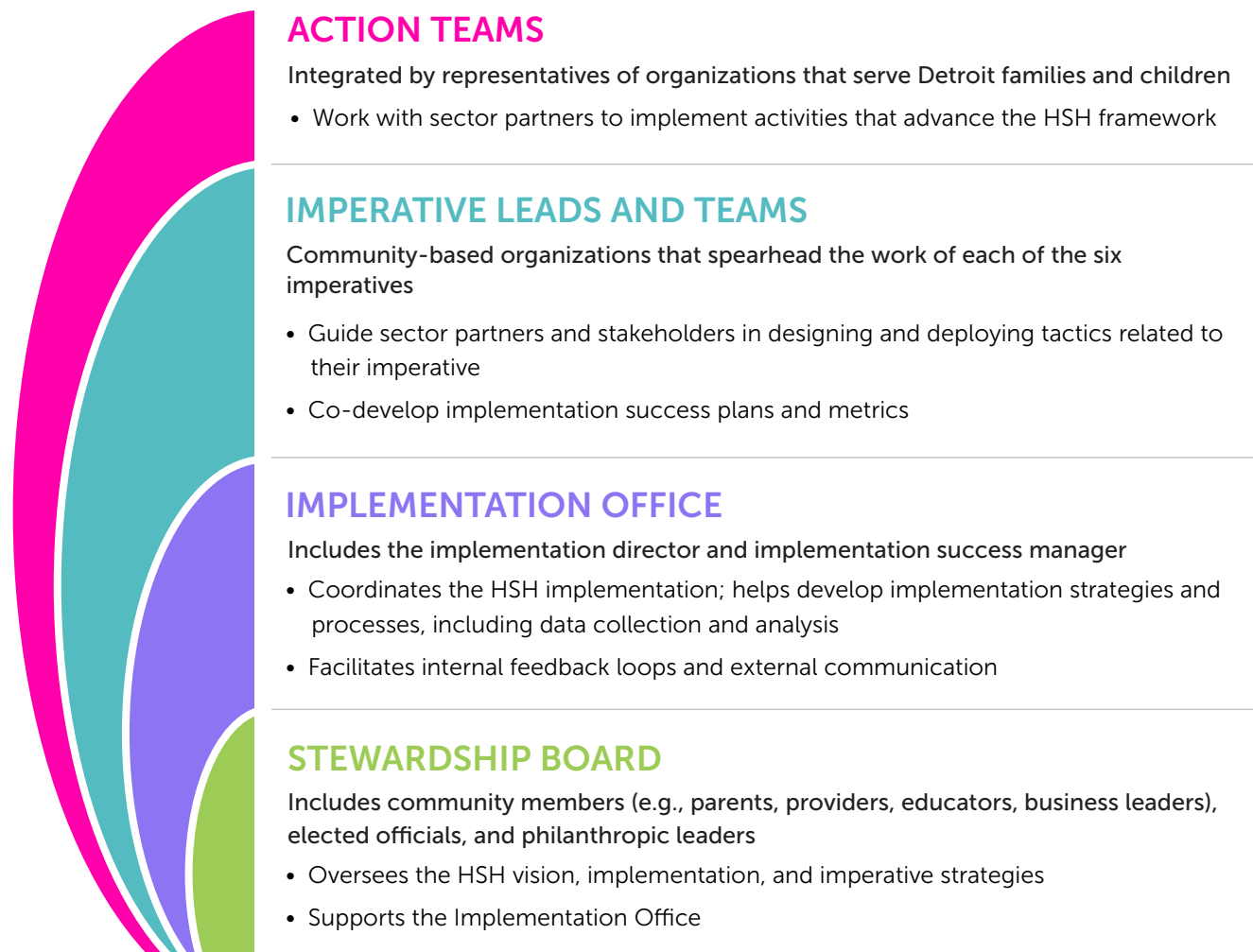
- **Strategy #6:** Develop common standards, and support providers with professional development opportunities
- **Strategy #7:** Attract, better compensate, and retain the early childhood workforce
- **Strategy #8:** Align the early childhood and K-3 systems



HSH'S THREE FOCUS AREAS

- 1 Equitable access** guaranteeing that Detroit families have the same opportunities to thrive
- 2 Quality** childhood programs that promote development, staff well-prepared teachers, and create safe environments
- 3** Addressing issues of **affordability** associated with child care as a critical component of success

HSH's vision to support a cooperative, responsive, and sustained early childhood system is supported by an Implementation Network Charter. **This charter comprises four key groups:** the Stewardship Board, the Implementation Office, imperative leads and teams, and action teams.



Through collective action, HSH is working to create the early childhood system that all Detroit's children and families not only need but also deserve.

OUR APPROACH AND PROCESS

In 2020, the Implementation Office partnered with School Readiness Consulting to conduct a validation study of the HSH imperative metrics for success, examine the early implementation of the HSH initiative (2020 and beyond), and co-develop a plan for future evaluation efforts. This report focused on the study of HSH's early implementation.

Research Question for the Implementation Study

The following research question guided this study:

What have been the experiences (including successes and challenges) of different stakeholders in the early stages of implementation of the Hope Starts Here initiative?

This question aimed to document the early implementation process, including the experiences of key stakeholders as they worked to home in on successes and address challenges. Guided by the research question and priorities of HSH, the SRC project team developed the following evaluation design and methods.

Implementation Success Plan and Dashboard Review and Analysis (September 2021–April 2022)

- SRC reviewed available ISPs for each of the six imperatives, as well as backbone and impact dashboards, which are some of the primary components for the implementation work. The ISPs describe the strategies, priorities, and outcomes for each imperative. The backbone dashboard is an internal system to support the implementation and imperative teams' internal processes, while the impact dashboard is shared publicly on the HSH website and is intended to provide data related to key progress indicators and outcomes for the imperatives.

Stakeholder Engagement (June–November 2021)

- SRC engaged 31 Implementation Network Charter members in nine focus groups and five interviews to understand experiences around implementation in summer 2021. These individuals were part of imperative teams, action teams, and/or the Stewardship Board. In fall 2021, SRC reengaged these stakeholder groups in 20 listening sessions to understand priorities for the next evaluation; this second touchpoint provided additional insight into the implementation of the initiative. **Thirty-four stakeholders** participated in the listening sessions, 10 of whom had participated in the focus groups earlier in the year. The stakeholder sample roughly represented the distribution of the HSH stakeholder population and included representatives of all imperatives and roles.

- SRC also engaged all **three** Implementation Office team members in one-on-one interviews in summer 2021 to understand their experiences with implementing the initiative.
- SRC engaged **six** community members who have been involved in or impacted by the initiative at two time points during 2021. An initial interview was held in summer 2021, and a follow-up interview was held in fall 2021. Participants' characteristics, such as racial and ethnic backgrounds, languages spoken, and neighborhoods of residence, reflected the diversity of the Detroit community. This group of participants was composed of family members; early childhood professionals; and business, community, and philanthropic leaders.



Data Analysis and Synthesis (June 2021–April 2022)

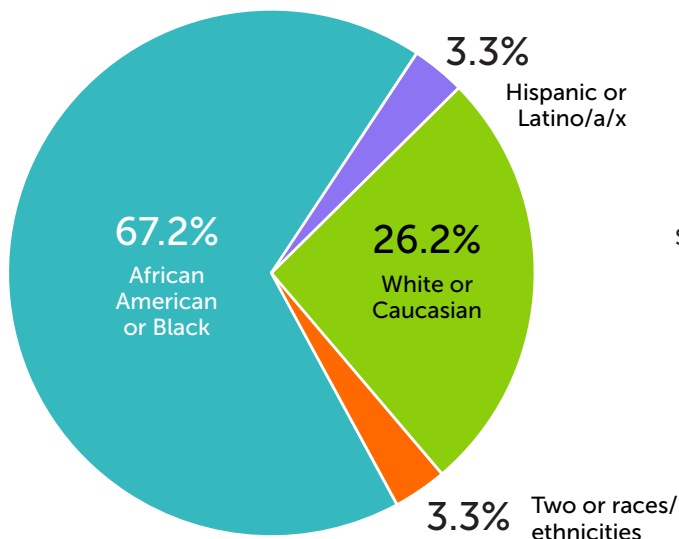
- SRC analyzed data from each data source to identify key themes. SRC engaged in a strategic learning session (January 2022) to provide an opportunity to update the Implementation Office about study progress, share initial insights and preliminary findings, and gather feedback before finalizing the analysis outlined in this report. Afterward, SRC analyzed across data sources and finalized key findings.

Implementation Study Report (January–May 2022)

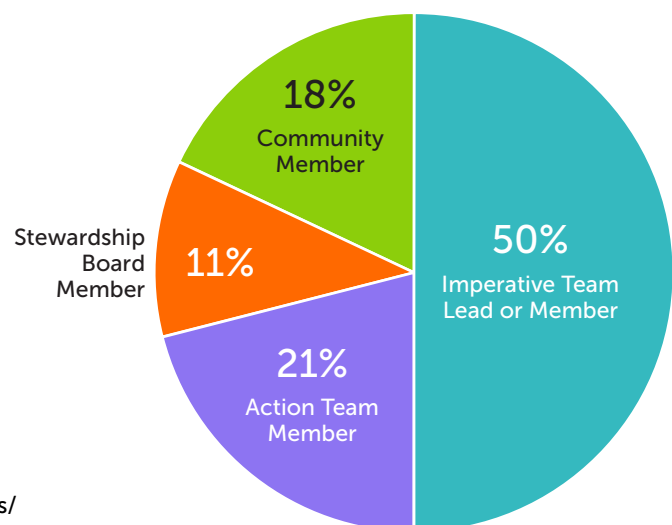
- The final phase of this work included developing a final report, which includes a summary of findings from the analyses of all data sources, recommendations for future revision, and profiles of the six community members who participated in interviews.

