SFY 2012 Regional Funding Plan

Navajo Nation Regional Partnership Council

Date January 5, 2011
Submitted to the
First Things First State Board
for January 24-25, 2011

FIRST THINGS FIRST

NAVAJO NATION REGIONAL PARTNERSHIP COUNCIL
FUNDING PLAN SFY 2012
July 1, 2011 – June 30, 2012

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Section I
Regional Allocation Summary

The following chart shows the total available funds to the Regional Council, by funding sources.

Allocations and Funding Sources	SFY 2010	SFY 2011	SFY 2012
Population Based Allocation	**$2,601,940.00**	**$2,463,210.00**	**$2,460,474.00**
Discretionary Allocation	**$1,243,294.00**	**$1,463,143.00**	**$1,383,744.00**
Other (FTF fund balance addition)		**$540,020.93**	**$420,805.00**
Additional Income (other than FTF tobacco tax)	**$0.00**	**$0.00**	**$0.00**
Carry Forward from Previous Year		**$3,509,720.26**	**$5,159,035.67**
Total Regional Council Funds Available	**$3,845,234.00**	**$7,976,094.19**	**$9,424,058.67**

Section II

For 2012 planning, Regional Councils are asked to review the strategies from years prior while they consider direction for SFY 2012. At their September 2010 meeting, the First Things First Board adopted priorities as were recommended by the Arizona Early Childhood Task Force. Following is the list of five priorities for First Things First action within the next one to three years. These are the roles for which FTF will establish measurable benchmarks and devote resources in order to achieve results for Arizona's young children and their families. These priorities are services which could be funded at both state and regional levels. Throughout this 2012 Regional Funding Plan, there are references to these new priorities. They are:

Quality, Access, and Affordability of Regulated Early Care and Education Settings - Convene partners, provide leadership, and provide funding for increased availability of and access to high quality, regulated, culturally responsive, and affordable early care and education programs.

Supports and Services for Families - Convene partners, provide leadership, provide funding, and advocate for development, enhancement, and sustainability of a variety of high quality, culturally responsive, and affordable services, supports, and community resources for young children and their families.

Building Public Awareness and Support - Convene partners, provide leadership, and provide funding for efforts to increase public awareness of and support for early childhood development, health, and early education among partners, public officials, policy makers, and the public.

Professional Development System - Convene partners, provide leadership, and provide funding for the development and enhancement of an early childhood professional development system that addresses availability, accessibility, affordability, quality, and articulation.

Access to Quality Health Care Coverage and Services - Collaborate with partners to increase access to high quality health care services (including oral health and mental health) and affordable health care coverage for young children and their families.

In addition, the Task Force recommended that FTF take a leadership role in three priorities that focus on program and process development at the state level. These are:

Early Childhood System Funding – Secure, coordinate, and advocate for resources required to develop and sustain the early childhood system. [This does not mean that FTF would be the sole funder of the early childhood system, but would take an active role in helping to increase and coordinate available resources.]

Early Care and Education System Development and Implementation - Convene partners and provide leadership in the development and implementation of a comprehensive early care and education system that is aligned both across the spectrum of settings and with the full continuum of the educational system.

Quality Early Care and Education Standards, Curriculum, and Assessment - Convene partners, provide leadership, and provide funding for the development and implementation of quality standards for early childhood care and education programs and related curricula and assessments. [This is integral to improving the quality of early care and education settings.]

Section II A Progress with SFY 2010 and 2011 Funding Plans and SFY 2012 Planning

The table below provides a summary of the Regional Partnership Council's prioritized needs and strategies for SFY 2012, as well as information on progress in SFY 2010 and SFY 2011.

PRIORITY NEED 1:
Quality, Access, and Affordability of Regulated Early Care and Education Settings

Description: Convene partners, provide leadership, funding for increased availability of and access to high quality, regulated, culturally responsive, and affordable early care and education programs.

Strategy: Quality First (Statewide)

Regional Title and/or short description: Increase the number of children receiving quality early care and education through expansion of funding for Quality First, facility improvements, coaching, and professional development.

