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NAVAJO/APACHE REGIONAL PARTNERSHIP COUNCIL
2011 FUNDING PLAN SUMMARY

Regional Allocation 2011: $ 1,201,619
Carry Forward from 2010: $195,793
Funding Available for Allocation in 2011: $ 1,397,412

Prioritized Needs	Goal Area	Proposed Strategies	Portion of Regional Allocation	Recommendation to the Board
An educated work force of early childhood professionals	Professional Development	**Child Care Lab School/Preschool Model**	$300,000	Not being submitted for board approval at this time
		ECE/ECD Professional Development Scholarship	$21,551	Recommend Approval
		T.E.A.C.H. Arizona	$0.00	Recommend Approval
		Professional Development Pathway	$15,000.00	Recommend Approval
Availability of, and access to, high-quality early childhood programs and services.	Quality, Access and Affordability	**Employee-sponsored Child Care Research**	$25,000	Recommend Approval
Limited understanding of existing barriers to child care homes within the region becoming licensed and certified.	Quality, Access and Affordability	**Child Care Supply/Demand Study with Coconino Regional Partnership Council**	Placeholder $75,000	Not being submitted for board approval at this time
Availability of, and access to, high-quality early childhood programs and services.	Quality, Access and Affordability	**Child Care Health Consultant**	$60,000	Recommend Approval
Expanded access to health care and health insurance information and support	Health	**Oral Health, Dental Varnish**	$20,000	Recommend Approval
Limited access to parent education and information	Family Support	**Healthy Steps**	$56,000	Recommend Approval
Limited access to parent education and information	Family Support	**Nutrition Education and Outreach**	$95,000	Recommend Approval

Limited access to parent education and information	Family Support	**Early Literacy and Parent Education (Reach out and Read)**	$31,390	Recommend Approval
Limited access to parent education and information	Family Support	**Expanded Home Visiting**	$195,000	Recommend Approval
Need to enhance foundational skills for regional agencies and programs to be successful FTF grantees.	Coordination and Collaboration	**Capacity Building**	$75,000.00	Not being submitted for approval at this time
An educated work force of early childhood professionals	Professional Development	**Child Care Director Mentoring**	$85,000.00	Recommend Approval
Limited access to parent education and information	Family Support	**Expanded Early Literacy Programs (Partnership with the library)**	$50,000.00	Recommend Approval
Availability of, and access to, high-quality early childhood programs and services.	Quality, Access and Affordability	**Child Care Scholarships**	$180,000.00	Recommend Approval
An educated work force of early childhood professionals	Professional Development	**Professional Career Pathways Project**	$27,000.00	Recommend Approval
Limited regional community understanding of the importance of early childhood development and health and limited political and financial support around early childhood development and health	Communications	**Communication**	$25,000	HOLD
		Subtotal of Expenditures	$1,336,481	
		Fund Balance	$60,931	
		Grand Total	1,397,412	

Navajo/Apache Summary Financial Chart SFY 2010-2012

Revenue	SFY 2010	SFY 2011	SFY 2012 ESTIMATED	Total
FTF Total Allocation for the SFY	$1,267,718	$1,201,619	$1,157,680	$3,627,017
Fund Balance (carry fwd from previous SFY)	N/A	$195,793	$60,931	
Total Available Funds	$1,267,718	$1,397,412	$1,218,611	
Strategies	**SFY 2010 OBLIGATED**	**SFY 2011 PROPOSED**	**SFY 2012 ESTIMATED**	**Total**
Child Care Lab School/Preschool Model	$50,000	HOLD 300,000.00	$240,000	$590,000
ECE/ECD Professional Development Scholarship	$21,551	$21,551	$25,000	$68,102
TEACH	$27,000	$0	$0	$27,000
Professional Development Pathway	$2,000	$15,000	$20,000	$37,000
Employer-sponsored Child Care Research	$49,966	$25,000	$25,000	$99,966
Child Care Supply/Demand Study with Coconino Regional Partnership Council	$50,000	PLACEHOLDER 75,000.00	$75,000	$200,000
Expansion of Existing Child Care Slots	Removed	$0	$0	$0
Child Care Health Consultant	$50,000	$60,000	$60,000	$170,000
Oral Health, Dental Varnish	$15,000	$20,000	$25,000	$60,000
Healthy Steps	$104,519	$56,000	$42,000	$202,519
Nutrition Education and Outreach	$0	$95,000	$104,500	$199,500
Early Literacy and Parent Education (Reach Out and Read)	$31,930	$31,930	$31,930	$95,790
Expanded Home Visiting	$139,788	$195,000	$220,000	$554,788
Capacity Building	$0	HOLD 75,000.00	$75,000	$150,000
Child Care Director Mentoring	$0	$85,000	$93,500	$178,500
Expanded Early Literacy Programs (partnerships with libraries)	$0	$50,000	$55,000	$105,000
Child Care Scholarships	$0	$180,000	$50,000	$230,000
Professional Career Pathways Project	$0	$27,000	$27,000	$54,000
Emergency Food Boxes	$136,300	$0	$0	$136,300
Emergency Scholarships	$377,621	$0	$0	$377,621
Communication	$16,250	$25,000	$25,000	$66,250
Needs and Assets	$0	$0	$15,000	$15,000
Subtotal Expenditures	$1,071,925	$1,336,481	$1,208,930	$3,617,336
Fund Balance (carry forward)	$195,793	$60,931	$9,681	
Total	$1,267,718	$1,397,412	$1,218,611	