DEMOGRAPHIC DATA FROM STAKEHOLDER ENGAGEMENT

RACE / ETHNICITY

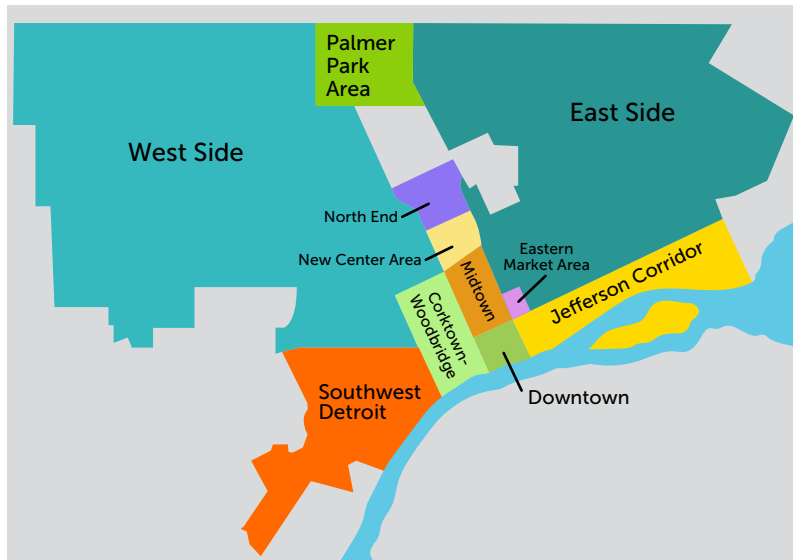


ROLES





NEIGHBORHOOD



REGION	%
Central (New Center Area)	4
Downtown (Midtown)	2
Eastside	4
North Central (Palmer Park Area)	9
North East	21
North West	29
South East (Jefferson Corridor)	9
South West	11
Outside of Detroit	11

Collectively, with their varied knowledge and experiences, these key stakeholders were well positioned to articulate the assets and areas of growth within the Detroit early childhood landscape and the experiences of implementing the HSH framework, including successes and challenges. These are summarized in the next section, which also includes specific examples and stakeholder quotes that help highlight community perspectives and key themes. Ultimately, the intent of the report is to support efforts to strengthen the initiative for actionable change.

FINDINGS

As noted earlier, the implementation study centered on one research question: *What have been the experiences, including successes and challenges, of different stakeholders in the early stages of implementation of the HSH initiative?* The implementation study findings are presented in terms of identified successes and strengths (Solid Foundation), areas of potential growth (Timely Opportunities), and recommendations for future actions (Recommendations). Specific examples and stakeholder quotes are included throughout the report to highlight community perspectives and key themes.

SOLID FOUNDATION: WHAT IS WORKING WELL FOR HSH STAKEHOLDERS?

KEY FINDING 1

Participants affirmed that HSH has been successful in developing a common vision of Detroit's early childhood landscape and advocating for equitable access to high-quality early childhood services and policies that increase early childhood funding.

Participants asserted that HSH has helped develop a common vision for Detroit's early childhood landscape. HSH developed a common agenda (the "framework"), based on input from diverse stakeholders, that outlines a common vision for change (i.e., helping Detroit become a city that puts young children and families first) and describes 15 strategies to make that change happen. The framework has served as a catalyst and a guide for partners and stakeholders to *create mutually reinforcing activities*, which are complementary actions that are aligned to the overarching goals and vision of HSH.

HSH has advocated for affordable and equitable access to quality early childhood services and promoted policies that increase early childhood funding. For instance, in fall 2021, HSH rallied early childhood providers and families to advocate for allowing providers to bill for state-level child care subsidy for children based on enrollment and

“ **The Hope Starts Here framework outlines the intentions, the goals, and really many of the tactics and the increasing philanthropic and public funding for early childhood in the city. And so I was trying to marry what's outlined in that framework with some of the priorities and intentions of the funder group and coming up with a set of activities that are relevant, both in our current context and some of the work that's going on and will allow us to achieve that vision that's outlined in the framework.** ”

– Imperative lead

not attendance. This policy—which was approved by the governor and legislature of Michigan in October 2021 and will be in effect until September 2023—enables providers to maintain a steady subsidy reimbursement even when child attendance rates vary or when temporary closures occur. Several providers shared in interviews and focus groups that HSH’s leadership was essential to the policy approval and that the policy has had a very positive impact on Michigan’s early childhood programs. The policy has brought a sense of stability and some extra income to the programs, allowing them to hire new personnel, increase educators’ salaries, and stay in business. The policy also benefits subsidy-eligible families, who can use the subsidies to partly cover the cost of early childhood services. As this example shows, HSH policy advocacy efforts can contribute to improving early childhood access, quality, and affordability.

Through advocacy efforts and training, HSH has also helped empower families and providers. For example, HSH has helped trained providers on how to reach out and communicate their needs to their representatives, which has helped providers feel that they have power and agency in changing Detroit’s early childhood landscape. HSH has also promoted the notion that parents and caregivers are “children’s first teachers and champions,” which has motivated many adults to enhance their involvement in their children’s education and to advocate for their families’ well-being. The trainings and campaigns are helping providers, families, and other stakeholders take a more active role in improving the systems and opportunities for Detroit children.



“ There’s been a huge shift in the finances for early childhood education [in Michigan], and Hope Starts Here did a lot of pavement pounding to get that initiative out. As far as having us [providers] call our representatives and state how important it is for us to receive these funds and things like that. We have actually seen positive outcomes... I was able to give two teachers on my private side significant increases that they highly deserve in their pay. And they were extremely thankful and that allows us to retain staff and show them, you do matter. ”

– Early childhood professional

RECOMMENDATION 1

Build on the successes from recent HSH advocacy campaigns to advance equity-focused policies and practices.

Participants recognized that HSH has been successful in developing a common vision of Detroit's early childhood systems and advocating for equitable access to high-quality early childhood services and for policies that increase early childhood funding. HSH could leverage the recent advocacy successes and the common vision to advance an equity agenda at the state and local levels. Potential action steps could include these:

- Highlight how the HSH framework has shaped Detroit early childhood systems, helped increase equity, and contributed to advocacy successes.
- Develop clear, differentiated equity-focused policy agendas for the local and state levels and mobilize key stakeholders to advocate for these agendas.

PROFILE OF HOPE Monique Snyder

"We're not out here alone, and we do matter."

Monique's story exemplifies how HSH, in collaboration with its partners, can help early childhood providers increase child care services affordability. In 2008, Monique opened Brainiacs Clubhouse Child Development Center, a child care center on the eastside of Detroit, to offer affordable, high-quality education to local children. Ten years later, Monique was looking for ways to strengthen her business and support the early childhood education field. She found what she wished for in HSH. In HSH events (e.g., celebrations of the Week of the Young Child) and Imperative 3 meetings, Monique felt heard and learned more about Detroit's early childhood landscape. HSH has served as a connector between Monique and other Detroit early childhood stakeholders.

"Hope Starts Here is a bridge, from my perspective. They're a bridge. They're a financial bridge and they're a resource bridge for providers, parents, and community workers to the government or the decision makers. So, they're the ones who facilitate our voice to the proper individuals, so that we could get what we need in order to be productive."

HSH has also supported Monique in becoming an early childhood provider, leader, and advocate. For example, between 2020 and 2022, the HSH Implementation Office and the Imperative 3 team shared policy priorities, updates, and talking points with Monique (and many Detroit providers) so that they could advocate for sound



early childhood education policies. Monique took advantage of those resources and rallied her colleagues to help pass bills that improve payments for providers and subsidies for families. These new policies have allowed Monique to increase the wages of her staff and offer more affordable services to the families she serves. Currently, Monique is collaborating with several HSH partners (e.g., the W.K. Kellogg Foundation, Black Family Development, and Keep Growing Detroit) to offer child care tuition scholarships and affordable, healthy meals. She hopes HSH keeps bringing the early childhood Detroit community together in order to work toward making early childhood affordable for families and profitable for business owners. She also hopes that HSH leads efforts and pushes for policies that help recruit and retain high-quality early childhood educators so that children can receive the best learning opportunities.

KEY FINDING 2

HSH successes stem from being community-centered, having a strong backbone infrastructure, and following a distributed leadership approach.

Participants highlighted that HSH was successful because it centered the perspectives of Detroit’s families and communities. HSH has foregrounded the perspectives of Detroit’s families and communities from the initiative’s very beginning, when an initial round of listening sessions was conducted across Detroit to develop the framework and principles that undergird HSH. And throughout the implementation of the initiative, HSH has remained rooted in the perspectives of Detroit’s local families and communities. For example, several imperative team members have reached out to community members (including families and providers) to better understand and help address their needs, especially during the COVID-19 pandemic. Participants shared that HSH was responsive to community feedback and offered helpful resources. Participants appreciated, for instance, that HSH and its partners offered diapers and food for families as well as promoting immunizations, doctor’s appointments, and kindergarten enrollment. Participants also liked that HSH events were continually adjusted to meet the shifting needs and realities of HSH stakeholders (e.g., virtual events were offered to respect social distancing requirements). Many participants asserted that HSH’s responsiveness and adaptability encouraged stakeholders

“ Hope Starts Here’s biggest strength is the way they respect and include community voice in every step of the process. I think that really has gone underexplored in this field for far too long . . . And Hope Starts Here, I think, really took the lead on asking communities what care should look like and what education should look like. It took the lead in a multigenerational approach of caring for the whole family. ”

– Imperative lead

to continue their involvement in the initiative. In other words, HSH commitment to centering local communities has improved stakeholder buy-in and increased the initiative's relevance and potential effectiveness.

According to participants, HSH successes were also tied to a strong backbone infrastructure. HSH backbone infrastructure includes two groups (the Stewardship Board and the Implementation Office) that perform complementary roles in the implementation of the initiative. While the Stewardship Board has provided high-level oversight and advising, the Implementation Office has offered important guidance and leadership to imperative stakeholders. For example, several imperative leads shared that the Implementation Office has helped identify policy priorities and orchestrate strategies to reach common goals. The leads appreciated the wide-ranging expertise of the Implementation Office staff (e.g., policy, advocacy, measurement systems) and their willingness to support their work and build cross-sector connections.

