

Looking in the Rearview Mirror – What We've Learned So Far

Leadership – Northwest Missouri

Strategy – West Kendall, Florida

Communications – Midland County,
Michigan

Looking in the Rearview Mirror – What We've Learned So Far

Leadership – Northwest Missouri

Rachel Kagay

Northwest Missouri - Alumni

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Northwest Missouri - Alumni

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Faculty, Mentor, Board Member



Dreaming Big and Growing Together through CollaborACTION



COMMUNITY FOUNDATION
OF
NORTHWEST MISSOURI



**MAXIMIZE
NWMO**

Dream big and grow together.

OUR REGIONAL VITALITY JOURNEY

2012 – 2014

Fact-Informed & Opportunity Inspired
Launch: Transfer of Wealth Study & Regional Research

2016-2018

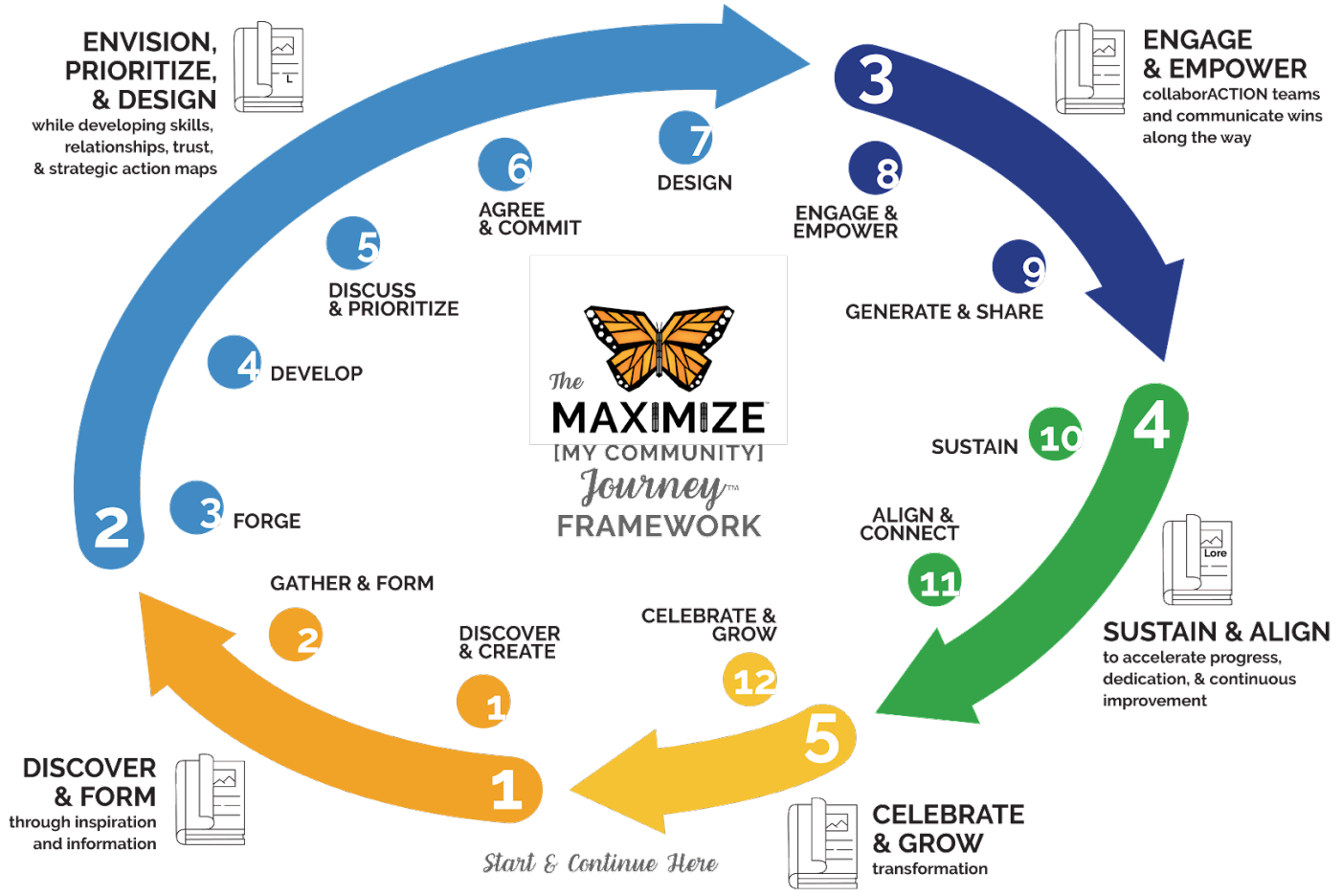
Launch of Pilot with 3 Communities/Trade Areas in the new COE 2026 National Learning Collaborative