Service Units

Service Units	FY 10 Target	FY 10 Contracted	FY 10 Actual	FY 11 Target	FY 11 Contracted	FY 12 Target
Centers-based providers	10	10	8	20	20	25
Home-based providers	not part of regional strategy			not part of regional strategy		5
Participating TEACH Scholars	20	20	0	40	40	55
CCHC Centers and Homes	No contract			20	20	30

Strategy: Expansion: Increase slots and/or capital expense

Regional Title and/or short description: Facility improvement grants for construction, building purchase, or remodeling a child care center or home.

Service Units

Service Units	FY 10 Target	FY 10 Contracted	FY 10 Actual	FY 11 Target	FY 11 Contracted	FY 12 Target
Center-based providers	8	0*	0	8	0*	8
Home-based providers	Not part of regional strategy			Not part of regional strategy		Not part of regional strategy
Number of increased slots for participating children	Not part of regional strategy			Not part of regional strategy		Not part of regional strategy

**Contract not in place*

Strategy: Family, Friend, and Neighbor Care

Regional Title and/or short description: Family, Friend and Neighbor Care is a strategy to provide support, training, resources and referral for unregulated providers caring for children in their homes in order to increase the quality of care provided.

Service Units

Service Units	FY 10 Target	FY 10 Contracted	FY 10 Actual	FY 11 Target	FY 11 Contracted	FY 12 Target
Number of family, friend and neighbor early care and education providers	75	0*	0	75	0*	75

**Contract not in place*

Strategy: Quality First Child Care Scholarships (Statewide)

Regional Title and/or short description: To provide assistance in offsetting the cost of early care and education for families living on the reservation and/or temporarily living off the reservation to attend college.

Service Units

Service Units	FY 10 Target	FY 10 Contracted	FY 10 Actual	FY 11 Target	FY 11 Contracted	FY 12 Target
Number of Scholarships	15	15	15	100*	18*	100

** The Regional Partnership Council increased the allotment from $300,000 to $587,800 at their December, 2010 council meeting, in order to fund 100 scholarships in FY 2011. This change is being submitted to the State Board for approval in January, 2011.*

Summary of Progress and Challenges
Rationale for Changes to SFY12
Alignment with Strategic Direction

1. Strategy Success

Early care and education centers have been enrolled in Quality First, with a total of eight centers actively participating by the end of fiscal year 2010. Through the components of Quality First, coaches have provided centers with guidance on quality improvements, optimal adult-child ratios, professional development opportunities, and preparation for assessment with standardized tools.

Six of the eight centers enrolled are Navajo Nation Head Start centers, necessitating a Memorandum of Understanding (MOU) between First Things First and the Navajo Nation. While both parties are working on the legalities of the MOU, there has been a temporary delay in services to existing and new centers. Early child care providers have expressed support and appreciation of the Quality First mission to improve quality at centers. With that stated, the MOU is a small barrier to conquer at the present time. Target numbers will be met when the MOU is executed.

Child Care Scholarships, another successful strategy, is currently being utilized by a sole private provider on the

Navajo Nation. Private early care and education centers are scarce, and with a growing birth to age five population and economic distress, many Navajo families are choosing to leave their homeland to seek higher education endeavors. Economic hardships exist for many families; therefore, the Regional Partnership Council enhanced this strategy to include child care assistance to families who are temporarily living off the reservation to obtain their post secondary education.

2. Strategy Challenges

The delay in implementation of two strategies – Expansion: Increase Slots and/or Capital Expense and the Family, Friend, and Neighbor strategy - is attributed to lack of time for organizations to strategically develop, deploy, evaluate, provide feedback, and sustain the initiative for successful implementation. While a proposal has been received for the Family, Friend and Neighbor strategy, the potential grantee will work through a set of processes to obtain approval from the Navajo Nation Government before the Regional Council will send their recommendation to the State Board.

3. Strategy Changes for 2012

A 15 percent increase in funding allotment for Quality First is required to sustain current enrollment and accommodate an additional enrollment of five homes.

4. First Things First Priorities

The Navajo Nation Regional Partnership Council has prioritized improvements to the **Quality, Access, and Affordability of Regulated Early Care and Education Settings**. This is apparent by 32 percent of the FY2011 allocation being dedicated to this priority. Within the Navajo Nation, there are limited early care and education providers in terms of availability, quality, and/or regulated, licensed centers. The Regional Council aims to maintain funding to support an increase in the number and quality of early care and education centers and homes, and ensure that more children of the Nation have access to quality early childhood experiences.