NAVAJO/APACHE REGIONAL PARTNERSHIP COUNCIL
FUNDING PLAN
SFY 2011: July 1, 2010– June 30, 2011

I. Regional Allocation

Regional Allocation	SFY 2010	SFY 2011
Population Based Allocation	$761,591	$804,445
Discretionary: Baseline Adjustment	0	0
Discretionary: Frontier Community	$304,205	$198,467
Other Discretionary: Emergency Child Care Scholarships	$197,621	
Other Discretionary: Emergency Food Support	$4,301	
Other Discretionary: 2011		$198,707
Other Income		
Total Income	$1,267,718	$1,201,619

II. SFY 2010 Funding Plan Progress Report

A. The table below provides a summary of the Navajo/Apache Regional Partnership Council's prioritized needs, goals, key measures, and strategies for the SFY 2010 funding plan.

Identified Need	Goal	Key Measures	Strategy Name and Description	Target Service Numbers and Geographic Service Area
An educated work force of early childhood professionals	**Goal #8:** FTF will build a skilled and well-prepared, early childhood development workforce.	Total number and percentage of professionals working in early childhood care and education settings with a credential, certificate, or degree in early childhood development Total number and percentage of professionals working in early childhood care and education, who are pursuing a credential, certificate, or degree	**Strategy 1** **Child Care Lab School/Preschool Model** During the next year, the Regional Partnership Council will create a collaborative partnership between Northland Pioneer College, regional school districts and school boards, regional child care centers, regional NACOG Head Start Centers, Department of Economic Security, Navajo and Apache County Workforce Development, teachers, parents and families, and other community partners to create an Early Childhood Development, curriculum-based, learning lab model for child care and preschool.	FY 2010 was designated as a planning year; there is no implementation within this first year.
			Strategy 2 **ECE/ECD Professional Development Scholarship** Professional development scholarships, intended for child care providers working in the region who are pursuing	FY 2010: 5 ECE students and 10 CDA Applicants over two semesters

			CDA/AA/BA/BS degrees who do not qualify for TEACH Arizona, PCPP, or PELL (or have additional allowable costs)	
			Strategy 3a and 3b **TEACH and Professional Development Pathway** Create a professional development pathway system that is comprised of two elements: • Offer additional TEACH scholarships to child care professionals outside of *Quality First* • Establish an agreement between S*CCEEDS and the local community college to accept specified S*CCEEDS trainings for college credit towards a credential or degree within the Early Childhood Development Field – available to child care workers and professionals who are not eligible for TEACH	FY 2010: 10 TEACH scholarships FY 2010: Agreements reached for S*CCEEDS – NPC transfer of content for course credit
Availability of, and access to, high-quality early childhood programs and services	**Goal #1:** FTF will improve access to quality early care and education programs and settings.	Total number of children enrolled and vacancies in regulated early care and education programs as a proportion of total population zero to age five	**Strategy 4** **Employer-sponsored Child Care Research** Encourage and advocate for large employers to sponsor employer-	FY 2010: Research and feasibility study completed, with accompanying report and marketing package for businesses

	Goal #3: FTF will increase availability and affordability of early care and education settings. **Goal #11:** FTF will coordinate and integrate with existing education and information systems to expand families' access to high quality, diverse and relevant information and resources to support their child's optimal development.	Current cost of early care and education for families as a proportion of the median income for a family of four Total funds generated from business, philanthropic, and other public and private sources to support early childhood development and health efforts Percentage of families with children zero through age five, who report they are competent and confident about their ability to support their child's safety, health and well being Number and percentage of early care and education programs with access to a Child Care Health Consultant Total number of children enrolled in early care and education programs participating in the QIRS system	based child care settings for employees through a communications and education campaign led by a business champion. The campaign will focus on informing employers to educate them on the requirements/costs/procedures/ "employer-felt" benefit information to promote establishing employer-based child care centers.	