2020 – 2022

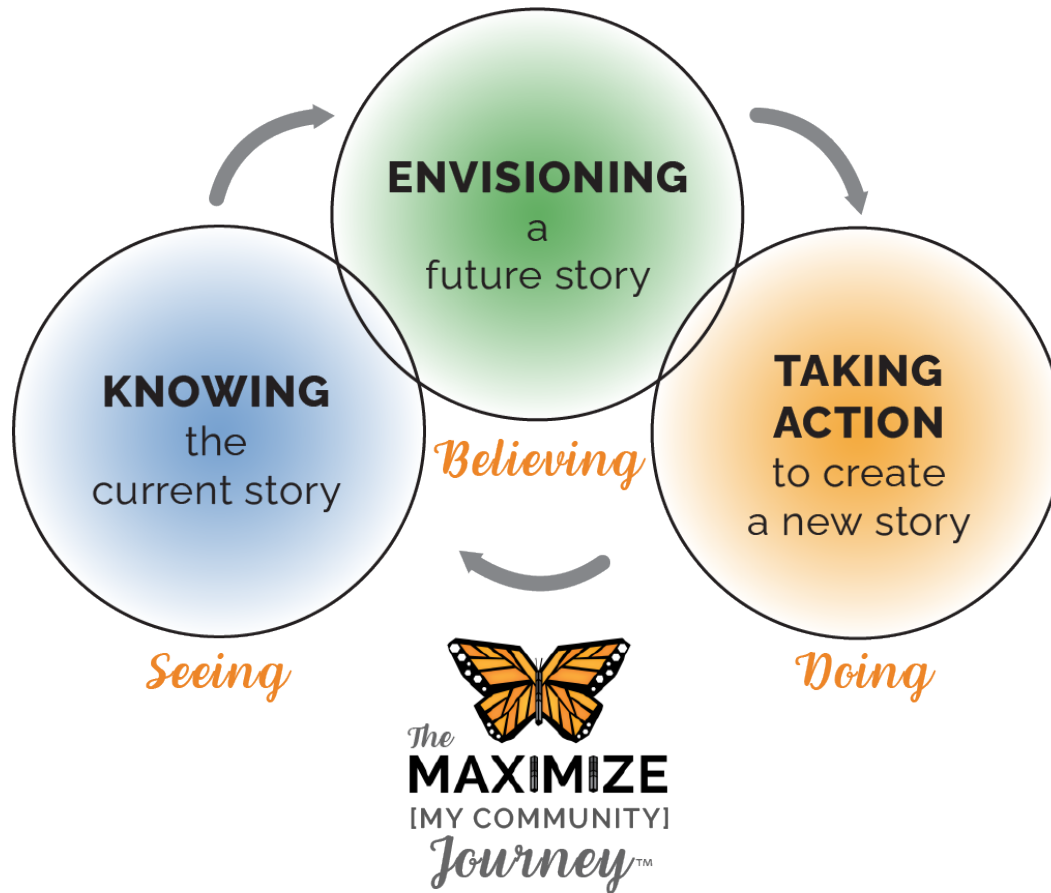
Growing Community Leadership Capability & Capacity through The Maximize [My Community] Journey Framework™

Surveys, Forum Discussions, and Formation of Discovery Groups, CollaborACTION Teams, and Partner Council





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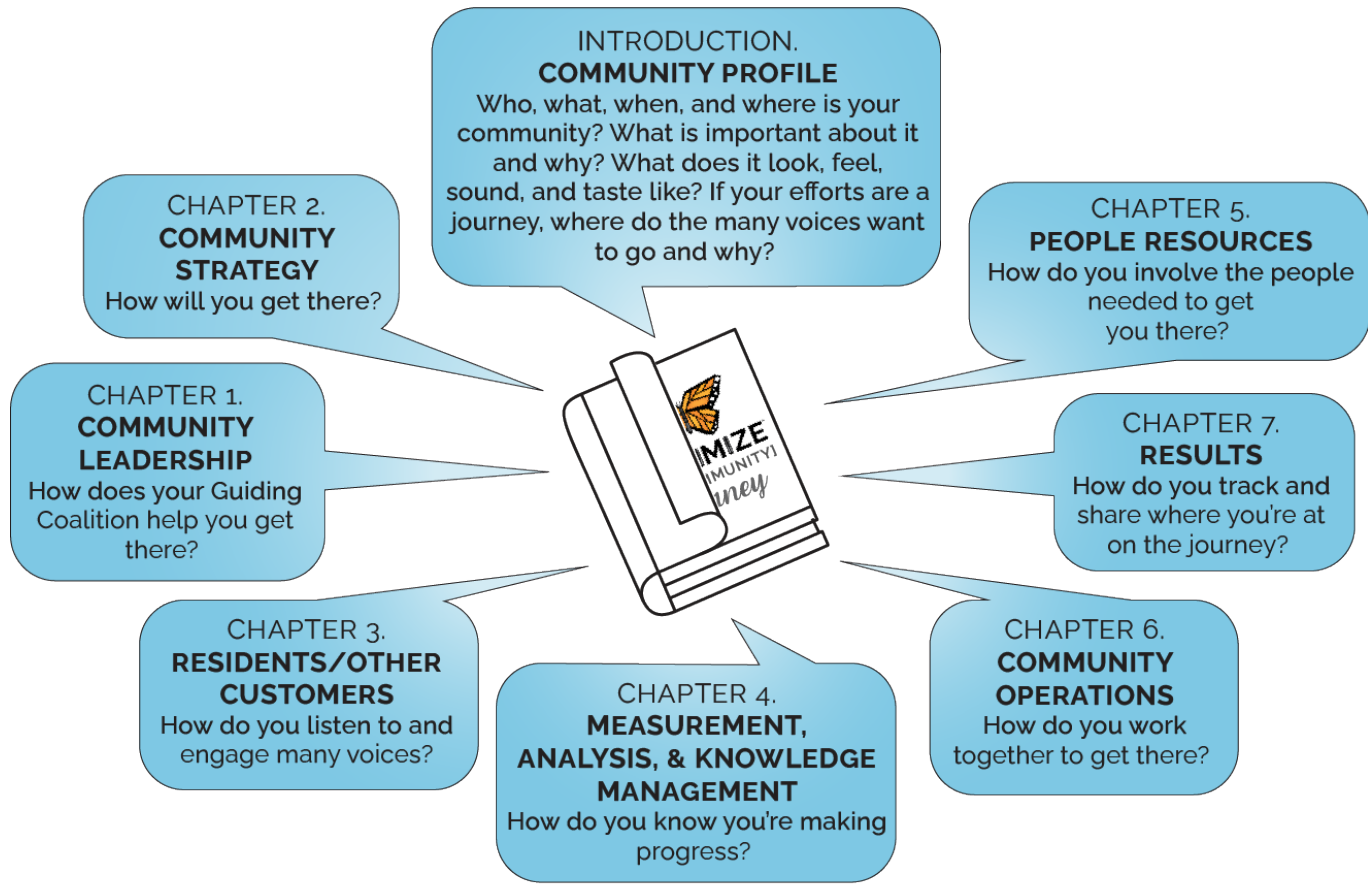
Envisioned End Goal