PRIORITY NEED 2:
SUPPORTS AND SERVICES FOR FAMILIES

Description: Convene partners, provide leadership, provide funding, and advocate for development, enhancement, and sustainability of a variety of high quality, culturally responsive, and affordable services, supports, and community resources for young children and their families.

Strategy: Home Visitation

Regional Title and/or short description: Support Ke' (family) by funding comprehensive home visitation programs to provide resources, seminars, and hands-on training to improve knowledge and understanding of basic parenting/care giving skills.

Service Units

Service Units	FY 10 Target	FY 10 Contracted	FY 10 Actual	FY 11 Target	FY 11 Contracted	FY 12 Target
Number of families	88	contract not in place		160	150	300

Strategy: Native Language Enrichment

Regional Title and/or short description: Early literacy support to families with children birth to age five through literacy-rich environments that promote dual-language in early care and education settings and at home, by funding (including but not limited to): development of materials, dissemination of materials, establishment of a clearinghouse, increasing community awareness, and outreach to parents and families.

Service Units

Service Units	FY 10 Target	FY 10 Contracted	FY 10 Actual	FY 11 Target	FY 11 Contracted	FY 12 Target
Families attending trainings or literacy workshops	500	0*	0	500	0*	500
Early care and education providers receiving professional development	Not part of regional strategy			Not part of regional strategy		Not part of regional strategy
Culturally appropriate books distributed	Not part of regional strategy			Not part of regional strategy		Not part of regional strategy
Children attending trainings or literacy workshops	500	0*	0	500	0*	500

**Contract not in place*

Strategy: Resource Distribution – other (FTF Directed)

Regional Title and/or short description: The Early Literacy Companion Kit is a supplemental packet of materials distributed along with the Arizona Parent Kit that is more culturally relevant and useful to the families on the Navajo Nation.

Service Units

Service Units	FY 10 Target	FY 10 Contracted	FY 10 Actual	FY 11 Target	FY 11 Contracted	FY 12 Target
Number of resource kits distributed	1500	0*	0	1500	1500	1500

***Agreements were not in place with three hospitals to distribute kits.*

Strategy: Food Insecurity

Regional Title and/or short description: Provide support boxes to families throughout the Navajo Nation to counterbalance the economic and employment recession experienced by families with young children.

Service Units

Service Units	FY 10 Target	FY 10 Contracted	FY 10 Actual	FY 11 Target	FY 11 Contracted	FY 12 Target
Food boxes distributed	725	N/A*	367	1500	1200	4000

**Contracted service unit was not determined.*

Summary of Progress and Challenges
Rationale for Changes to SFY12
Alignment with Strategic Direction

1. Strategy Success

Providing support to families to increase child rearing capacity, alleviate food insecurity, and promote early literacy has allowed parents to focus on early childhood development. As the Family Support strategies move forward, the achievements will help inform what is needed to improve the strategy in subsequent years. Specifically, the home visitation project implemented in September 2010 plans to establish a system of collaboration that carries the three-fold mission of assessing parental capacity to provide for a child's safety and healthy development, linking families with services matching their needs, and identifying unmet needs.

In July 2010, the Early Literacy Companion Kit was successfully implemented. The Kits are being distributed to new parents at all three birthing hospitals on the Navajo Nation. The Companion Kits of early literacy materials are culturally relevant, useful and connect parents to local resources. New parents receive a backpack comprised of four baby board books in both Navajo and English – "Baby Learns About Animals", "Baby Learns About Colors," "Baby Learns To Count," and "Baby's First Laugh," two CDs – "Navajo Nursery Lullabies" and "Baby's 1st CD." A resource guide with statewide and local resources and information with practical parenting advice is also included. The feedback and appreciation expressed by recipients have been overwhelmingly positive.

Since SFY 2010, more than 900 food boxes have been distributed to families with children under five years old who are at risk for hunger. The focus of this strategy is to continue to alleviate inadequate food intake that can have harmful effects on learning, development, physical health, and family life to approximately 1200 families in the northeastern part of the Navajo Nation.

The intent of the Regional Council is to provide a collective response to target several strategies to support fragile families. Families with young children are more stressed due to the deterioration of the economy. Therefore, to support parents and reinforce the importance of good child rearing practices, the Child Care Scholarships, Food Insecurity and Early Literacy Companion Kits complement each other for Navajo families.