“ I think where the Implementation Office is helpful, trying to have a central place that’s coordinating all of the work that’s happening across the imperative. And also the fantastic part is [the implementation director’s] connection with the state and the federal government and all the knowledge that she has. And she’s so weaved in, she takes information from the parents and takes it right to the state and then we have change that happens from providers, and so that’s really great. We’ve been able to do some of that in our imperative [Imperative 2] as well, particularly during COVID, [we’re] making change happen right at real time. ”

– Imperative team member



The HSH distributed leadership approach has been key in leveraging collective and individual assets. Participants appreciated opportunities to lead HSH activities and to participate in decision-making. These opportunities allowed leaders across communities, action teams, and imperative teams to have more autonomy and develop more tailored, effective tactics. For example, members of Imperative 3 (high-quality programs and professionals) followed a distributed leadership approach to create working groups that helped advance their specific imperative strategies and priorities.

The Imperative 3 lead granted autonomy to each group to make key decisions in their areas of responsibility and encouraged

group members to draw on their areas of expertise, while also collaborating with other imperative team members. These opportunities and guidelines enabled working group members to fine-tune their action plans and increase cross-team collaboration, which helped them garner collective knowledge and assets in order to successfully deploy tactics.

“ With the pandemic, Hope Starts Here really leaned in and really served an important role in bringing together some of the imperative leads and key trusted partners to really be able to respond quickly and flexibly to the needs of families and providers in the community. ”

– Funder

RECOMMENDATION 2

Strengthen HSH’s backbone infrastructure and distributed leadership approach by centering equity and uplifting diverse voices.

Participants acknowledged that HSH successes stemmed from being community-centered, having a strong backbone infrastructure, and following a distributed leadership approach. The effectiveness of the backbone infrastructure and distributed leadership approach could be further enhanced by leveraging the assets of the HSH leaders—the Implementation Office staff, the Stewardship Board members, and imperative leads—and continuing to develop clarity around roles and contributions across critical stakeholder groups. Potential action steps could include the following:

- The Stewardship Board could enhance its structure and effectiveness by forming committees tasked with supporting specific areas of HSH implementation and sustainability (e.g., communications, strategy, governance, and fundraising). Each committee could help set goals and design action plans that would further support the work of the Implementation Office and imperative leads, strengthen their advising contribution, and increase equity within and beyond HSH.
- Members of the Stewardship Board and members of the Implementation Office could participate in training to develop a deeper understanding of Board governance processes, develop equity goals for the backbone infrastructure, and reimagine collaboration opportunities.

PROFILE OF HOPE

Kamilah Henderson

"[HSH] is less about the foundations and more about how this impacts our community."



Kamilah's experience illustrates how HSH vision can shape philanthropic efforts and, in turn, increase the affordability of child care services. Kamilah cares deeply about Detroit children and racial equity in philanthropy. She has worked in the nonprofit industry for more than 20 years and currently serves as a leader of early childhood grantmaking and director of PEDALS (a social-emotional program for children) in the Community Foundation for Southeast Michigan (CFSM). As part of her CFSM job, she participates in the Southeast Michigan Early Childhood Funders Collaborative (which is the lead organization for Imperative 6). Although her job centers on philanthropy and early childhood programming, HSH gives her a deeper and wider insight into Detroit's early childhood ecosystem. HSH allows her to stay abreast of what other Detroit early childhood stakeholders are experiencing and advocating for. This understanding informs her actions as a constituent, funder, mother, and community volunteer.

"[HSH] is something that's for Detroit children, in favor of Detroit children, about Detroit children. And there's no two ways about it, we're not confused about who it's for. And it's also staffed by so many Black people, that I find joy in always coming across something about Hope Starts Here... And it's like, they want me and my family to thrive."

The work of HSH and its partners have sparked hope and joy in Kamilah. She sees that they are committed to help Detroit children and families thrive and are making progress toward creating a more cohesive early childhood system. She also notices that, through initiatives such as the Marygrove Early Education Center, HSH and its partners are providing high-quality, affordable education to communities and families like hers. She hopes to continue participating in HSH activities and contributing to this joy-giving, Detroit-centered movement.

TIMELY OPPORTUNITIES: WHAT CHALLENGES ARE HSH STAKEHOLDERS FACING, AND WHAT ARE POTENTIAL SOLUTIONS?

KEY FINDING 3

Although the Implementation Office and the imperative teams have advanced important communication strategies on behalf of the initiative, stakeholders have experienced limited or inconsistent communication about HSH implementation due to HSH's large scale and complexity.

The Implementation Office and imperative leads have spearheaded the development of important communication platforms. With the support of the Stewardship Board and in partnership with several communication firms, the Implementation Office designed communication strategies and used virtual communication channels (e.g., HSH website, electronic newsletters, Facebook, Twitter, and Instagram) to keep partners informed about HSH progress and garner additional support for HSH’s efforts. The imperative leads have also sought to establish open lines of communication with their team stakeholders through email, social media, and virtual events.

Yet, participants reported experiencing limited or inconsistent communication from and within HSH. There was a perceived lack of communication within and across imperative teams. Several participants were not clear on what imperatives other than their own were doing or what challenges other teams were facing. Participants also experienced communication gaps within teams; they reported that they did not receive regular, timely updates from imperative leads or action team leaders. Similarly, they noticed fluctuation in the amount of activity on the HSH online communication outlets. Sometimes they saw many new posts and events, and other times there was very little movement on the sites, which discouraged participants from checking HSH sites. The lack of regular communication was detrimental to stakeholder involvement, especially for those who were not directly implementing the initiative and, therefore, had fewer opportunities to learn about HSH progress or engagement opportunities. Many of the stakeholders who were not implementing

“ **One of the things that I respect about Hope Starts Here and the [imperative] leaders that work with me is they are open and they ask the hard questions. And they listen, and they report back—one of the reasons why I’ve stayed aboard. We can have our beautiful days where the sun is shining and tell them good things. And then we can have our honest days where it’s raining, pouring, hailing, and they listen, and they report that information too.** ”

– **Early childhood professional**



the initiative were unclear on HSH's priorities and its role in the Detroit early childhood ecosystem. For instance, among participating family members, a common misconception was that HSH focused only on strengthening parent-child relationships (e.g., the 6-A-Day campaign) or on offering direct educational services to children and families. Other stakeholders misconstrued HSH as simply a written framework or a set of ideas, rather than an action-oriented network. These misconceptions led stakeholders to hold inadequate, narrow expectations for HSH.

There were also some perceived communication gaps between the Stewardship Board and the other HSH stakeholders.

Some imperative team members shared that they felt disconnected from the Stewardship Board; they were unsure of who the Stewardship Board members were and what their role was. On the flip side, several Stewardship Board members reported wanting to know more about imperative teams' work and impact. Additionally, there have been some issues in the communication between the Stewardship Board and the Implementation Office. For example, the Touchpoint Quality Metric of February 2021 indicated that most of the responding Stewardship Board members did not consider that the Implementation Office communicated effectively with the Board, including communication on issues such as meeting logistics and feedback loops. That same metric shows that most Board members did not believe that opportunities and concerns within and across imperatives were sufficiently raised for discussion and feedback. These data would suggest that there were some missed opportunities for collaboration between the Stewardship Board and the imperative teams. Unfortunately, we cannot determine whether communication between the Stewardship Board and other stakeholders has improved since February 2021, as data beyond that point are unavailable.

“ I see the Facebook group but I don't always see activity on it. Or there might be several different groups where one is outdated and then there's one but there's not a lot going on. I think they could do a little bit better with their social media accounts. ”

– Community member



One of the key issues underlying the challenges that participants identified is HSH's scale and complexity. Participants acknowledged that HSH has a large scope and ambitious goals, as it seeks to address major and complex social problems and coordinate the many moving parts of Detroit's early childhood ecosystem. Participants were also aware that HSH works directly or indirectly with a multitude of organizations and stakeholders. However, as mentioned earlier, the conundrum for HSH is keeping everyone informed about and aligned with the initiative's priorities, practices, and systems. This challenge—which is not uncommon among collective impact initiatives²—grows larger under conditions of uncertainty and unpredictability (e.g., the COVID-19 pandemic), when preset solutions cannot be reliably ascertained or implemented. Participants reported that the pandemic and its aftermath hindered communication and coordination among Detroit's early childhood stakeholders.

“ It takes a great deal of effort to communicate to that many people [in Detroit]. And I think that our work has been so inward-focused. Trying to get our systems together, trying to get our reporting and processing together, bringing on staff, working through exactly what kind of organization Hope Starts Here is. Is it going to be its own 501(c)(3)? Is it going to be some other kind of thing? That has taken away from that messaging. Because it is absolutely the case that Champions of Hope have been working on the east side. There’s one community organizer in every council district in the city, and all of them are sponsoring and supporting community work. But I can just tell you... we can have somebody having a jazz concert on Bentler, and somebody else is doing a back-to-school rally on Braile, and somebody else is doing a food distribution on Bentler. And nobody will know that all of those are going on at the same time. ”

– Stewardship Board member

RECOMMENDATION 3

Improve communication among HSH stakeholders to promote collective action.

Participants were familiar with HSH’s communication channels (e.g., HSH website, social media platforms, podcasts) and events (e.g., policy summits). Yet, participants perceived communication gaps between the Implementation Office and partners/community members; within and among imperative/action teams; and between Stewardship Board and imperative/action teams. To address these gaps, participants recommended that communication be clear, regular, and consistent among all HSH stakeholders. Specifically, they suggested the following action steps:

- Increase the frequency and clarity of the communication between imperative leads and imperative/action teams so that action team members are aware of and up-to-date on their imperative tactics and cross-team coordination is maximized.
- Organize frequent events and opportunities for implementers (imperative leads and action teams) from all the imperatives to come together, learn from one another, and develop collective tactics.
- Increase the frequency of clear and concise updates on HSH progress and outcomes with HSH implementers (e.g., imperative team leads and action team members) through social media platforms, e-newsletters, and events to connect with and listen to HSH stakeholders’ feedback on their ongoing work and upcoming plans or tactics.