Ensure local communities and the region can...



- **Enhance** the places we live, learn, work and play
- **Recognize** opportunities across map lines and other borders
- **Make** decisions together
- **Change** the economy for the better **to improve** quality of life





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EMPOWERING LEADERS

Helping local communities and the region maximize win-win opportunities.

Many Voices



One Vision



Local and regional communities respecting individual interests while working together on shared needs.

Project-Oriented in Silos



Working smarter, not harder.

Three Characteristics of Community Success

CAN DO
ATTITUDE

WILLING TO
INVEST IN
THEMSELVES

DEVELOP
LEADERS
ACROSS
GENERATIONS

Don Macke, Center for Rural Entrepreneurship

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Looking in the Rearview Mirror – What We've Learned So Far

Strategy – West Kendall, Florida

Michelle Mejia

West Kendall - Alumni

Katy Wilhelm

West Kendall - Alumni

Gary Floss

Faculty, Mentor

Healthy West Kendall 2022 Strategic Planning Process

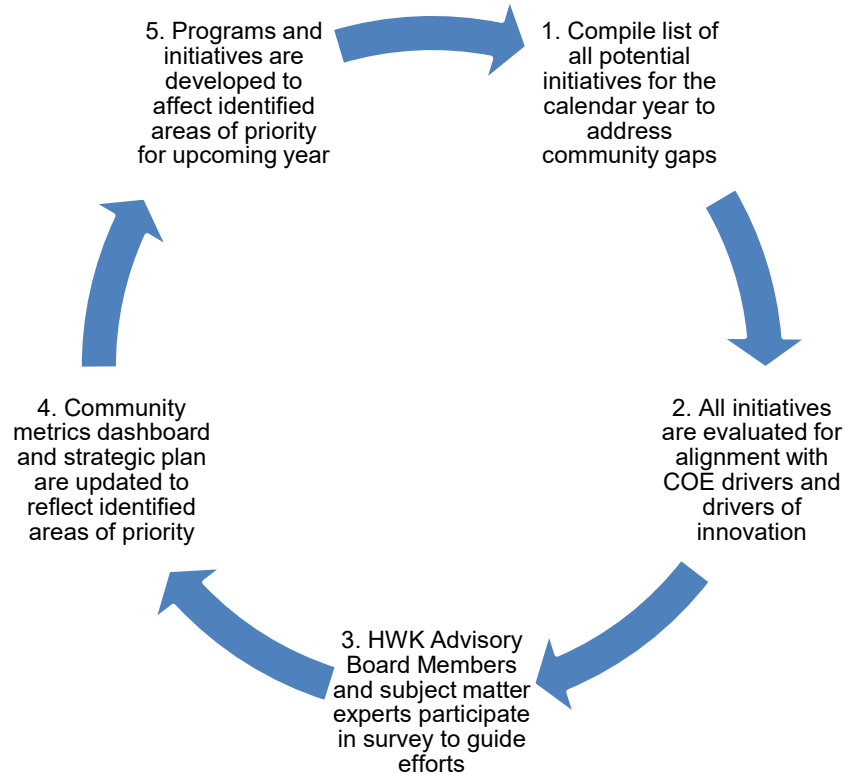


Feedback



“The Healthy West Kendall Group does not have a systematic process to determine programs and services in the areas of health, education, the economy and quality of life”

Process



Strategic Alignment Table



		Drivers of Innovation			
		Arts & Culture	Green & Sustainable	Health & Wellness	Technology & Innovation
Communities of Excellence Drivers	Education Attainment		<ul style="list-style-type: none"> School Garden 	<ul style="list-style-type: none"> Brain Bags for Infant Mental Health Project UP-START pantries Mental Health Awareness and Support 	
	Economic Vitality	<ul style="list-style-type: none"> Taste of West Kendall 			<ul style="list-style-type: none"> Community Business Partners Go Local – Buy Local Program Action Zone
	Safety			<ul style="list-style-type: none"> Water Safety Project Opioid Walking School Bus (Postponed) 	<ul style="list-style-type: none"> FDOT Non-Motorized Counters
	Quality of Life			<ul style="list-style-type: none"> Open Enrollment Medical Legal Partnership Healthy Hub Transitions of Care Age Friendly Journey 	

Purpose



Our message to stakeholders:

In an effort to prioritize our community initiatives for
2022,
Healthy West Kendall is eager to receive your input.

Please take a moment to review and rank by level of
importance, and tell us which initiatives align with your
organization's efforts.

By working together and pooling our resources, we can
amplify our efforts.