2. Strategy Challenges

The significant implementation delays for the Native Language Enrichment strategy is a result of similar issues described under the Quality, Access, and Affordability strategies.

3. Strategy Changes for 2012

The Regional Council determined that an increase in funding allotments for Home Visitation and Food Insecurity is necessary to accommodate the increased target service numbers of 300 and 4,000 families respectively.

4. First Things First Priorities

Supporting K'é (family) is embedded in the culture of Navajo People. Kinship is a highly regarded value of Navajo people, a system that is organized in roles and expected role behavior of the nuclear and extended family to work in cooperation and, where indicated, co-residence. Therefore, the family support initiatives the Regional Council allocated directly align with the First Things First priority, **Supports and Services for Families**. The Regional Council is working to provide support, advocacy, and resources to Navajo Nation families, building a system of both formal and informal supports across the Region.

PRIORITY NEED 3:
Access to Quality Health Care Coverage and Services

Description: Collaborate with partners to increase access to high quality care services (including oral health and mental health) and affordable health care coverage for young children and their families.

Strategy: Nutrition/Obesity/Physical Activity

Regional Title and/or Short Description: Nutrition Education and Obesity Prevention strategy targets providing nutrition education, healthy weight information, and physical exercise through existing community services for families with children 0-5.

Service Units

Service Units	FY 10 Target	FY 10 Contracted	FY 10 Actual	FY 11 Target	FY 11 Contracted	FY 12 Target
Families attending training sessions	Not a regional strategy in 2010			2,781	0*	2,781

**Contract not in place*

Strategy: Oral Health

Regional Title and/or short description: To reduce dental disease among children ages birth to five by providing dental varnish and nutrition and health information.

Service Units

Service Units	FY 10 Target	FY 10 Contracted	FY 10 Actual	FY 11 Target	FY 11 Contracted	FY 12 Target
Fluoride varnishes applied	Not a regional strategy in 2010			2,781	0*	2,781
Participants receiving oral health screenings	Not a regional strategy in 2010			Not part of regional strategy		Not part of regional strategy
Adults participating in oral health trainings	Not a regional strategy in 2010			Not part of regional strategy		Not part of regional strategy
Oral or other health professionals participating in trainings	Not a regional strategy in 2010			2,781	0*	2,781

**Contract not in place*

Strategy: Health Coordination/Medical Home

Regional Title and/or short description: Increase children's access to preventive health care through a medical home model.

Service Units

Service Units	FY 10 Target	FY 10 Contracted	FY 10 Actual	FY 11 Target	FY 11 Contracted	FY 12 Target
Children receiving care coordination	Not a regional strategy in 2010			0	0	0

Summary of Progress and Challenges
Rationale for Changes to SFY12
Alignment with Strategic Direction

1. Strategy Success

The three strategies, Nutrition Education and Obesity Prevention, Oral Health, and Medical Home Model have not been implemented.

2. Strategy Challenges

Ideally, the Regional Council would like to provide Navajo Nation agencies an opportunity to execute strategies by funding and supporting them to increase their capacities and address the region's health challenges for children birth to age five. Regional health facilities are in a position to champion health improvement efforts if provided the necessary resources. However, based on the complexity of health care service delivery in the region, barriers such as lack of capacity to advance new initiatives, shortage of primary care providers and specialists, limited technology infrastructures and even more limited financial resources, combine to present obstacles in organizing implementation of health strategies.

3. Strategy Changes for 2012

The Regional Partnership Council will eliminate the Medical Home strategy from the SFY2011 Funding Plan, but will continue to look for opportunities relevant to advancing the objective of the Medical Home Model in the future. This strategy is not presently funded in SFY2012.

4. First Things First Priorities

These strategies directly align with the priority **Access to Quality Health Care Coverage and Services**.
The charge is to promote the health of the Navajo Nation's youngest children through education, communication and partnerships, by focusing on the enhancement, access and promotion of quality healthcare on the Navajo Nation.

PRIORITY NEED 3:
Professional Development System

Description: Convene partners, provide leadership, and provide funding for the development and enhancement of an early childhood professional development system that addresses availability, accessibility, affordability, quality, and articulation.

Strategy: Scholarships Non-TEACH

Regional Title and/or Short Description: Professional Development to increase the quality early care and

education workforce by means of fostering education for individuals considering entering the field, pursuing CDA, AA, BA, and MA degrees, and currently employed, through funding of scholarships or other professional development. Increase the quality early care and education workforce by funding MA level faculty and professional stipends.