Limited understanding of existing barriers to child care homes within the region becoming licensed and certified			**Strategy 5** **Child Care Supply/Demand Study with Coconino Regional Partnership Council** Collaborate with Coconino Regional Partnership Council to conduct an assessment of unregulated family child care homes in the regions in order to determine the reasons why there is a significant lack of Licensed and Regulated Child Care Homes. The outcome of the Assessment is to determine the mechanisms that need to be put in place in order to encourage more Child Care Homes to become licensed and regulated. A strategy, or strategies, will be developed to address the specific needs of the region based on the findings of the assessment.	FY 2010: Assessment
			Strategy 6 **Expansion of Existing Child Care Slots** Expansion of existing, or creation of new, high-quality, early care and education settings	0 – Strategy eliminated
			Strategy 7 **Child Care Health Consultant** Provide access to a Child Care	FY 2010: 15 child care centers and homes

			Health Consultant to licensed and regulated child care homes and centers outside of *Quality First*	
Expanded access to health care and health insurance information and support	**Goal #4**: FTF will collaborate with existing Arizona early childhood health care systems to improve children's access to quality health care.	Total number and percentage of children with health insurance Total number and percentage of children receiving appropriate and timely oral health visits Total number and percentage of children receiving appropriate and timely well-child visits	**Strategy 8** **Oral Health, Dental Varnish** Provide oral health screens and varnish application to infants and toddlers in early child care settings and other appropriate community settings	FY 2010: 1000 children
Access to parent education and information	**Goal #11**: FTF will coordinate and integrate with existing education and information systems to expand families' access to high-quality, diverse and relevant information and resources to support their child's optimal development. **Goal #12**: FTF will increase the availability, quality, and diversity of relevant resources	Percentage of families with children zero through age five, who report they are satisfied with the accessibility of information and resources on child development and health Percentage of families with children zero through age five, who report they are competent and confident about their ability to support their child's safety, health, and well-being Percentage of families of children zero through age	**Strategy 9** **Healthy Steps** Implement Healthy Steps to promote the use of the medical home model, provide parental support and advocacy within the medical environment, be a source of parental and family support with information related to child development and health, provide referrals to other relevant and appropriate community programs and services	FY 2010: One new site operational, staff hired and technical assistance begun; build case load to approach 100 children

	that support language and literacy development for young children and their families.	five, who report they maintain language and literacy-rich home environments (e.g. children hear language throughout the day, children have opportunities for listening and talking with family members, books and other literacy tools and materials are available to children) Percentage of families with children zero through age five, who report reading to their children daily in their primary language		
			Strategy 10 **Nutrition Education and Outreach** Incorporate nutrition and physical exercise curriculum/programs with early care and education settings, community centers, and organizations to reduce the number of children who are obese or at risk of becoming obese, as well as to increase parental and caregiver knowledge and understanding of nutrition and healthy eating	FY 2010: 0 (Strategy not funded)

			Strategy 11 **Early Literacy and Parent Education** Expand or create new early literacy/language/child development programs within the region	FY 2010: 200 families
			Strategy 12 **Expanded Home Visiting** Expand the number of families receiving home visitation through the expansion of current programs or through the implementation of new programs available in the region	FY 2010: 400 families
Limited regional community understanding of the importance of early childhood development and health and limited political and financial support around early childhood development and health	**Goal #15**: FTF will expand public awareness of, and financial and political support for, early childhood development and health efforts in Arizona.	Percentage of Arizonans who report that early childhood development and health issues are important Percentage of Arizonans who identify themselves as strong supporters of early childhood and health matters Total funds generated from business, philanthropic, and other public/private sources to support early childhood development and health efforts	**Strategy 13** **Communication** Engage in a communications campaign in partnership with the First Things First Board to mobilize the community around early childhood development and health Additional communications campaign work and funding is allocated for regional-specific communications	N/A