Education Attainment



Initiative	Purpose / Gap	Measurement	Priority Rank 1-4	How Will Your Organization Participate? Please circle and/or comment
Mental Health Awareness & Support Alignment: Education / Health & Wellness	Purpose: To build behavioral and mental health resilience education. Gap: Lack of local services and awareness of support available.	Internal metric: The number of people referred to services. Effected community metric: Improve the PHQ score of the Healthy Hub guests.	_____	Educational resources, collaboration, expertise, funding, or other: _____
Brain Bags for Infant Mental Health Alignment: Education / Health & Wellness	Purpose: Increase the understanding/awareness of importance of brain development. Gap: Lack of current information provided to parents upon delivery	Internal metric: Number of parents educated. Effected community metric: Improvement in high school graduation rates.	_____	Educational resources, collaboration, expertise, funding, or other: _____
School Garden Alignment: Education / Green & Sustainable	Purpose: To reduce childhood obesity and educate students on the importance of sustainability and healthy eating. Gap: Lack of local programming to educate children on climate resilience and nutrition.	Internal metric: Identify a school and develop programming including; climate, physical, activity, nutrition. Deploy program. Effected community metric: Reduce childhood obesity rates (at specific school).	_____	Educational resources, collaboration, expertise, funding, or other: _____
Project UP-START Pantries Alignment: Education / Health & Wellness	Purpose: To remove barriers to graduation for students experiencing housing insecurities by providing food, toiletries and other necessities to homeless students. Gap: Area schools with large numbers of housing-insecure students need additional services.	Internal metric: The number of students that receive assistance. Effected community metric: High school graduation rates.	_____	Educational resources, collaboration, expertise, funding, or other: _____

Safety



Initiative	Purpose / Gap	Measurement	Priority Rank 1-4	How Will Your Organization Participate? Please circle and/or comment
Water Safety Alignment: Safety / Health & Wellness	Purpose: To prevent drownings. Gap: Need for continued targeted all-inclusive grassroots approach to education with swim lessons, including parents.	Internal metric: Number of swim scholarships used. Effected community metric: Reduction in number of unintentional drowning deaths and near drownings.	_____	Educational resources, collaboration, expertise, funding, or other: _____
Project Opioid Alignment: Safety / Health & Wellness	Purpose: To reduce the rate of opioid overdoses and deaths. Gap: Create focused, grassroots efforts in the West Kendall area.	Internal metric: Number of activations. Effected community metric: Reduction in numbers of opioid overdoses in our PSA.	_____	Educational resources, collaboration, expertise, funding, or other: _____
FDOT Non-Motorized Counters Alignment: Safety / Technology	Purpose: To obtain data to improve safety and reduce pedestrian and bicyclist fatal/serious injuries. Gap: Lack of data on non-motorized traffic.	Internal metric: Continued monitoring of data. Effected community metric: Reduction in pedestrian/bicycle accidents compared to previous years.	_____	Educational resources, collaboration, expertise, funding, or other: _____
Walking School Bus Alignment: Safety / Health & Wellness Postponed until 2023	Purpose: To add physical activity to elementary students' daily routine. Gap: Absence of programs that provide children ways to exercise and reduce childhood obesity rates.	Internal metric: Number of walking school bus activations. Effected community metric: Increase student participation.	_____	Educational resources, collaboration, expertise, funding, or other: _____

Quality of Life



Initiative	Purpose / Gap	Measurement	Priority Rank 1-4	How Will Your Organization Participate? Please circle and/or comment
Open Enrollment Alignment: Quality of Life / Health & Wellness	Purpose: To assist residents during open enrollment period. Gap: Become the local non-biased trusted resource in our neighborhood.	Internal metric: To increase the number of people assisted. Effected community metric: The number of people with health care coverage.	_____	Educational resources, collaboration, expertise, funding, or other: _____
Medical Legal Partnership Alignment: Quality of Life / Health & Wellness	Purpose: To remove legal barriers to improved health. Gap: To offer free legal services to patients/residents.	Internal metric: The number of referrals received / amount of cases resolved. Effected community metric: Amount of cases resolved (insurance, poverty, employment, evictions).	_____	Educational resources, collaboration, expertise, funding, or other: _____
Healthy Hub Alignment: Health & Wellness / Quality of Life/*Education	Purpose: To improve access to quality healthcare. Gap: Lack of free and convenient healthcare service to local community.	Internal metric: Number of screenings. Effected community metric: Lower rates of hypertension, diabetes and obesity in hub participants. Long-term – improve scores of participants in Life Simple 7 standards.	_____	Educational resources, collaboration, expertise, funding, or other: _____
Transitions of Care Alignment: Quality of Life / Health & Wellness	Purpose: To provide assistance for patients aged 60+ to transition home with added support services, in partnership with Alliance for Aging. Gap: Scarce services in the community for senior transportation, meals and care giving.	Internal metric: Number of patients/residence referred to program. Effected community metric: The reduction in hospital readmissions to improve quality of life for venerable seniors.	_____	Educational resources, collaboration, expertise, funding, or other: _____
Age Friendly Journey Alignment: Quality of Life / Health & Wellness	Purpose: To create an inclusive and accessible community environment that optimizes the quality of life for people of all ages. Gap: To creating and maintain focus on the aging population. (Community not built or ready to accommodate shift in demographics).	Internal metric: Engage stakeholders to complete 2 year planning phase and 3 year implementation phase. Effected community metric: Improve the livability index score for our 7 zip codes.	_____	Educational resources, collaboration, expertise, funding, or other: _____