- Provide Detroit early childhood system stakeholders and community members who are not directly involved in the initiative with clear, concise, and targeted information about what HSH is and does as well as with specific, relevant opportunities for them to get involved or support HSH’s agenda and tactics via online channels (e.g., social media and email), live events (e.g., town hall–style meetings), and physical publications (e.g., pamphlets, banners, and flyers)—which could be posted at Detroit’s community centers, local businesses, and other HSH partners’ facilities.

“ The [HSH] website is fine, and I do appreciate the fact that the website has been amended recently... But I think they should try to take some opportunities outside of the website because not all families in the city of Detroit are going to be getting online, going to the Hope Starts Here website. If you really want to get the word out to people in the community, it needs to be visible in the community. It needs to be visible through billboards, needs to be visible through postings or flyers that can be distributed at area businesses, things in that order. And of course, that is going to necessitate a lot of collaborative efforts with area businesses and other institutions, maybe even the schools in the city of Detroit, maybe getting more in tune with city government so those in city government are cognizant of Hope Starts Here’s efforts and are encouraged to, again, share positive results that are occurring. ”

– Early childhood education consultant

PROFILE OF HOPE

Maria Montoya

"[HSH] is bringing together partners to figure out collectively how different sectors can work more cohesively to better support Detroit families."

Maria’s story illustrates how HSH can create opportunities for system leaders to coordinate their efforts and collectively improve early childhood quality. Although Maria has worked in early childhood systems for several decades, over the past five years HSH has provided her with new, important insights on quality improvement and system coordination. Maria became involved in HSH in 2017, when she was participating in Impact Detroit—a group of leaders seeking to better serve Detroit children and families. Between 2017 and 2019, HSH offered Maria opportunities to support communications and outreach initiatives (related to Imperatives 2 and 3). The initiatives helped families





increase their knowledge of early care options and embrace their roles as advocates. Participating in such opportunities helped her better understand Detroit families' concerns and needs and, more important, how they defined quality as it pertains to learning and care for their children.

Since 2019, Maria's worked in various positions supporting the expansion of high-quality child care and access within Detroit's K–12 system and within the Community Education Commission, where she served as the director of the Office of Early Learning (OEL, a nonprofit organization established to support the mayor's early learning and out-of-school time priorities). As the director of OEL, Maria worked to identify how the city of Detroit could support the expansive early childhood ecosystem as a collaborative partner and ultimately help increase preschool access for all children in Detroit. Maria credits each of these experiences and the support she's received from many HSH imperative leads as contributors to her professional learning and growth.

Beyond the professional skills gained through her HSH involvement, Maria and her family have benefited from the insights partners and providers have shared with her over the years. This year, Maria's youngest child benefited from attending a top-quality early childhood program supported by HSH and its partners. Additionally, Maria shared she was proud to see [Book Suey](#)—the independent, cooperative bookstore she helped cofound with friends in Hamtramck—partner with HSH to donate books and host literacy activities for children. Maria hopes that HSH keeps strengthening its partnerships with the city of Detroit so that the citywide strategies proposed in the framework can be effectively executed and more children and families have access to high-quality services.

"For my family, HSH isn't something that's work to me... It's not just another professional convening or collaborative effort. My child is actually impacted [by HSH] and goes to a five-star program based on the fact that Hope Starts Here partners, Hope Starts Here strategies and innovation, have been tested in her program. I see that impact everyday, and I think what drives me is, How do we get that for more children? Every child deserves such a strong start."

KEY FINDING 4

HSH was able to establish a measurement system early on in its trajectory, but challenges persisted in the development, alignment, and consistent use of key system elements such as ISPs and the data dashboard. More recently, efforts to align HSH metrics to the initiative's three policy levers (access, affordability, and quality) has led to promising improvements and set the stage for a clearer, more streamlined path forward.

HSH has advanced toward establishing a shared measurement system by creating a data dashboard; however, participants found the dashboard difficult to understand and use. Participating Stewardship Board members, imperative leads, and action team members shared that the terminology used in the dashboard was confusing. For example, many of them were unclear on the difference between results and impact or conflated indicators with outputs. These participants asserted that the dashboard would be more accessible and easier to navigate if it had a simplified navigation panel with easy shortcuts, used "plain language," and included descriptions of key features and concepts. Additionally, participants noted that the dashboard was not always regularly updated and that data were missing. Participants reported, for instance, that most key progress indicators did not include current data. Our latest analysis of the dashboard corroborates these participants' perceptions: out of the 25 key progress indicators, 13 had no attached data, and seven included outdated data. Moreover, participants were sometimes uncertain on how HSH's work contributed to improving the key progress indicators. The lack of updated data and perceived disconnection may help explain why HSH progress and impact are not clear to all stakeholders.

“ The dashboard is really confusing for us [imperative leads and action teams] . . . I think there's just a challenge with the way the dashboard structures the information, and [the dashboard] is really busy . . . I don't get a clear understanding of what all of this information means. ”

– Imperative lead



KEY TERMS RELATED TO HSH'S MEASUREMENT SYSTEM

METRICS: Data related to the indicators or the outputs.

INDICATORS: Data that are specific to community-based outcomes. HSH's mission and vision are measured by indicators.

OUTPUTS: Data points that imperative teams can track through the activities that they deploy. These outputs are generally oriented around how much, how well, and how better off Detroit early childhood stakeholders are as a result of HSH imperative teams' activities and practices.

IMPLEMENTATION SUCCESS PLANS: Tactical plans—developed collaboratively between the Implementation Office and the imperative teams—that map out how the vision of Hope Starts Here corresponds to the imperative's mission, strategies, indicators, activities, and outputs.

**Additional terms are defined in the Glossary (Appendix A).*



Stakeholders directly involved in HSH have experienced the challenges and rewards of developing collective success plans and measures. The Stewardship Board members, Implementation Office staff, and imperative leads who participated in our stakeholder engagement activities acknowledged that it was difficult to reach a collective consensus on what should be considered success for the initiative as a whole and for each individual imperative. Furthermore, how to measure those successes remained as a problem to be solved because different stakeholders held different conceptions of success. These differences became prominent when the imperative leads, in collaboration with the Implementation Office, were developing the implementation success plans—that is, documents that aligned each imperative team's goals, activities, implementation schedule, and metrics with the overarching HSH goals. Many imperative leads struggled with ISP development because they did not have a firm understanding of the ISP terminology or because

it was difficult for them to align the activities and metrics of their teams to the Implementation Office's suggestions or priorities. The ISP development and execution process was especially challenging for those imperative/action team members who had not been part of the initial ISP conversations; these stakeholders were often unclear on how the ISPs (and the corresponding metrics) had been developed. In addition, several participants reported misalignments between what was included in the ISP and what their teams were doing and measuring. There were also concerns about the unequal pace of ISP deployment across imperatives and inconsistent metric tracking across imperatives (for more information about HSH imperative metrics, see [SRC's Validation Study Brief](#)). Still, participants shared that the ISPs allowed them to clarify their goals, develop targeted activities, and improve data tracking.

HSH implementers and direct stakeholders are streamlining their measurement system by concentrating on three areas: access, affordability, and quality. Many stakeholders (including Stewardship Board members and imperative leads) reported that they initially struggled to grasp how all the collective efforts contributed to accomplishing the initiative's ambitious goals. They were also uncertain about the extent to which the various metrics could demonstrate the actual impact of HSH. Several participants wondered how to distinguish between the impact of HSH and the impact of their partners. Among participants who were not actively involved in HSH, the uncertainty stemmed from a lack of clarity around HSH's goals and areas of influence. For Stewardship Board members, the concern was not having a simple and clear way to monitor the implementation and progress of the whole initiative. However, in late fall 2021, after the Implementation Office identified the initiative's three focal areas (or policy levers) and mapped all the metrics around those areas, several Stewardship Board members reported gaining a better understanding of both the measurement system and the potential impact of HSH. And, as described in the epilogue (Moving Forward), these focal areas will continue grounding and shaping the HSH measurement system.

“ We [the Stewardship Board members] had been repeatedly asking for a scorecard that tracks the progress of what we were doing and shows us how the six implementation streams integrate, because we were boiling the ocean here with Hope Starts Here, and I've always been worried about that... What we were asking for is, we need a one-page scorecard that tells us whether or not we're on track. They went through several iterations of it. What we were getting was completely insufficient and frustrating to the Stewardship Board... So [the implementation director] went to work with all those implementation leads. They actually also built a map for us that said, if we're going to accomplish this objective, we have six implementation objectives, and we have [it] broken up in access, quality, and affordability... Now I feel the most comfortable I have felt. I mean, we have been doing such great work and we know how all the pieces of the work fit. ”

– Stewardship Board member



RECOMMENDATION 4

Clarify the shared measurement system and promote its use among HSH partners.

Although HSH has developed a comprehensive, shared measurement system (or “dashboard”) to track progress on the outcomes of the six HSH imperatives, participants found the data dashboard difficult to use, and the ISPs’ alignment with HSH strategies was unclear. Many HSH stakeholders (including Stewardship Board members) wished to know about HSH impact on child-and-family-level outcomes. Potential action steps to enhance HSH measurement system could include the following:

- Provide additional information that clarifies with all HSH stakeholders the connections between the ISPs and HSH’s strategies and goals.
- Update aspects of the dashboard to be more “intuitive” and “user friendly,” such as ensuring it is updated regularly and includes complete data and descriptions for each imperative.
- Ensure that the data are complete—showing, for example, response rates, numbers of participants, exact data sources—so that stakeholders can have a clear understanding of HSH progress and impact.
- Provide additional, clear information for HSH stakeholders to understand how HSH progress and impact are being measured as well as data and reports that show the extent to which HSH’s deployed tactics are increasing equity.
- Offer additional training for imperative and action team members to better understand how to navigate the dashboard.
- Gather additional structural-level data from quantitative and qualitative sources to track shifts in the systems, resource flows, relationships, and practices that advance or hinder equity.