Statewide - economic and employment recession	**Goal #11:** FTF will coordinate and integrate with existing education and information systems to expand families' access to high-quality, diverse and relevant information and resources to support their child's optimal development.	Percentage of families with children zero through age five who report they are competent and confident about their ability to support their child's safety, health, and well-being	**Emergency Food Boxes**	Apache County portion of the region: $52,520.40 total grant amount; food boxes distributed in two locations Navajo County portion of the region: $81,780 total grant amount; food boxes distributed in five locations
Statewide - economic and employment recession	**Goal #3:** FTF will increase availability and affordability of early care and education settings.	Current cost of early care and education for families as a proportion of the median income for a family of four Total number of children enrolled and vacancies in regulated early care and education programs as a proportion of total population zero to age five	**Emergency Child Care Scholarships**	$377,621 total allocation to this strategy, including regional dollars $600.00 per scholarship/child/month 629 "child care months"
Planning	**Goal #14:** FTF will collect and disseminate accurate and relevant data related to early childhood development and health		**Needs and Assets**	N/A

B. 1) Budget Summary, 2010 Funding Plan

(Obligated = funding is currently under contract, or anticipated to be under contract on or before June 30, 2010; Unobligated = funding which will not be under contract by end of SFY 2010)

SFY 2010 BUDGET	SFY 2010 CURRENT	Obligated in SFY 2010	Unobligated in SFY 2010
TOTAL REVENUE	$1,267,718	$1,267,718	$1,267,718
Strategies	SFY 2010	SFY 2010	SFY 2010
1. Child Care Lab School/Preschool Model	$50,000	$50,000	$0
2. ECE/ECD Professional Development Scholarship	$21,551	$21,551	$0
3a. TEACH	$27,000	$27,000	$0
3b. Professional Development Pathway	$2,000	$2,000	$0
4. Employer-sponsored Child Care Research	$50,000	$49,966	$34
5. Child Care Supply/Demand Study with Coconino Regional Partnership Council	$50,000	$50,000	$0
6. Expansion of Existing Child Care Slots	$182,008	Removed	$182,008
7. Child Care Health Consultant	$50,000	$50,000	$0
8. Oral Health, Dental Varnish	$15,000	$15,000	$0
9. Healthy Steps	$104,519	$104,519	$0
10. Nutrition Education and Outreach	$13,750	$0	$13,750
11. Early Literacy and Parent Education (Reach Out and Read)	$31,930	$31,930	$0
12. Expanded Home Visiting	$139,788	$139,788	$0
Emergency Food Boxes	$136,301	$136,300	$1
Emergency Child Care Scholarships	$377,621	$377,621	$0
Communication	$16,250	$16,250	$0
Needs and Assets	$0	$0	$0
Evaluation	$0	$0	$0
Subtotal	$1,267,718	$1,071,925	$195,793
Fund Balance/Carry Forward	$0		$0
Total	$1,267,718	$1,071,925	
Carry Forward Plus Unobligated - available for 2011 funding plan			$195,793

2) Progress with SFY 2010 Funding Plan

A	B	C	D	E	F	G	H
#	Strategy Name	Description	Regional Allocation	Target Service Numbers	Awards Made	Service Numbers	Status/Notes
1	Child Care Lab School/Preschool Model	During the next year, the Council will create a collaborative partnership between Northland Pioneer College, regional school districts and school boards, regional child care centers, regional NACOG Head Start Centers, Department of Economic Security, Navajo and Apache County Workforce Development, teachers, parents and families, and other community partners to create an Early Childhood Development, curriculum-based, learning lab model for child care and preschool.	**$50,000**	FY 2010 is a planning year Service Number: 0	Navajo County Superintendent of Schools, Educational Services Agency: $50,000	Planning year only	Award issued; advisory group has been formed
2	ECE/ECD Professional Development Scholarship	Professional development scholarships, intended for child care providers working in the region who are pursuing CDA/AA/BA degrees who do not qualify for TEACH, PCPP, or PELL (or have additional allowable costs)	**$21,551**	5 ECE students and 10 CDA applicants for each semester (Fall 2009 and Spring 2010)	Apache County, Higher Education Committee: $21,551	Pending	Original allocation was $14,000; in May, 2009, the Regional Partnership Council voted to add unawarded funds from the Early Literacy and Healthy Steps Strategies to this Strategy. Total funds added: $7551
3a	TEACH	Offer additional TEACH scholarships to child care professionals outside of *Quality First*	**$27,000**	10 TEACH scholarships	FTF Statewide Initiative: $27,000	7 TEACH scholar-ships outside of *Quality First*	Original allocation was intended to provide 10 TEACH scholarships; in light of the revised TEACH cost, this same allocation will now provide 7 scholarships for AA-seeking scholars and perhaps an additional CDA assessment fee