Community Metrics Dashboard



	WK '19	WK '20	WK '21	Doral	Pinecrest	Miami-Dade	Florida
Population	356,108	355,670	350,585	59,972	19,244	2,699,428	20,901,636
Education Attainment							
High School Graduation Rate	94.6%	95.0%	97.0%	97.4%	94.5%	89.6%	90.0%
*College Graduation Rate	29.4%	30.1%	31.4%	51.9%	66.4%	29.8%	29.9%
Economic Vitality							
*Labor Force Participation	64.0%	63.4%	63.7%	67.5%	64.4%	62.7%	58.8%
*Median Household Income	\$61,917	\$65,676	\$68,536	\$77,493	\$156,875	\$51,347	\$55,660
*Median Family Income	\$65,320	\$68,379	\$71,249	\$77,776	\$169,526	\$57,871	\$67,414
*Per Capita Income	\$23,894	\$24,937	\$26,407	\$28,702	\$77,988	\$28,224	\$31,619
*Poverty Rate	12.1%	11.7%	11.7%	12.8%	6.1%	17.1%	14.0%
*Unemployment Rate	5.9%	4.7%	3.8%	3.5%	3.9%	5.3%	5.6%
*Household Rent Burden	65.4%	59.5%	62.6%	63.4%	54.4%	64.5%	56.3%
*Median Workforce Age	42.5	42.7	43.1	42.3	45.6	41.5	40.9
Worker Inflow/Outflow	0.35	0.35	0.40	5.52	0.84	1.18	1.00
Living Near Work Rate	4.1%	4.2%	4.4%	24.5%	5.3%	77.8%	98.8%
Students Eligible for Free/Reduced Lunch	72.5%	69.4%	74.3%	46.3%	37.7%	74.0%	63.7%
Safety							
Violent Crime Rate per 100,000	38.8	41.1	57.9	-	-	136.6	107.0
Property Crime Rate per 100,000	124.6	123.5	117.5	-	-	271.9	181.9
Pedestrian and Bicyclist Fatal/Serious Injuries	19	16	4	1	1	910	6551
Unintentional Drowning Deaths	2	2	1	1	0	22	388
Quality of Life/Health							
*Adults with Health Insurance	76.5%	79.8%	81.5%	78.9%	92.2%	76.3%	81.2%
Pre-term Birth Rate	13.4%	15.2%	9.6%	6.4%	8.2%	10.0%	10.6%
*Single Parent Households	10.4%	10.8%	7.6%	8.8%	5.5%	8.1%	6.3%
Hospitalization Rate due to Diabetes	8.0	8.1	12.8	9.8	5.7	22.1	24.9
Hospitalization Rate due to Hypertension	3.0	3.0	4.3	4.8	1.7	8.8	8.3

Sense of Place



Initiative	Purpose / Gap	Measurement	Priority Rank 1-4	How Will Your Organization Participate? Please circle and/or comment
ZooRun5K Alignment: Quality of Life / Health & Wellness	Purpose: To promote health and wellness and raise funds to support Healthy West Kendall efforts. Gap: Continuing to offer a run in our local community, create a sense of place. Major fundraising event to support Healthy West Kendall.	Internal metric: Number of attendees / sponsorships / in-kind donations. Effectuated community metric: Monies raised to support HWK efforts.	_____	Educational resources, collaboration, expertise, funding, or other: _____
Halloween Community Event Alignment: Economic / Safety / Arts & Culture	Purpose: To create a culture of safety by promoting a safe place to trick-or-treat while showcasing local businesses. Gap: Unincorporated municipality does not provide a large venue for this event / sense of place / build community engagement and bring the community together.	Internal metric: Number of attendees / sponsorships / in-kind donations.	_____	Educational resources, collaboration, expertise, funding, or other: _____
Easter Community Event Alignment: Safety / Arts & Culture	Purpose: To provide a safe Easter egg hunt while showcasing local businesses. Gap: There is a need to create a sense of place, build community engagement and bring the community together.	Internal metric: Number of attendees / sponsorships / in-kind donations.	_____	Educational resources, collaboration, expertise, funding, or other: _____
Community Ethics Guide Alignment: *fundamental to all drivers and HWK initiatives	Purpose: To promote thoughtful and respectful dialogue between the Healthy West Kendall Ethical Subcommittee and the person involved in the ethical conflict. Gap: There is a need to raise consciousness on ethical principles and values. There has been no community ethical guide in West Kendall.	Internal metric: Completion of guide, dissemination of survey and review of survey results. Effectuated community metric: The improved perception of ethics in West Kendall via yearly survey feedback	_____	Educational resources, collaboration, expertise, funding, or other: _____