Service Units

Service Units	FY 10 Target	FY 10 Contracted	FY 10 Actual	FY 11 Target	FY 11 Contracted	FY 12 Target
Participating Scholars	90	Contract not in place		90	30	0

Strategy: FTF Professional Reward$ (Statewide)

Regional Title and/or short description: Increase early care and education workforce for retention of degreed CDA, AA, BA, and MA employment through funding of wage enhancement in early care and education.

Service Units

Service Units	FY 10 Target	FY 10 Contracted	FY 10 Actual	FY 11 Target	FY 11 Contracted	FY 12 Target
Incentive awards distributed	50	0*	0	50	38	50

**Data was not collected*

Summary of Progress and Challenges
Rationale for Changes to SFY12
Alignment with Strategic Direction

1. Strategy Success

Professional Development and Professional REWARD$, which are both being implemented, are creating an impact by building a workforce of qualified and consistent early care and education providers across the region. Although target numbers have not yet been reached, it is without doubt that in subsequent years the region will have a growing number of degreed early care professionals and decreased attrition rates. The Professional Development grantee has recruited and is working with two cohorts of early care providers to prepare them to successfully complete the Child Development Associate credential by June 30, 2011.

2. Strategy Challenges

Colleges in and adjacent to the region have expressed interest in a Professional Development partnership. However, issues such as time, strategic alignment, adequate resources, and capacity to maintain a cohort of students have limited additional grant awards. Despite these challenges, the colleges indicate they are interested in pursuing a partnership in the future.

3. Strategy Changes for 2012

The Regional Council will maintain strategies without significant modifications while focusing current efforts on working with various colleges within and outside of the region.

4. First Things First Priorities

By providing funding for the development and enhancement of the **Professional Development System**, the growth in degreed early care providers is a definite priority. By providing scholarships to potential providers or

those currently in the field, the Navajo Nation Regional Council will increase **Quality Early Care and Education** for children birth to five years of age.

PRIORITY NEED 4:
Building Public Awareness and Support

Description: Convene partners, provide leadership, and provide funding for the efforts to increase public awareness of and support for early childhood development, health, and early education among partners, public officials, policy makers, and the public.

Strategy: Community Outreach (Statewide) (FTF Directed)

Regional Title and/or Short Description: The Navajo Nation Regional Partnership Council prioritized Community Outreach as essential to building awareness and gaining support from the people of the Navajo Nation. The Regional Council determined that two Community Outreach Liaisons (one full-time and one intern) are required to effectively conduct outreach to cover approximately 15,881 square miles of the Navajo Nation within Arizona.

Strategy: Community Awareness (Statewide) (FTF Directed)

Regional Title and/or Short Description: Increase public awareness about First Things First and the early childhood development and health programs and services available throughout the region via sponsorships of regional events, and participation of community events.

Strategy: Media (Statewide) (FTF Directed)

Regional Title and/or Short Description: Increase the awareness and position First Things First as a leader in efforts to fulfill Arizona's commitment to our youngest kids via media buys in TV, radio, newspaper, grocery carts, floor mats and cooler decals, billboards, theater ads.

Summary of Progress and Challenges
Rationale for Changes to SFY12
Alignment with Strategic Direction

1. Strategy Success

The Navajo Nation Regional Council's communication objectives and regional tactics were successfully implemented across the region. With funding of this strategy, consistent messaging and branding was provided via collateral materials, media buys, and regional event sponsorships such as the Navajo Nation Fair, Western Navajo Fair, and Family Fun Days. Through these efforts approximately 30,000 people were reached.

2. Strategy Challenges

None.

3. Strategy Changes for 2012

Strategy to be sustained with modifications to include delivery of messaging in the Navajo language, where appropriate.

4. First Things First Priorities

The distinctiveness of the Navajo Nation's geographic, social, belief, and communication systems which differs from other Arizona communities, necessitates a comprehensive communication plan that will promote awareness of early development and health needs of children, such as early literacy, nutrition education and diabetes prevention, child care and positive parenting support. Therefore, an alignment exists, as the Regional Council deems it necessary to continue to provide funding to **Build Public Awareness and Support** about early childhood

development and health across the vast region of the Navajo Nation.