3b	Professional Development Pathway	Planning year to create a workable infrastructure and tracking system for community-based trainings	$2000	Service Number: 0	Northland Pioneer College: $2000	Planning Year	Award issued. Due to the fact that the S*CCEEDS registry is no longer a viable partner, the focus of this strategy is to create a system of approved curriculum that will earn credit from Northland Pioneer College for students enrolled in an ECE/ECD related field of study.
4	Employee-sponsored Child Care Research	The Navajo/Apache Regional Partnership Council will encourage and advocate for large employers to sponsor employer-based child care settings for employees. This strategy would include a training component intended for employers to let them know the requirements, costs, procedures and "employer-felt" benefit information to promote the establishment of employer-based child care centers.	$50,000	Service Number: 0	Applied Economics, Inc.: $49,966	Market Research and Feasibility Study; Development of Technical Assistance Materials	Award issued; research survey being conducted Interview and site visit scheduled with primary case study
5	Child Care Supply/Demand Study with Coconino Regional Partnership Council	The Navajo/Apache Regional Partnership Council will partner with the Coconino Regional Partnership Council to conduct an area-wide study over the course of one year regarding the following phenomena: • Family choice for child care • Barriers to becoming a certified Family Child Care provider • Barriers to certified Family Child Care providers engaged in established programs for increasing quality	$50,000	Service Number: 0	Pending	Pending	This will be a joint study with the Coconino Regional Partnership Council looking at the supply and demand for child care, the reasons behind parents' choices for their child care arrangements, and the barriers to becoming a certified Family Child Care provider as well as to providing high-quality care. Deliverables will inform Regional Partnership Council planning for FY 2012.
6	Expansion of Existing Child Care	Administrative Home to manage a fund to be used for grant awards to	$182,008	Service Number: 0		0	No awards made; therefore, this strategy has gone

	Slots	child care centers and/or homes to expand high-quality child care and preschool openings in the region		(Strategy not funded)			unfunded and the amount will be carried over to FY 2011.
7	Child Care Health Consultant	Provide increased access to Child Care Health Consultants for lawfully operating child care homes and centers who are not enrolled in *Quality First*	**$50,000**	Service Numbers: 15 child care centers and homes outside of *Quality First*	FTF Statewide Initiative Apache County Public Health District: $50,000	15 child care centers and homes outside of *Quality First*	Contract has been awarded; staff has been hired and has attended CCHC training
8	Oral Health, Dental Varnish	The Navajo/Apache Regional Partnership Council will provide oral health screens and varnish application to infants and toddlers in early child care settings and other appropriate community settings. This process will include a parent education section for each child seen, as well as community education and outreach in order to raise awareness related to the importance of good oral health.	**$15,000**	Service Numbers: 1000 children	Navajo County Public Health District: $15,000	750 fluoride applica-tions	No change to funding amount; the available funding will only support the service numbers proposed; the Council concurred and voted to award the contract in July, 2009
9	Healthy Steps	Healthy Steps represents a significant innovation in the way pediatric primary care can be delivered. Based on the standards and principles of Bright Futures and the American Academy of Pediatrics Health Supervision Guidelines, Healthy Steps enhances and expands traditional pediatric care by including a child development specialist as part of the pediatric practice team.	**$104,519**	Service Numbers: 100 children	North Country HealthCare: $104,519	100 children	The Healthy Steps Specialist was hired and attended training in October at Phoenix Children's Medical Center. The Specialist will spend two days/week in Holbrook, two days/week in Round Valley, and one day/week in Show Low. Original allocation was $105,000; request was $104,519. In May the Council voted to move the remainder of $481 into Strategy #2.
10	Nutrition Education and Outreach	Because of the widespread problem of childhood obesity, the	**$13,750**	Service Numbers: 0			No applications were received for this RFGA; in May 2009, the