PROFILE OF HOPE

Shardaya Fuquay

"[HSH] has allowed me to be at the head of the table."



Shardaya's story illustrates that HSH can give families access to learning communities and networking opportunities—which helps ensure children's health, well-being, safety, and preparedness to thrive. Shardaya became involved in HSH in 2018, when she was going through a major life change. She had recently had her first child and had left her position as a Detroit public school teacher to establish Journey to Healing, a nonprofit organization focused on addressing trauma through a holistic approach. At the time, Shardaya was looking for networking opportunities and resources for her child. HSH helped Shardaya access those opportunities and resources as well as supported her as a mother, businesswoman, and advocate.

"[HSH] has been a huge support for our family. My children are growing, meaning they're climbing some milestones, and the peer-to-peer support that I've got from other parents have been lifelong relationships... Hope Starts Here really helped to cultivate my community philanthropy skill set. And just, I became more knowledgeable about what community residents needed because of the different imperatives they have, based on zip codes and area . . . So I really like how in Hope Starts Here, you'll be able to talk and connect with other families across the different areas in the city of Detroit. So it helps me to really understand, as a philanthropist, how can I better support my community? As a community leader, it's allowed me to be at the head of the table."

Over the past four years and thanks in part to HSH, Shardaya has honed her community organizing skills and gotten a foothold in Detroit's early childhood ecosystem. While participating in activities for Imperatives 1 and 2, Shardaya has become a community leader and promoted HSH-sponsored initiatives to create better aligned systems and improve the well-being of Detroit children and families. Through HSH and its partners, she has received small grants to engage in community organizing work. Currently, Shardaya is partnering with other HSH stakeholders to provide, through her nonprofit, trauma-informed programming and behavioral health services. She is also helping local Detroit communities access financial resources through her work with the Community Connections' Community Grantmaker Panel, which issues grants to grassroots groups to deploy strategies that strengthen communities and reduce inequities. She wants to continue working with HSH and its partners to improve the well-being of children and families across Detroit. She hopes that HSH and its partners reach out to more Detroiters and that the results of their efforts are shared with community stakeholders such as her and her family.



KEY FINDING 5

While HSH has strengthened partnerships among Detroit’s early childhood system stakeholders, levels of engagement and buy-in have varied due to several challenges, including a sense of competition and distrust among HSH partners, concerns about the initiative’s reach, and power imbalances among stakeholders.

HSH has strengthened partnerships and raised awareness about the importance of early childhood education in Detroit. Some of those partnerships have occurred internally, within HSH imperative and action teams. Other burgeoning partnerships and relationships are external, involving Detroit early childhood stakeholders and organizations not directly involved in the initiative. The partnerships have helped increase coordination across early childhood systems and programs. HSH and its partners have also raised the community’s understanding of early childhood education and its importance in children’s development. For instance, the HSH Social Justice Summit 2021 brought together Detroit families, early childhood educators, advocates, community champions, and legislators to discuss intergenerational justice and form “opportunity groups” that develop strategies to increase social justice in Detroit’s early childhood ecosystem. Participants shared that, as a result of HSH events and its partnerships, more Detroiters are talking about early childhood and working together to improve it.

“ [HSH] brought everyone together. When they selected individuals to be on an imperative, they were very intentional in having the diversity of people from different aspects. So everybody’s opinion was brought in and nobody was left off. And there just was an unspoken understanding that we were in this together for the children. And that is rare to create. So Hope Starts Here gets big kudos for that, definitely. ”

– Imperative team member

TOOLS FOR HOPE AN EXAMPLE OF EFFECTIVE PARTNERSHIPS

HSH partnered with Detroit Public TV, SRC, and the Kresge Foundation to develop a professional development series called Tools for Hope: Equipping and Elevating Detroit’s Early Childhood Professionals. The 10 virtual sessions of the series aimed to help Detroit’s providers better understand how to drive policy change, manage their businesses, increase family engagement, and support the healthy development of children and families. The sessions brought together experts from different fields and have helped providers improve their services. The session recordings are [available online](#).

However, a sense of distrust and competition persisted among HSH stakeholders. Before HSH came into existence, most of Detroit's early childhood organizations and stakeholders worked in silos and were used to competing against one another. And, at times, that competitive ethos has persisted among HSH stakeholders and partners. Participants shared that they have sensed distrust and competition within and across the imperative teams and the action teams. And some stakeholders worry about who gets credit, recognition, or attribution for the successes as well as about how to address everybody's priorities and agendas—their organization, their funders, and HSH.



Stakeholders questioned the depth and authenticity of HSH's relationships with its partners. Many participants were unclear on who HSH partners were and on what the partnerships entailed. For example, participants believed that HSH was working in some capacity with a given early childhood organization but had not seen any updates describing the work or the results of that work; therefore, they could not determine the effectiveness of the partnership. This lack of

“ The challenge is having the multiple streams of [HSH] work all happening at the same time and not have one imperative group, or one imperative leader, or team, get a strategy team, get ahead of this group over here because we're interconnected. The challenge of managing [HSH] work is that institutions have egos. And I think Hope Starts Here is just continuing to try to navigate that, right? Because of its positioning with funders, with the city, with the governor, with legislators. Because of Hope Starts Here's positioning, darts sometimes get thrown at the Hope Starts Here work, when there's just real integrity to just try to advance the work. This isn't about trying to be Mr. or Mrs. Wonderful, but institutions have egos. They have fundraising goals. They want to be the one who leads this work and transforms the city. And that's just what we have to navigate. The rivalry that exists there, the rivalry amongst entities. ”

– Imperative team member

clarity made some participants believe that some of HSH partnerships were “superficial” or “just on paper.” In other cases, participants perceived a lack of regular collaboration between HSH and key institutions in Detroit’s early childhood landscape (e.g., Detroit Public Schools Community District). The participants asserted that, without a strong and consistent partnership with those institutions, HSH could not achieve all its system-level goals.

“ You have to connect the [early childhood] web and make it work. And right now there’s a huge disconnect in the spiderweb, it needs connections so that [people] can get to the right points. It’s just like if you had a business, how do you get to the parents who need diapers? [The connections] are visibly weakened. If the Department of Health and Human Services is one of our main hub points for parents, providers, even children from health, why are they not directly connected to HSH? Especially if Hope Starts Here initiatives, all their imperatives, connect to the department. There seems like there has to be some type of streamline so that the two connect. ”

– Imperative lead

There were power imbalances among the stakeholders. As mentioned earlier, HSH is by design an initiative that welcomes a wide range of perspectives and seeks to empower those who have been historically marginalized. To that end, local community members were invited to participate on HSH teams and in decision-making processes. However, the participating community members did not always feel that they could “fit in” or truly contribute to HSH efforts, due to a perceived lack of knowledge or resources. And these negative perceptions were difficult to overcome for many community members, even after receiving support and encouragement from HSH imperative/action team leads. The power and confidence gaps often became evident during the decision-making process, when stakeholders with more institutional or resource power dominated or received deference. These processes, in turn, contributed to perpetuating unequal power dynamics and sometimes reduced community members’ engagement in HSH activities. Power imbalances and inequitable mental models can undermine collective impact initiatives such as HSH, especially when leaders are not proactively addressing these issues.³



“ On the Stewardship Board, I would say there’s three groups of people. The community people, who are just happy to be there, and I’ll put myself in that category. I don’t think we feel like we have real power. Then there’s another group, then there’s the two foundations and all of their staff, it’s like 20 people... I don’t have any power in the room. So I don’t feel like I can change the dynamic. So I just try to be a helper whenever I can be. ”

– Stewardship Board member

Participants also expressed concern about potential lack of stakeholder diversity and dwindling HSH outreach efforts—which could ultimately lead to uneven distribution of the benefits of HSH. Participants shared that HSH community engagement events and efforts largely concentrated on the west side of Detroit (especially Districts 1 and 2) and that HSH presence in other areas of the city was weaker. The participants wondered why HSH leaders were not reaching out equally to the under-resourced neighborhoods of east Detroit. Several participants also said that most of HSH’s events and communication catered to English-speaking communities and that very few efforts were responsive to multilingual, immigrant families. These participants affirmed that the initiative’s limited outreach was sometimes evident at HSH events, as the attendees did not fully represent the geographic and linguistic makeup of the city. The perceived lack of diversity made stakeholders question whether the benefits and activities of HSH were being evenly distributed across Detroit. Participants asserted that HSH needed to strengthen its partnerships with community leaders and grassroots organizations across Detroit in order to connect with and effectively serve all Detroit children and families.

“ [HSH] is not in every community . . . I feel like the community, what happens in Brightmoor should happen on the lower east side. Everybody should be on the same agenda. Even though COVID happened, that’s when we really should have had our numbers up even more because of the fact that we was in a crisis. So relationships goes a long way. So do I think that Hope Starts Here have relationships? No, they do not. And why? Because of lack of resources, lack of communication, and transparency. That’s what I feel. So, we have to change that mindset to move to the next level. ”

– Community member



RECOMMENDATION 5

Leverage partnerships to increase equity through HSH implementation.