Section II B: Budget: Regional Council Strategy Allotments (01-05-2011)

Date: 1/11/2011

Regional Partnership Council Operational Plan Funding Summary					2012 Proposed Allotments
	2010		2011		2012
FY Allocation	$3,845,234.00		$4,466,373.93		$4,265,023.00
Carry Forward From Previous Year	na		$3,509,720.26		$5,159,035.67
Total Funds Available	$3,845,234.00		$7,976,094.19		$9,424,058.67
Strategies	**Allotted**	**Expended**	**Allotted**	**Awarded**	**Proposed**
Quality First (Statewide)	$500,000.00	$139,849.54	$531,633.00	$530,760.00	$638,750.00
Scholarships TEACH (Statewide)	$63,600.00	$0.00	$127,200.00	$127,200.00	$92,500.00
Child Care Health Consultation (Statewide)	$33,333.00	$0.00	$66,670.00	$0.00	$120,000.00
Expansion: Increase slots and/or capital expense	$400,000.00	$0.00	$0.00	$0.00	$425,998.00
Family, Friends & Neighbors	$0.00	$0.00	$0.00	$0.00	$275,000.00
Quality First Child Care Scholarships (Statewide)	$50,000.00	$50,000.00	$587,800.00	$120,000.00	$587,800.00
Home Visitation	$0.00	$0.00	$523,197.00	$523,197.00	$850,000.00
Native Language Enrichment	$200,471.00	$0.00	$0.00	$0.00	$400,942.00
Resource Distribution - other	$110,000.00	$13,970.89	$110,000.00	$0.00	$40,000.00
Food Insecurity	$68,333.00	$18,987.42	$50,000.00	$50,000.00	$200,000.00
Nutrition/Obesity/Physical Activity	$0.00	$0.00	$0.00	$0.00	$865,725.00
Oral Health	$0.00	$0.00	$0.00	$0.00	$325,000.00
Health Coordination/Medical Home	$0.00	$0.00	$0.00	$0.00	$0.00
Scholarships non-TEACH	$250,000.00	$0.00	$250,000.00	$120,344.00	$500,000.00
FTF Professional REWARD$	$50,000.00	$7,400.00	$100,000.00	$100,000.00	$100,000.00
Community Awareness (Statewide) (FTF Directed)	$150,000.00	$88,979.19	$81,168.00	$35,550.00	$81,168.00
Community Outreach (Stateswide) (FTF Directed)	$0.00	$0.00	$103,832.00	$100,000.00	$103,832.00
Media (Statewide) (FTF Directed)	$0.00	$0.00	$65,000.00	$64,994.00	$65,000.00
Arizona Health Survey	$0.00	$0.00	$7,101.29	$7,101.29	$0.00
Child Care Study	$0.00	$0.00	$18,078.39	$18,078.39	$0.00
Children's Budget	$0.00	$0.00	$1,701.07	$1,701.07	$0.00
Evaluation	$0.00	$0.00	$180,368.20	$180,368.00	$0.00
Evaluation 2012	$0.00	$0.00	$0.00	$0.00	$150,794.00
Needs & Assets	$0.00	$0.00	$4,573.83	$4,573.83	$25,000.00
Parent Kits - Study	$0.00	$0.00	$8,735.74	$0.00	$0.00
Total	$1,875,737.00	$319,187.04	$2,817,058.52	$1,983,867.58	$5,847,509.00
Carry Forward to Following Year		$3,526,046.96	$5,159,035.67		$3,576,549.67

All figures for 2010 and 2011 are reported from FTF Program and Grants Management System. Items indicated in RED FONT in 2011 are modified from PGMS, as they are currently proposed for changes, pending Board approval.