Stakeholder / Expert Feedback Responses



	Average	Loulaes Boue	Efrain Monzon	Joaquin Azar	Cristina Brito	Marlene Charles	Fanny Navarro	Jason Escobar	Susan Holtzman	Eric Katz	Nicole Marriott	Tracy Wekar-Palge	Michelle Mejia	Ned Murray	Lubby Navarro	Bevone Ritchie	Edwin Rivera	Neil Skjoldal	Karen Weiler	Katy Wilhelm	George Wittz	Joseph Zolobczuk	Jocelyn Jauregui	Mia DeVane	Fernanda Kuchkarian	Yesenia Villalta
Education Attainment																										
Mental Healthy Awareness & Support	1.43	3	2	1	1	1	1		1	1	1	3			2	2	1	1	2	1	1	2	1	1	1	1
Brain Bag for Infant Mental Health	2.52	1	2	3	4	3	3		2	1	2	2			1	2	3	3	1	3	2	3	4	4	4	4
School Gardens	3.38	4	2	4	3	4	4		3	2	4	4			4	1	4	4	4	4	3	4	3	3	3	3
Project UP-START Pantries	2.24	2	2	2	2	2	3		1	3	3	1			3	3	2	2	3	2	4	1	2	2	2	
Economic Vitality																										
Go-Local - Buy Local Program	1.95	2	1	1	2	1	N/A		2	1	3	1			1	4	1	1	4	2	1	3	3	2	3	3
Increase Community Business Partners	2.24	1	1	2	3	4	4		3	3	2	3			2	3	3	3	1	1	2	2	2	1	1	1
Action Zone	2.55	3	2	3	4	2	N/A		2	2	1	2			4	4	4	2	2	4	3	1	1	3	2	2
Taste of West Kendall	3.20	4	2	4	1	3	N/A		3	3	4	4			3	1	2	4	3	3	4	4	4	4	4	4
Safety																										
Water Safety	2.14	1	1	2	3	1	1		3	1	4	2			3	1	2	2	1	3	4	3	1	3	3	3
Project Opioid	1.57	2	1	1	1	4	1		3	1	1	1			4	1	1	1	2	1	1	1	2	1	2	
FDOT Non-Motorized Counters	2.48	3	2	3	2	2	1		1	2	2	3			1	2	3	4	3	4	2	4	3	4	1	1
Walking School Bus	2.95	4	2	4	4	3	1		2	3	3	4			2	2	4	3	4	2	3	2	4	2	4	
Quality of Life																										
Open Enrollment	3.32	5	3	4	5	5	N/A		2	1	5	5			3	1	4	5	5	1	N/A	2	4	2	1	1
Medical Legal Partnership	2.84	2	3	5	3	3	N/A		2	1	4	2			2	2	5	4	4	3	N/A	1	5	1	2	2
Healthy Hub	2.21	3	1	3	4	2	N/A		2	1	2	1			1	4	2	2	1	2	N/A	4	1	3	3	3
Transitions of Care	2.53	1	2	1	1	4	N/A		2	1	1	4			5	2	1	1	3	4	N/A	3	2	5	5	5
Age Friendly Journey	2.95	4	2	2	2	1	N/A		2	1	3	3			4	3	3	3	2	5	N/A	5	3	4	4	4
Sense of Place																										
ZooRun5K	2.24	3	2	3	2	3	4		1	1	2	2			1	2	4	2	2	4	1	4	1	2	1	1
Halloween Community Event	2.24	1	2	4	3	2	1		2	2	3	3			2	1	1	3	3	3	2	2	2	3	2	2
Easter Community Event	2.90	2	2	2	4	4	1		2	2	4	4			3	2	3	4	4	2	3	3	3	4	3	3
Community Ethics Guide	1.95	4	1	1	1	1	N/A		2	1	1	1			4	3	2	1	1	1	4	1	4	1	4	4

Strategic Focus



Education Attainment			
1	Mental Health Awareness & Support Alignment: Education / Health & Wellness	Purpose: To build behavioral and mental health resilience education. Gap: Lack of local services and awareness of support available.	Internal metric: The number of people referred to services. Effected community metric: Improve the PHQ score of the Healthy Hub guests.
2	Project UP-START Pantries Alignment: Education / Health & Wellness	Purpose: To remove barriers to graduation for students experiencing housing insecurities by providing food, toiletries and other necessities to homeless students. Gap: Area schools with large numbers of housing-insecure students need additional services.	Internal metric: The number of students that receive assistance. Effected community metric: High school graduation rates.
3	Brain Bags for Infant Mental Health Alignment: Education / Health & Wellness	Purpose: Increase the understanding/awareness of importance of brain development. Gap: Lack of current information provided to parents upon delivery	Internal metric: Number of parents educated. Effected community metric: Improvement in high school graduation rates.
4	School Garden Alignment: Education / Green & Sustainable	Purpose: To reduce childhood obesity and educate students on the importance of sustainability and healthy eating. Gap: Lack of local programing to educate children on climate resilience and nutrition.	Internal metric: Identify a school and develop programming including: climate, physical activity, nutrition. Deploy program. Effected community metric: Reduce childhood obesity rates (at specific school).
Economic Vitality			
1	Go-Local – Buy Local Program Alignment: Economic / Technology & Innovation	Purpose: To offer a platform to increase awareness of local businesses, promote goods and services and collaborate with other businesses. Gap: Absence of one-stop shop that showcases all businesses in West Kendall.	Internal metric: Number of businesses that participate. Effected community metric: Improve labor force participation numbers and decrease the unemployment rate to improve local economic ecosystem.
2	Increase Community Business Partners Alignment: Economic / Technology & Innovation	Purpose: To bring local businesses together to network, share resources and collaborate on projects to improve the community. Gap: Lack of a hyper-focused initiative in West Kendall to support businesses.	Internal metric: Grow membership to 250 community business partners. Effected community metric: Improve labor force participation numbers and decrease the unemployment rate to improve local economic ecosystem.
3	Action Zone Alignment: Economic / Technology & Innovation	Purpose: To support veterans interested in entrepreneurial business opportunities. Gap: Lack of a hyper-focused initiative in West Kendall to support to support military-owned startups.	Internal metric: Number of veterans that sign up for program from our PSA and number of people that complete the training. Effected community metric: The number of businesses that are created as a result of this training. Improve labor force participation numbers and decrease the unemployment rate to improve local economic ecosystem.
4	Taste of West Kendall Alignment: Economic / Arts & Culture	Purpose: To showcase/introduce local gems in the West Kendall community, attracting people to West Kendall and increasing local sales. Gap: Need for a campaign to promote local restaurants and dining.	Internal metric: Number of events and participants. Effected community metric: Improve labor force participation numbers and decrease the unemployment rate to improve local economic ecosystem.
Safety			
1	Project Opioid Alignment: Safety / Health & Wellness	Purpose: To reduce the rate of opioid overdoses and deaths. Gap: Create focused, grassroots efforts in the West Kendall area.	Internal metric: Number of activations. Effected community metric: Reduction in numbers of opioid overdoses in our PSA.
2	Water Safety Alignment: Safety / Health & Wellness	Purpose: To prevent drownings. Gap: Need for continued targeted all-inclusive grassroots approach to education with swim lessons, including parents.	Internal metric: Number of swim scholarships used. Effected community metric: Reduction in number of unintentional drowning deaths and near drownings.
3	FDOT Non-Motorized Counters Alignment: Safety / Technology	Purpose: To obtain data to improve safety and reduce pedestrian and bicyclist fatal/serious injuries. Gap: Lack of data on non-motorized traffic.	Internal metric: Continued monitoring of data. Effected community metric: Reduction in pedestrian/bicycle accidents compared to previous years.
4	Walking School Bus Alignment: Safety / Health & Wellness Postponed until 2023	Purpose: To add physical activity to elementary students' daily routine. Gap: Absence of programs that provide children ways to exercise and reduce childhood obesity rates.	Internal metric: Number of walking school bus activations. Effected community metric: Increase student participation.