Participants acknowledged that HSH, through its framework and leadership, is helping Detroit early childhood stakeholders build mutually beneficial partnerships and coordinate their activities. However, participants sensed distrust, competition, and misalignment among HSH stakeholders. Some participants affirmed that certain HSH partnerships were superficial or weak, especially as those partnerships did not consistently prioritize or address equity and justice. To strengthen partnerships, participants suggested the following action steps:

- Showcase the equity-centered tactics deployed by imperatives and partners so that others can learn from and build on these efforts.
- Ground all partnerships and tactics in specific equity goals.
- Identify and address gaps in stakeholder outreach and engagement.
- Develop tools (e.g., templates for data-sharing agreements and a directory of partners) that facilitate equity-centered, cross-imperative, and cross-sector collaboration.
- Deploy strategic outreach campaigns to increase the number and diversity of early childhood stakeholders involved in HSH implementation as well as to intentionally recruit additional stakeholders and community members who can support the initiative.
- Explicitly name and address the power imbalances that affect communication and relationships among HSH stakeholders and promote practices that show that contributions from all members of the collaborative are valued equally.
- Imperative leads could take concerted actions to align their work to larger initiatives in order to streamline efforts and expand the resource pool for HSH stakeholders. For example, leaders could explicitly link HSH'S 6-A-Day campaign to the national Talking Is Teaching initiative—which is endorsed by Great Start to Quality—to help caregivers and community members access the many readily available Talking Is Teaching materials and connect them to additional support sources such as [Great Start Wayne](#). These efforts, in turn, could strengthen HSH partnerships with national and state-level agencies.



“ If all of us together focus on our smaller goals, those big impacts that we’re trying to make, we can make. But not if we’re all just trying to reach the big impact. Let’s work on what our small goals are and work collectively, not competing. So, I think that just bringing us together is the step towards getting rid of those challenges and disparities. ”

– Imperative team member

PROFILE OF HOPE

Wanda Totts-Nathan

"[HSH] made me step my game up."

Wanda's story demonstrates how HSH can support early childhood providers in increasing access to high-quality services. With more than 20 years of experience in child care and a four-star rated program ([Tott's Early Learning Center](#)), Wanda knows what early childhood quality is and what it requires. Still, HSH and its partners have pushed Wanda to expand her vision of high-quality early childhood services and facilities. She first heard about HSH in 2020 through a social media platform, while she was searching for ways to enhance her business during the lockdowns. She was told that HSH was "a second voice for the child care providers." Soon after, she confirmed that. During the meetings organized by the Implementation Office and Imperative 3, Wanda had opportunities to raise her concerns as a child care provider, and HSH leaders communicated those concerns to Michigan legislators.

"I feel like Hope Starts Here put a light on our voice and our concerns from the perspective of child care providers, as well as the parents. So I think that just opened the door. Well, it stopped looking like it was only the providers making [up] the issues and making all the complaints and it became providers and families and parents all joined them together saying, 'We need better. We need more.' And they [legislators] listened."

HSH helped Wanda improve her facilities by successfully advocating to Michigan legislators for additional funding for early childhood providers. She used the extra funding that she received to repaint her center, add an infant classroom, and enhance her exterior playground area. And, through her involvement in HSH, she created and strengthened relationships with partners who could assist her in upgrading her facilities. She hopes to continue working with HSH and its partners to expand her center and redesign her outdoor learning spaces. Through these partnerships and support, Wanda will add more high-quality seats and offer even better

experiences to children and families. She also wishes that HSH, along with its partners, can help improve wages for child care providers and address early childhood staffing turnover.



KEY FINDING 6

Implementers have received some resources to execute HSH tactics, but additional financial supports and strategies are needed to fully live into the mission and goals of the initiative.

The Implementation Office has offered some financial resources and promotional materials to assist with community outreach and tactic implementation. Most imperative lead organizations have received annual funding to cover part of the cost of implementing HSH activities. The lead organizations have invested most of those funds in hiring or compensating individuals who can help advance their imperative's work. For example, Henry Ford Health System (Imperative 1 lead) has used the funds to hire a program coordinator and an epidemiologist who can help the organization reach the goal of creating a shared data system to track the health outcomes of Detroit children and families. In addition, HSH has offered "mini-grants" and swag to action teams and community members who are implementing projects aligned with HSH goals and priorities. See Nealmetria's profile for an example of an HSH-funded, community-rooted event.

However, HSH implementers need additional resources and structured supports to reach the ambitious goals of HSH and its imperative team. Many imperative/action team members and community members—most of whom were involved with Imperatives 1, 2, and 3—reported that they lacked sufficient funds, human resources, and/or training to conduct their teams' planned activities. Several participants shared, for instance, that they did not have enough time and capacity to attend all team meetings, organize outreach events, and help gather data for their team. These participants reported struggling to balance HSH tasks with their other personal and professional commitments. And a handful of participants shared that they stopped participating in the initiative because HSH required too much of their time and capacity. This type of priority conflict was less likely to happen among stakeholders whose "daytime job" was aligned with HSH. For example, certain HSH strategies overlapped with the Imperative 6 lead's job at a foundation consortium, so the lead could conduct some HSH-

“ I’m doing it [HSH work] off the side of my desk. There’s a lot of other work that I have to do as part of my primary job that I’m paid, funded for. I’m not written into the Hope Starts Here grant, because it was such a small amount . . . It is unrealistic to think that I would have the capacity to just keep going and making things happen for next year, if there’s not a funding mechanism and a strategic plan in place for next year or the year after that and the year after that. So I feel like we are really hurting ourselves and limiting our capacity to do more because we aren’t creating the space to plan for it. ”

– Imperative lead

related tasks as part of her job tasks. By contrast, other people were engaging in HSH activities in their own time and without payment. Indeed, many participants worried that most people who were coordinating or implementing imperative tactics were not being fairly compensated and recognized. Similarly, grantees and other stakeholders affirmed that the HSH grants were too small to cause a significant impact and that there was a lack of structured assistance and accountability for grantees. Participants asserted that stakeholder retention and tactic effectiveness would increase if implementers had additional, long-term funding and training.

RECOMMENDATION 6

Support HSH implementers in accessing additional financial and human resources.

Participants recognized that HSH implementation required large amounts of time, personnel, and funds and that HSH implementers often lacked sufficient resources to implement the initiative effectively. To increase the resources allocated to HSH implementers, these could be some potential actions steps:

- The HSH backbone infrastructure (the Implementation Office and the Stewardship Board) could work with imperative leads to obtain additional funding to support community efforts and compensate community-level partners for their contributions to the initiative.
- HSH implementers and partners could intentionally connect action team members and community leaders to external grant opportunities and guide them in maximizing the use of public and private funding sources (e.g., philanthropic foundations, local business partners, state-level funding) to expand their existing resources.
- The HSH backbone infrastructure could build on the findings of the True Cost of Care study (forthcoming) to set and achieve coordinated funding goals and strategies that advance equitable early childhood systems in Detroit.

“ One of the things that we would look for on [HSH] plans would be where there were built-in times to coordinate across imperative leads so that that could be sort of brought out more intentionally in the planning process. So getting really clear on sort of what your plans are, what your action steps are, where are the places where you’re connecting. So we [funders] would just be a helpful partner with our grantee partners in the great work that they’re doing to just kind of lay that out and make sure they have the support they need. ”

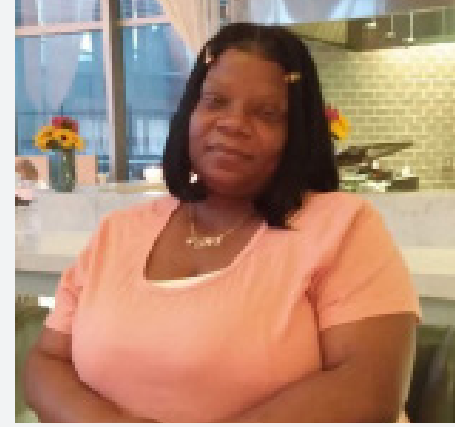
– Funder



PROFILE OF HOPE

Nealmetria Loper

“Blessed to be able to learn and grow through Hope Starts Here.”



Nealmetria’s story shows how HSH can provide Detroit parents with access to resources and support to become advocates and community leaders, so that all Detroit families have the same opportunities to thrive. As a person with disabilities and a single mom, Nealmetria has fought for better access to opportunities and services her whole life. Her advocacy and leadership skills have bloomed thanks to the support of HSH and its partners. These organizations and initiatives (e.g., [Detroit Parent Network](#), [Family Leadership Network](#), [Detroit Wayne Integrated Health Network](#), [Think Babies Michigan Policy Initiative](#), [Mothering Justice](#), and [Brilliant Detroit](#)) have provided Nealmetria with family leadership training and encouraged her to take on leadership roles over the past five years. HSH is especially close to Nealmetria’s heart, as she feels that she has been able to help co-design the initiative and grow with it.

“[The HSH team] would train [parents] in terminology and what this means and what that means to better prepare us and to say, ‘Hey, you belong at these tables. You do not feel intimidated. You’re here because we want you here and you deserve to be in the same space at the same time. And nobody in this work is more important than the parents.’ . . . A lot of us had never felt support like that... I’m so thankful to be able to be part of that whole process. What you see now, what Hope Starts Here is now, I had a hand in that, so I’m so super blessed to be able to learn and grow through Hope Starts Here.”

HSH also helped Nealmetria expand her professional network and access resources for other families who were struggling financially and socio-emotionally. For example, in 2019, Nealmetria mentioned to Imperative 2 leaders that she would like to have a back-to-school event in her neighborhood, and those leaders donated school supplies and introduced her to other community leaders who helped her create 200 back-to-school kits. With the leaders’ support, Nealmetria was able to host a highly successful back-to-school event where local families and children received back-to-school kits and learned about HSH. Nealmetria also obtained a small HSH grant to organize literacy events at her local library. These supports boosted Nealmetria’s self-confidence and motivated her to further her formal education in family advocacy. Currently, Nealmetria is a parent consultant and serves on several boards as a parent leader. She hopes to establish a nonprofit organization and continue partnering with HSH to serve Detroit children and families who are experiencing abuse and/or disabilities. She also wishes for HSH to welcome even more community members (like her) to decision-making tables and to give them resources and training to become effective community leaders and advocates.