Section II C Information about changes in funding level for strategies from 2011 to 2012

Strategy Name	Previous Funding Amount (SFY 2011)	New Funding Amount (SFY 2012)	Rationale for Change in Funding
Quality First (includes TEACH and Child Care Health Consultant) (Statewide)	$725,503	$851,250	The funding amount has increased for SFY2012 to accommodate an increase of center and home enrollments after the Navajo Nation MOU is signed.
Expansion: Increase slots and/or capital expense	$0	$425,998	SFY 2011 allotment was $425,998 and no awards were made. Strategy remains a priority for the Regional Council; therefore funding amount is moved to FY2012.
Family, Friends and Neighbor	$0	$275,000	SFY 2011 allotment was $275,000 and no awards were made. Strategy remains a priority for the Regional Council; therefore funding amount is moved to FY2012.
Quality First Child Care Scholarships (Statewide)	$587,800	$587,800	Strategy allotment will be maintained as previous fiscal year.
Home Visitation	$523,197	$850,000	Regional Council is anticipating growth in service numbers; therefore, a 32% increase in funding is needed.
Native Language Enrichment	$0	$400,942	SFY 2011 allotment was $400,942 and no awards were made. Strategy remains a priority for the Regional Council, therefore funding amount is maintained.
Early Literacy Companion Kits	$110,000	$40,000	Allotment decrease to support only assembly, distribution, and storage of the kits.
Food Insecurity	$50,000	$200,000	Funds increased to reach a larger target population.
Nutrition Education and Obesity Prevention	$0	$865,725	SFY 2011 allotment was $865,725 and no awards were made. Strategy remains a priority for the Regional Council, therefore funding amount is maintained.

Oral Health	$0	$325,000	SFY 2011 allotment was $325,000 and no awards were made. Strategy remains a priority for the Regional Council, therefore funding amount is maintained.
Health Coordination/Medical Home	$0	$0	This strategy was defunded for SFY2011 and not being funded for SFY2012 to provide additional time for a well developed strategic plan and coordination with the region's health care facilities.
Scholarships – Non TEACH	$250,000	$500,000	The funding amount has increased for SFY2012 to accommodate additional partnerships with colleges within and outside of the region.
FTF Professional Reward$ (Statewide)	$100,000	$100,000	Strategy allotment will be maintained as previous fiscal year.
Community Awareness (Statewide) (FTF Directed)	$81,168	$81,168	Strategy allotment will be maintained as previous fiscal year.
Community Outreach (Statewide) (FTF Directed)	$103,832	$103,832	Strategy allotment will be maintained as previous fiscal year.
Media (Statewide) (FTF Directed)	$65,000	$65,000	Strategy allotment will be maintained as previous fiscal year.
Needs and Assets	$0	$25,000	Funds increased for a more in-depth analysis of the region through primary data collection.
Carry Forward	$5,159,035	$3,576,549	The Regional Council will utilize the carry forward for development of new strategies for SFY2012 for recommendation to the State Board in April.

Section III: System Impact

> *"Diné People endured three underworlds where important events took place to shape the Fourth World, as they know it today. As the creation story is told, the First People from the previous three worlds materialize into beings bringing new tools and knowledge upon reemergence. With the help of Navajo deities there were processes such as naming sacred landmarks, placement of the sun and moon into the sky, and creating clans. As the Holy Ones were strategically placing the stars in an orderly way, Coyote (also known as trickster) grew impatient from the long deliberations being held and seized the corner of the blanket where the stars lay and flung the remaining into the sky. Hence, the disarray of stars as we know it."*

The abbreviated epigraph is to illustrate the gradual emergence of the Navajo Nation Regional Partnership Council's system building work over the past two years. As the story is told, the creation of the four worlds took time and with each emergence, the People brought new tools, wisdom, and knowledge with them as they transported through each world to the fourth world we know today. In much the same way, the Regional Partnership Council and staff emerge from the work of the last several years with new knowledge, awareness, partnerships and tools for building an effective early childhood system on the Navajo Nation. Although strategies are moving toward full implementation slowly, the Regional Council remains diligent in creating a significant impact on the early childhood infrastructure. Lasting, real change that is respectful of working with and within a sovereign nation, and builds upon the infrastructure and processes that already exist on the Navajo Nation, takes time. Therefore, to avoid the work of Coyote (representing chaos and defiance of order) the Regional Council's work is patient, thoughtful, organized, and strategic as it continues to work on behalf of the youngest children of the Navajo Nation and their families.

System Impact:

Since the start of the Regional Council's work in FY2010, an array of services and programs have begun to impact the early childhood system on the Navajo Nation:

1. Home visitation
2. Quality First
3. Child Care Scholarships
4. Professional Development
5. Professional Reward$
6. Food Boxes
7. Arizona Parent Kit and the Early Literacy Companion Kits

As described in the previous sections, many other programs and services are in the development phase.