Strategic Focus



Quality of Life			
1	Healthy Hub Alignment: Health & Wellness / Quality of Life/Education	Purpose: To improve access to quality healthcare. Gap: Lack of free and convenient healthcare service to local community.	Internal metric: Number of screenings. Effected community metric: Lower rates of hypertension, diabetes and obesity in hub participants. Long-term – improve scores of participants in Life Simple 7 standards.
2	Transitions of Care Alignment: Quality of Life / Health & Wellness	Purpose: To provide assistance for patients aged 60+ to transition home with added support services, in partnership with Alliance for Aging. Gap: Scarce services in the community for senior transportation, meals and care giving.	Internal metric: Number of patients/residence referred to program. Effected community metric: The reduction in hospital readmissions to improve quality of life for venerable seniors.
3	Medical Legal Partnership Alignment: Quality of Life / Health & Wellness	Purpose: To remove legal barriers to improved health. Gap: To offer free legal services to patients/residents.	Internal metric: The number of referrals received / amount of cases resolved. Effected community metric: Amount of cases resolved (insurance, poverty, employment, evictions).
4	Age Friendly Journey Alignment: Quality of Life / Health & Wellness	Purpose: To create an inclusive and accessible community environment that optimizes the quality of life for people of all ages. Gap: To creating and maintain focus on the aging population. (Community not built or ready to accommodate shift in demographics).	Internal metric: Engage stakeholders to complete 2 year planning phase and 3 year implementation phase. Effected community metric: Improve the livability index score for our 7 zip codes.
5	Open Enrollment Alignment: Quality of Life / Health & Wellness	Purpose: To assist residents during open enrollment period. Gap: Become the local non-biased trusted resource in our neighborhood.	Internal metric: To increase the number of people assisted. Effected community metric: The number of people with health care coverage.
Sense of Place			
1	Community Ethics Guide Alignment: *fundamental to all drivers and HWK initiatives	Purpose: To promote thoughtful and respectful dialogue between the Healthy West Kendall Ethical Subcommittee and the person involved in the ethical conflict. Gap: There is a need to raise consciousness on ethical principles and values. There has been no community ethical guide in West Kendall.	Internal metric: Completion of guide, dissemination of survey and review of survey results. Effected community metric: The improved perception of ethics in West Kendall via yearly survey feedback
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3	Halloween Community Event Alignment: Economic / Safety / Arts & Culture	Purpose: To create a culture of safety by promoting a safe place to trick-or-treat while showcasing local businesses. Gap: Unincorporated municipality does not provide a large venue for this event / sense of place / build community engagement and bring the community together.	Internal metric: Number of attendees / sponsorships / in-kind donations.
4	Easter Community Event Alignment: Safety / Arts & Culture	Purpose: To provide a safe Easter egg hunt while showcasing local businesses. Gap: There is a need to create a sense of place, build community engagement and bring the community together.	Internal metric: Number of attendees / sponsorships / in-kind donations.

Community Metrics Dashboard



Report Year	WK '20	WK '21	WK '22	Doral '22	Pinecrest '22	Miami-Dade '22	Florida '22
* Total Population	355,670	350,585	350,956	62,367	33,223	2,705,528	21,216,924
Under 18	70,923	70,728	70,483	16,312	8,154	552,057	4,214,444
60+	71,563	72,467	77,086	7,605	8,132	591,514	5,719,815
Education Attainment							
High School Graduation Rate	95.0%	97.0%	96.7%	97.6%	94.2%	90.1%	90.1%
*College Graduation Rate	30.1%	31.4%	30.4%	51.9%	64.3%	30.7%	30.5%
Economic Vitality							
*Labor Force Participation	63.4%	63.7%	63.1%	67.6%	61.2%	63.1%	58.9%
*Median Household Income	\$65,676	\$68,536	\$69,965	\$75,138	\$126,688	\$53,975	\$57,703
*Median Family Income	\$68,379	\$71,249	\$73,985	\$74,331	\$161,636	\$60,666	\$69,670
*Poverty Rate	11.7%	11.7%	10.7%	10.9%	8.4%	13.0%	12.3%
*Unemployment Rate	4.7%	3.8%	3.5%	2.1%	3.7%	5.0%	5.4%
*Median Workforce Age	42.7	43.1	43.1	42.7	44.9	41.7	40.9
Number of Businesses	NA	NA	7,416	NA	2,064	86,855	574,512
Average Time to Work (Minutes)	37.88	38.06	37.43	28.10	31.13	32.50	27.93
Living Near Work Rate	0.35	0.40	0.37	4.89	0.65	1.23	1.02
Students Eligible for Free/Reduced Lunch	69.4%	74.3%	73.3%	44.8%	67.6%	73.0%	62.1%
Safety							
Violent Crime Rate per 100,000	41.1	57.9				136.6	107.0
Property Crime Rate per 100,000	123.5	117.5				271.9	181.9
Quality of Life/Health							
*Adults with Health Insurance	79.8%	81.5%	88.0%	84.4%	95.1%	83.8%	87.3%
Pre-term Birth Rate	15.2%	9.6%				9.6%	10.5%
Hospitalization Rate due to Diabetes	8.1	12.8					
Hospitalization Rate due to Hypertension	3.0	4.3					
Hospitalization Rate due to Obesity							
Childhood Obesity Rate							