MOVING FORWARD

This study has detailed a variety of community stakeholder perspectives on the implementation of HSH between April and November 2021. Study findings demonstrate that HSH has developed a common vision for improving and aligning Detroit's early childhood systems as well as helped advance policies that increase access to high-quality, affordable early childhood services. The study has also uncovered that HSH has enhanced communication, data tracking, partnerships, and resources among Detroit's early childhood stakeholders; yet, there remain opportunities for growth in those areas. Some of these strengths and opportunities surfaced during the Implementation Office's "Stepback Exercise," which was held in late fall 2021 and helped refine HSH's agenda and priorities. The Stepback has brought additional clarity to stakeholders.

THE STEPBACK AND ITS RIPPLE EFFECTS

As HSH was nearing its fifth year of implementation, Implementation Office members took time to "step back" and reflect on the progress of the HSH initiative.

The Implementation Office examined the imperative's implementation success plans and dashboard data in order to better understand the progress of each imperative and the initiative as a whole. The Office also assessed alignment across HSH overarching goals, imperative strategies, and metrics. The Office staff's reflection exercises revealed a lack of intentional coordination among HSH leads and stakeholders as well as stakeholders' lack of clarity about how HSH's progress and impact were measured.

To address these challenges, Stewardship Board members suggested creating a concise "scorecard" for HSH and tying all HSH's metrics to a specific objective: reducing Detroit's seat gap.

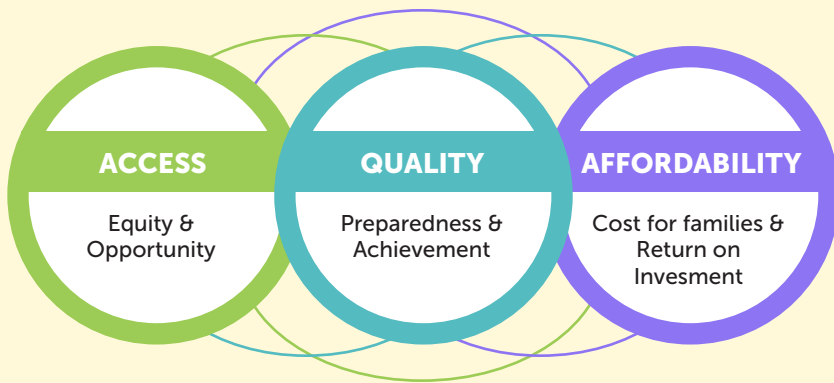
The Stewardship Board members believed that the seat gap reduction would serve as a concrete indicator that HSH was accomplishing its mission of putting Detroit's children first. The members also upheld, based on an IFF report*, that decreasing the seat gap would require coordination and improvement across the many complex parts of Detroit's early childhood systems.



The Implementation Office team developed a Hope Starts Here scorecard that centered on reducing the seat gap by working on three areas: access, cost, and quality of care.

As part of the Stepback, the Implementation Office met to discuss each imperative’s contribution to addressing the seat gap, the Office’s contributions to each imperative, and the connection between the existing measurements and the seat gap. Based on those conversations, the Office staff drafted a scorecard—a chart that mapped the alignment between key performance indicators (KPIs) and the three focus areas and highlighted connections to seat gap reduction. The Stewardship Board and imperative teams reviewed the scorecard draft, and then the Implementation Office adjusted the scorecard based on their feedback. The updated scorecard (known as the HSH Results-Based Scorecard 3.0) served as a foundation for the Implementation Office and [Data Driven Detroit](#) to design a Kumu Map, a web-based application that visually represents the connections across the HSH’s focus areas, strategies, activities, and KPIs. The application—

launched in spring 2022—allows HSH leaders to select KPIs of their interest and assess the progress of specific imperatives or the whole initiative. The Implementation Office hopes that the scorecard and the Kumu Map help stakeholders better grasp how HSH imperatives’ activities connect to HSH’s collective short-, medium-, and long-term goals and efforts.



Additionally, the Implementation Office is designing three tools to enhance the initiative’s implementation and accountability.

Per the Stewardship Board’s request, the Implementation Office team drafted a communications plan, a governance plan, an operational plan, and an executive summary of the implementation. The Board reviewed those documents between February and March 2022. The plans will guide HSH implementation between 2022 and 2027, when HSH is expected to reach its goal of making Detroit a city that puts young children and families first.

*See IFF. (2015). *The system we need: A neighborhood snapshot of early childhood care in Detroit*. Chicago, IL: Author. https://iff.org/wp-content/uploads/2017/05/IFF_Detroit_report_final.pdf

The implementation study results, in conjunction with the Stepback exercise, show that HSH is well positioned to improve the well-being of Detroit children and families. HSH has a strong foundation and renewed commitment to create the “cascading levels of collaboration”⁴ needed to align Detroit’s early childhood systems in order to provide the youngest Detroiters with access to high-quality, affordable, and equitable services. These optimal conditions and timely opportunities should be collectively seized to make Detroit a city that helps all children thrive and to lay out a blueprint for coordinated, equity-centered, citywide early childhood systems.

APPENDICES

APPENDIX A. Glossary

BACKBONE INFRASTRUCTURE consists of staff members who perform backbone functions, members of the initiative’s Steering Committee (or other leadership structure), and influential champions (Perskill, Parkhurst, & Juster, 2014).

COLLECTIVE IMPACT is a “network of community members, organizations, and institutions that advance equity by learning together, aligning, and integrating their actions to achieve population and systems-level change” (Kania et al., 2022, Centering Equity in Collective Impact).

EQUITY is fairness and justice achieved through systematically assessing disparities in opportunities, outcomes, and representation and redressing those disparities through targeted actions (Urban Strategies Council).



IMPLEMENTATION SUCCESS PLANS (ISPs) are documents—developed collaboratively between the Implementation Office and the imperative teams—that map out how the vision of Hope Starts Here corresponds to each imperative’s goals, strategies, indicators, activities, and outputs.



MEASUREMENT SYSTEM TERMINOLOGY:

- **Activities:** Actions that teams deploy in order to achieve their goals.
- **Outputs:** Data points that imperative teams can track through the activities that they deploy. These outputs are generally oriented around how much, how well, and how better off Detroit early childhood stakeholders are as a result of HSH imperative teams’ activities and practices.
- **Output sets:** Data that are specific to your performance and your tactics.
- **Indicators (or "North Stars"):** Data that are specific to community-based outcomes. HSH’s mission and vision are measured by indicators.
- **Implementation success plans:** Tactical plans—developed collaboratively between the Implementation Office and the imperative teams—that map out how the vision of Hope Starts Here corresponds to the imperative’s mission, strategies, indicators, activities, and outputs.
- **Metrics:** Data related to the indicators or the outputs.

APPENDIX B. Summary by Imperative

Imperative	What activities have been implemented?	What has been accomplished?	What are the main challenges?	What lessons were learned?
<p>IMPERATIVE 1</p>  <p>Promote Health, Youth Development & Well-Being</p>	<ul style="list-style-type: none"> • Held regular team meetings (quarterly for the whole team and monthly for the action team members) • Convened a coalition of stakeholders in health care and child care to better understand how to measure collective impact • Did some community outreach within the imperative to prevent or treat COVID-19 	<ul style="list-style-type: none"> • Successfully collaborated with other imperative groups, mainly from Imperatives 2 and 5 • Launched three work groups that will develop and implement distinct yet interrelated tactics in three areas: (1) health care delivery and access; (2) policy evaluation and research; (3) community engagement—getting information from and to communities 	<ul style="list-style-type: none"> • Identifying appropriate activities that will yield preset goals/objectives in the ISP and lead to lofty goals • Limited team capacity in key areas such as data and implementation 	<ul style="list-style-type: none"> • It’s key to have a coordinator/liaison who is on the ground
<p>IMPERATIVE 2</p>  <p>Parent & Family Leadership</p>	<ul style="list-style-type: none"> • Held community conversations after the launch of the HSH framework so the community could give feedback about the framework and propose ideas about how to implement it • Organized listening sessions and community outreach events (including a celebration of the Day of the Young Child) across the city to get parents and caregivers involved in the initiative • Piloted a call to action around improving the process for families to sign up for parent training • Offered resources to Detroit children and families (including educational materials, food, personal protective equipment, and emergency shelter) 	<ul style="list-style-type: none"> • Established a “measuring success action team,” which reviewed and helped define key measures for Imperative 2 • Defined performance indicators and identified shared measurements • Supported many Detroit parents/ caregivers in becoming early childhood advocates and connected them to a grassroots network of advocates • Partnered with several imperative teams and organizations to advocate for policy changes • Developed original family engagement programs and data collection systems • Increased awareness of available resources and supports during the COVID-19 pandemic • Supported parents/ guardians in becoming “education navigators,” who could help other families further their education 	<ul style="list-style-type: none"> • An initial sense of competition and distrust among the organizations involved in family engagement • Keeping track of all the activities of partners • Some imperative team members felt disconnected from the Stewardship Board and large partner organizations • Limited human resources • Communication and collaboration across districts were not always consistent 	<ul style="list-style-type: none"> • It’s crucial to remain grounded in family/ community voice and in the local communities’ needs and assets as well as to develop activities and communication that are inclusive and representative