In terms of scope and reach, the 2008 Needs and Assets Report indicated that approximately 8,000 children birth through five on the Navajo Nation were not receiving services to improve their educational and developmental outcomes. The current strategies begin to address this need. The numbers being reached presently are small in relation to the total need, but will increase over time and with full implementation of the strategies. The remoteness and vastness of the Navajo Nation pose particular challenges related to scope and reach. The Navajo Nation is comprised of many rural communities with small populations. The remoteness of many communities in comparison to more populated communities has resulted in limited services. For example, people in remote rural areas are usually at a greater distance from emergency and secondary services, and are less likely to have a landline, cell phone coverage, or well maintained roads during winter months. Some live without running water or electricity. This is a critical challenge when attempting to address the needs of all children on the Navajo Nation within Arizona, birth to age five. The children in the most rural areas of the Nation are usually the children with the most need for services, but limited capacity exists among providers to reach these children. The Regional Partnership Council and staff continually work toward the long-term goal of being able to reach all of the children of the Nation, but strategies have had to begin where capacity exists, with efforts to slowly build upon that capacity.

The overall system impact of the Regional Council's work to date should not be underestimated. System impact is a gradual work in progress, and must include building partnerships with agencies to provide coordinated services for children and families. The comprehensive regional strategies within the SFY 2012 Funding Plan reflect the most recent in a series of efforts to address the complex, interrelated issues faced by young children and families in the region. In this past two year period, every effort at development and implementation of regional initiatives (whether considered "successful" or not) has provided a better understanding of how to move the work forward in order to achieve lasting change. Building partnerships and developing a better understanding of the processes of the Navajo Nation Government have been key in building upon the early childhood system that already exists on the Nation. Fundamental to the success of First Things First is a deep respect and understanding that the Navajo Nation is a Sovereign Nation, a Nation within a Nation. Three different governance structures exist simultaneously – the Navajo Nation Government, the State Government, and the Federal Government and each structure consists of varying political, organizational, legal, technical, and cultural issues that affect how to best support and build upon the early childhood development and health infrastructure of the Navajo Nation.

The Regional Partnership Council is committed to achieving measurable outcomes, and continues to strengthen existing strategies and integrate new strategies as warranted to have maximum benefit for the children and families of the Nation. Outcomes will continue to be improved by:

- Developing stronger coordination and collaboration with local stakeholders and stakeholders outside the Region to plan and implement Regional Council initiatives;
- Working through various governance structures; and
- Providing technical assistance and other capacity-building supports as needed.

System of Care Infrastructure

The system of care promotes the meaningful involvement of all stakeholders, and ensures that a child and their family receive the services and supports they need to succeed. One underlying theme of the Arizona Early Childhood Task Force priorities is to "convene partners" in order to achieve results for Arizona's young children and their families. It has been essential in the work of the Navajo Nation Regional Partnership Council to concentrate on collaboration and coordination with stakeholders to continue building capacity as the foundation of the Regional Council's work.

The inherent challenges of working together to build a system of care infrastructure are even more complex because of the different governances and the very different missions of the organizations involved in providing services for young children and families on the Nation. It is the intent of the Regional Council to clearly define goals, roles, and responsibilities of each partner agency in all collaborations. Although barriers exist to efficiently implement strategies, efforts to continue working with partners to identify and remove barriers will provide substantial impact in the region. While continuing with diligent efforts in building a system of care infrastructure, the Regional Council aims to:

- Enhance recognition of shared goals and strategic opportunities;
- Keep stakeholders abreast, engaged and working together;
- Minimize potential barriers; and
- Build mutual and efficient efforts in working with the different governance structures.

To begin again with the basic ingredients of system building, the goals and objectives of the initiatives will be achieved by:

- Building support for a region-based system of care in working with Navajo Nation entities and entities outside of the Navajo Nation;
- Proactively requesting Memorandum of Understanding agreements in advance;
- Understanding and working through the various government protocols, procedures, and structures;
- Expanding the population served as resources and capacity will allow; and
- Continuing a strategic approach to inform the community (public and policymakers) of the progress in developing the system of care.

The Navajo Nation Regional Partnership Council's work will continue to develop partnerships and initiatives that will improve the early childhood education and health system on the Navajo Nation. As the epigraph suggests, the work will continue thoughtfully and strategically, so that one day, all children of the Navajo Nation have what they need to succeed in school and life.