Healthy West Kendall

Powered by West Kendall Baptist Hospital



Looking in the Rearview Mirror – What We've Learned So Far

Communications – Midland County,
Michigan

Lou Mencia

Midland County - Year 3 Cohort 3

Manuel Castañeda

Faculty, Mentor

COMMUNITIES OF EXCELLENCE 2026

MIDLAND COUNTY

exploring our future



Internal Communications – Years 1 and 2

- Midland County COE
 - Backbone Organization – Midland Area Community Foundation
 - Community Excellence Organization – Community Success Panel
 - COE Steering Team – subset of CSP
 - COE Advisory Committee – community leaders
- Each entity has different communications needs
 - Inform
 - Align and affirm
 - Gather feedback
 - Educate
- Communications forums
 - Ongoing correspondence
 - Meeting management
 - Presentations
- Recognize and embrace limitations
- Need for Project Manager

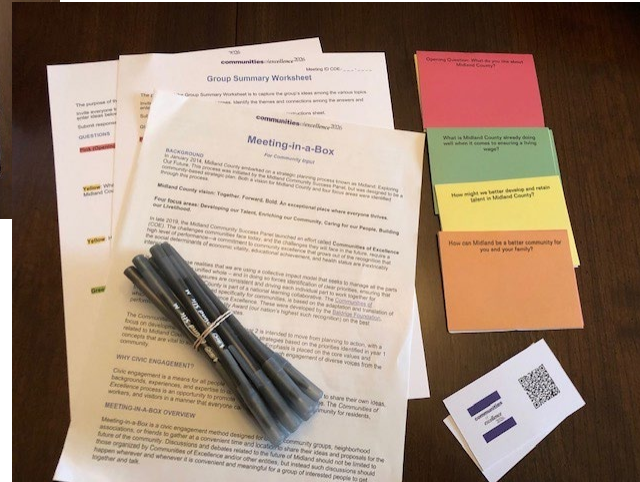
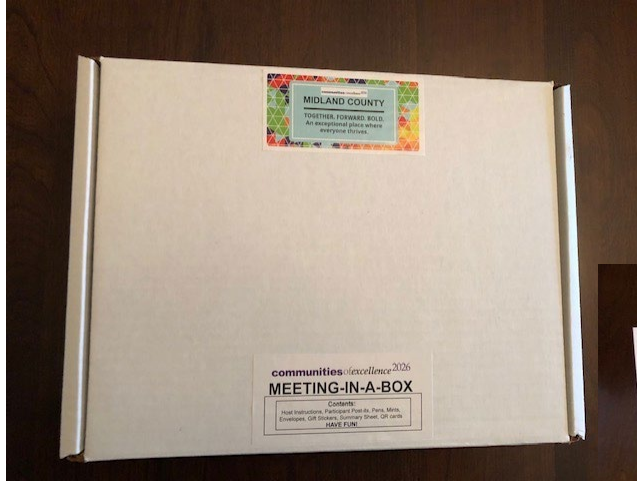
External Communications - Years 2 and Beyond

- Community at large
 - Gather feedback
 - Educate
 - Inform
- Appreciative Inquiry (AI) model for feedback
 - To APPRECIATE means to value what's working. We learn little about excellence by studying failure. AI looks for the strengths in individuals and systems and ways to build upon them together
 - To INQUIRE means to ask questions, to study, to search. Organizations move in the direction of what they most deeply, rigorously, and persistently ask questions about

Appreciative Inquiry

- What do you like about Midland County?
- What is Midland County already doing well when it comes to *developing and retaining talent* in Midland County?
- How might we better develop and retain talent in Midland County?
- What is Midland County already doing well when it comes to *ensuring a living wage*?
- How might we continue to get closer to ensuring a living wage for everyone in the Midland County workforce?
- How might we become a more *diverse, equitable, and inclusive community*?
- What other areas need attention as we continue to strive toward our vision of being an exceptional place where everyone thrives?
- If you could change one thing about Midland, what would it be?
- How can Midland be a better community for you and your family?

Meeting in a Box



vi·sion

- A description
of the desired
future

Midland County.

Together-Forward-Bold.

An exceptional place where
everyone thrives.

MIDLAND COUNTY

exploring our future



Table Assignments

Leadership

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Reggie St John
Kristen DeHart
Tina Cook
Michael Fitzpatrick
Orlando Craighead
Kevin Laduke
Joe King
Sheila Holm
Nichole Fifer

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Molly McGovern
Martha Buckman
Janet Ivy Blauvelt
Chari Mullen
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Kate Hatfield
Diane Brockmeier
Cristina Brito

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Nichole Upton
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Mackenzie Manring
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Angela Brandt