Imperative	What activities have been implemented?	What has been accomplished?	What are the main challenges?	What lessons were learned?
<p>IMPERATIVE 3</p>  <p>Provide High-Quality Programs & Professionals</p>	<ul style="list-style-type: none"> • Held strategic convenings with action team members affiliated with strategies 6, 7, and 8 • Advocated for better wages, the child care grant initiative, and financial support for child care businesses • Identified metrics at the state and national levels and used them to help inform a proposed state spending plan under Gov. Whitmer; lobbied the State House/Senate to adopt the governor’s plan • Offered professional development training series, such as Tools for Hope and licensing workshops, for Detroit’s early childhood educators in coordination with external partners (e.g., Detroit Public TV and Michigan’s Department of Licensing and Regulatory Affairs) • Will organize events where early childhood and K–12 educators meet with one another • Organized events and communication campaigns to motivate caregivers to enroll their children in kindergarten; the event organizers included representatives from private and public institutions 	<ul style="list-style-type: none"> • Identified activities to meet ISP goals • Strengthened connections between childhood providers across the city as well as helped increase compensation for early childhood teachers and providers • Successfully advocated for allowing providers to bill for child enrollment rather than attendance and to provide scholarships for school-age children • Creating ascending career ladders for early childhood that are a lattice across early childhood–related fields and embraced across multiple educational tables, including the Michigan Department of Education 	<ul style="list-style-type: none"> • Figuring out what should be measured and how it should be measured to demonstrate change, and what data sources are available and what needs to be developed • Trying to balance daily work with activities of HSH/ scheduling conflicts 	<ul style="list-style-type: none"> • Collaborating with other imperatives helps build on their lessons learned and helps the imperative accomplish its goals • Regular, inclusive communication among imperative stakeholders is essential • Having common, specific policy recommendations facilitates building coalitions and teams
<p>IMPERATIVE 4</p>  <p>Safe & Inspiring Environments</p>	<ul style="list-style-type: none"> • Lobbied senators around American Rescue Plan funds • The Imperative 4 lead organization (IFF) has connected with the Office of Early Learning and School Readiness, a nonprofit arm of the Mayor’s Office, to identify ways to enhance Detroit’s early childhood facilities 	<ul style="list-style-type: none"> • Inspired some early childhood providers to enhance the infrastructure, furnishing, and aesthetics of their facilities • Partners of HSH and Imperative 4 have helped providers enhance their facilities 	<ul style="list-style-type: none"> • ISP design and implementation have been slow and challenging • Defining what quality services looks like 	<ul style="list-style-type: none"> • Having a shared understanding of key concepts, imperative goals, and tactics is crucial for advancing an imperative’s work • Need to ensure that all the key players are at the table

Imperative	What activities have been implemented?	What has been accomplished?	What are the main challenges?	What lessons were learned?
<p>IMPERATIVE 5</p>  <p>Better System Alignment</p>	<ul style="list-style-type: none"> • Held meetings with key stakeholders to discuss data sharing and coordination across Detroit’s early childhood systems • Revised the ISP and created a vision for the integrated data system (Phase 1 of the contract → Strategy 12) • Worked with Imperative 1 to develop software to facilitate data sharing across systems serving Detroit’s families • Developed a call-to-action pilot 	<ul style="list-style-type: none"> • Helped identify and distribute resources for Detroit children and families during the COVID-19 pandemic • Successfully advocated for creating the Mayor’s Office of Early Learning and School Readiness • Designed and piloted a website to help families connect to quality, affordable child care 	<ul style="list-style-type: none"> • Defining concrete outcomes, because the work is mainly focused on long-term, process-oriented goals (such as developing data-sharing agreements) • Determining the actual effects of the work • Staff turnover and limited human resources • Skepticism about data-sharing agreements 	<ul style="list-style-type: none"> • It’s crucial to have a strong lead organization that can garner support from other stakeholders and provide resources
<p>IMPERATIVE 6</p>  <p>Increased & Aligned Funding</p>	<ul style="list-style-type: none"> • With the support of Imperative 6 affiliates, the HSH Implementation Office launched a study of the “true cost of child care”—which will reveal gaps in the accessibility, affordability, and quality of early childhood services in Detroit 	<ul style="list-style-type: none"> • Funders’ trust in HSH is growing • The HSH framework is being used as a guide for the work of the Southeast Michigan Early Childhood Funders Collaborative • HSH has prompted funders to shift from individualistic to collective approaches and mindsets and from short-term to long-term investments 	<ul style="list-style-type: none"> • Funders were initially skeptical or unclear on the HSH approach • ISP development was challenging because the plan included predetermined performance indicators and unknown terminology • Foundations’ traditional ethos favors investing in short-term initiatives that cause direct impact, which is the opposite of a collective impact, long-term approach such as HSH • Limited time and capacity 	<ul style="list-style-type: none"> • Having a team lead whose day job closely aligns with the imperative strategies eases the imperative’s work

APPENDIX C. HSH at a Glance: Goals, Indicators, Activities, and Priorities After the Stepback Exercise

Hope Starts Here At A Glance

	Policy Priorities	Imperative Activities	Progress Indicators (near, mid, long)
ACCESS	<ul style="list-style-type: none"> ● Advocate for transformative and equitable system change using all available funding including Federal Relief funds ● Call for local coordination of Federal relief funding with child-centered focus 	<ul style="list-style-type: none"> ● Launched pediatric mobile clinics ensuring newborns to 15 months are able to get care and immunizations ● Identified pilot “use-case” from phase one visioning sessions to begin to test the necessary conditions for an integrated/interoperable data system ● Aligning and integrating support efforts with healthcare, social service and early childhood development/education organizations to address social determinants of health (SDOH) ● Provide targeted outreach, engagement and training to Detroit parents and caregivers, especially the hard to reach subset to promote outreach, advocacy, and positive parent practices 	<p>Percent of mothers with access to respectful prenatal care: 2017: 47.9% 2019: 48.6%</p> <p>3-year projection and targets: 2021: 50% 2024: 52.5% 2027: 55%</p> <ul style="list-style-type: none"> ● While this number is trending upward, it is still inadequate ● COVID-19 will likely have a negative impact on this trend
QUALITY	<ul style="list-style-type: none"> ● Reinstatement of categorical funding for implementation of MKEO, 2021–22 (3.5) ● Increase number of high-quality seats with an intentional address to infant-toddler seat gap of 28,000 seats pre-COVID (HQS) 	<ul style="list-style-type: none"> ● Amplified awareness of lag in decision-making by legislators that is stalling stabilization funds with provider and parent calls to action (3.5) ● Distributing transitional tools and activities and targeted media placements to support families’ enrollment and attendance in early childhood programs and in kindergarten (3.5) ● Creating a Michigan Early Childhood Career Pathway ladder for varied workforce pathways, and a menu of quality evidence-based, in-home learning experiences accessible to parents ● Increasing resources and tools supporting leading practice in the design, development and renovation of ECE learning environments (HQS) 	<p>STUDENTS ENROLLED IN KINDERGARTEN 2018: 7,380 2020: 5,684</p> <p>3 Year Projection and Targets: 2011: 8,000 2024: 8,800 2027: 10,000</p> <p>HIGH-QUALITY SEATS 2017: 992 2020: 1,029</p> <p>3 Year Projection and Targets: 2011: 1,245 2024: 2,000 2027: 3,000</p> <ul style="list-style-type: none"> ● Enrollment – evidence suggests prospective Kindergarten students were “redshirted” this year. If true, 2021–2022 enrollment could exceed pre-COVID levels. Quality seats – Mitigate 28,000 seat gap

Hope Starts Here At A Glance

Policy Priorities

AFFORDABILITY

- Increase compensation and benefits of early childhood educators (3.4)
- Simultaneously increase provider reimbursements and family eligibility using CCDF

Imperative Activities

- **Aligning** and increasing investments of public and philanthropic sectors across the early childhood system
- **Continued** awareness building among legislators to include education of ECE system and urgent need for solution
- **Co-develop** a local vision to achieve funding goals and inform **true cost of care** work to determine level of necessary investment and existing gaps in revenue for an affordable, high-quality early childhood system in Detroit
- **Developing** a sustainability plan to include fiscal analysis and development of an equitable true cost of care model in coordination with the state with specific revenue generation strategies for Detroit

Progress Indicators

(near, mid, long)

MEDIAN WAGE OF ECE WORKFORCE

2019: \$9.43 wage parity per hour compared to K-3 wage: **\$25.22**

2021: \$10.09 wage parity per hour compared to K-3 wage: **\$32.04**

3 Year Projection and Targets:

2021: Under 50% parity

2024: Over 50% parity

2027: Over 80% parity

- There was an **increase** in wages, but the gap remains significant

North Star Goals

Children are secure, healthy, and prepared to thrive

- **ALL** children with “excellent” or “very good” health
- **ALL** children live beyond first year of birth
Current Rate: **16.7 per 1,000**
Interim Target 2027: **6.68 per 1,000**
- **FEWER** children experiencing poverty
Current Rate: **44%**
Interim Target 2027: **32.6%**
- **ALL** children proficient in third grade reading and math
ELA Current Rate: **16%** Math Current Rate: **16%**
Interim Target 2027: **25.6%** Interim Target 2027: **25.6%**
- **GREATER** number of children age 8 and under living in Detroit
Current Total: **82,099** • Interim Target 2027: **102,623**
- **ALL** kids who are kindergarten ready
- **INCREASE** in families living in complete and supportive neighborhoods
- **INCREASE** in kids living in households with the income to meet basic needs (above the ALICE Threshold)
Current Rate: **36.2% of families**
Interim Target 2027: **57.9% of families**

APPENDIX D. Additional Information About the HSH Initiative

HSH's Path to Putting Children and Families First



SOURCE: <https://hopestartsheredetroit.org/history/>

IMPLEMENTATION TEAM RESOURCES

- [Imperative Success Plan Documents](#)
- [HSH Impact Dashboards](#)

ENDNOTES

1 Participants' roles and titles were self-reported.

2 Kania, J., & Kramer, M. (2013). Embracing emergence: How collective impact addresses complexity. *Stanford Social Innovation Review*, 1–7. https://ssir.org/articles/entry/social_progress_through_collective_impact

3 Kania, J., et al. (2022). Centering equity in collective impact. *Stanford Social Innovation Review*. https://ssir.org/articles/entry/centering_equity_in_collective_impact#

4 Kania, J., & Kramer, M. (2013). Embracing emergence: How collective impact addresses complexity. *Stanford Social Innovation Review*, 1–7. https://ssir.org/articles/entry/social_progress_through_collective_impact



Hope
starts
HERE
DETROIT'S
EARLY CHILDHOOD
PARTNERSHIP



SCHOOL
READINESS
CONSULTING