		Navajo/Apache Regional Partnership Council is particularly interested in ensuring that early care and education providers, as well as families, receive guidance around nutrition issues. This topic will be an area of emphasis for individuals working with early care providers and others who work with young children in the region. This strategy is a comprehensive approach to prevent childhood obesity by reaching children, parents, child care staff, and the community.		(Strategy not funded)			Council voted to carry over these funds, and to divide them between FY 2011 and 2012 for re-release of the same RFGA. 12-23-09 Regional Council adopted revised strategy for FY 2011.
11	Early Literacy and Parent Education	The Navajo/Apache Regional Partnership Council will work to expand the capacity of early language and literacy programs to provide supports and services to young children and their families.	**$31,930**	Service Numbers: 200 families	Arizona Academy of Pediatrics - Reach Out and Read: $31,930	200 families; Five additional Reach Out and Read sites throughout the region	Reach Out and Read Coordinator has been hired for this area and is collaborating with the Healthy Steps grantee to expand ROAR sites in the region. The original funding for this strategy was $39,000; the request submitted was for $31,930; in May the Council voted to move the unawarded remainder of $7070 to Strategy #2.
12	Expanded Home Visiting Program	The Navajo/Apache Regional Partnership Council would like to augment the provision of the Arizona Parent's Kit with the addition of a home visiting component to support new parents as they become more accustomed to parenting their infants.	**$139,788**	Service Numbers: 400 families over the course of FY 2010	Northland Therapy Services, Inc.	30 newborns and their families per month	This contract was awarded as part of the Expedited Funding Process in April 2009 for Home Visiting.

13	Communication	The Navajo/Apache Regional Partnership Council recognizes the importance and effectiveness of working in partnership with the Regional Partnership Councils and the FTF Board, speaking with one unified voice for young children to mobilize the community around a call to action. Details of this plan are in development.	$16,250 Allocation to Statewide Communications Plan: $9750 Region-wide Communications Plan: $6500				Pending. Anticipate approval in January 2010 of Statewide Communications Plan.
14	Emergency Food Boxes	Provision of supplemental food and commodity boxes to families in need; boxes will meet the WIC guidelines for food contents for infants and toddlers, additionally diapers and other baby items may be included in the boxes	$136,301 Regional Partnership Council: $132,000 Statewide Funding: $4301	Service Numbers: 150 food boxes per week Unknown	Town of Springerville: $52,520 Salvation Army – White Mountain Outpost: $81,780	140 boxes per month given out in Springer-ville and St. Johns (once per month in each location) Food and commodity boxes will be given out in Holbrook, Snowflake, Heber, Lakeside, Pinetop (twice per month at each location)	Expedited Agreements through Emergency Response Opportunity

15	Emergency Child Care Scholarships	Provision of emergency child care scholarships to families at or below 200 percent of the Federal Poverty Level; scholarships are provided to child care centers and homes, which have applied for *Quality First*.	**$377,621** Regional Partnership Council: $180,000 Statewide Funding: $197,621	Target number: 157 children	FTF Statewide Initiative: Valley of the Sun United Way is the administrative home. In March, 2009 the Council added additional funding.		Expedited Agreement through Emergency Response Opportunity

III. SFY 2011 Funding Plan

A. Prioritized Needs (This includes an explanation for any changes to the prioritized needs from the SFY 2010 Regional Funding Plan.)

The Navajo/Apache Regional Partnership Council has struggled with the dire economic conditions of families and children within this region and has identified the need to retain all of the identified needs from Fiscal Year 2010; however, the order of them has changed slightly. There is a growing need to more fully support families' access to the supports and services they need in order to give their children the very best start in life; this has resulted in a somewhat altered order of this region's prioritized needs for Fiscal Year 2011. Additionally, there is a region-wide need to increase the capacity of local agencies and businesses to be able to effectively compete for First Things First grant and contract opportunities, so that the benefit of the First Things First dollars coming into this region will be felt not only by the children and families who live here, but by the region as a whole by creating and sustaining jobs. The prioritized needs are as follows:

1. A region-wide need for an educated work force of early childhood professionals
2. Availability of, and access to, high-quality early childhood programs and services
3. Access to parent education and information
4. A region-wide need to expand the foundational skills needed to create, assemble, and submit viable, competitive, articulate and successful grant applications
5. Expanded access to health care and health insurance information and support
6. Limited regional community understanding of the importance of early childhood development and health and limited political and financial support around early childhood development and health

We have moved "Access to parent education and information" to a higher priority based on the significantly increased rates of unemployment and poverty within the region. Additionally, there is data that suggests that there are many children and families who are not enrolled in, or utilizing, the federally funded programs to which they are entitled; namely, the Women, Infants, and Children Program that is operated by the Navajo and Apache Public Health Services Districts and the Federal Food Stamp Program. There is an extreme need to connect families to these programs, so that we can begin to ensure that families have access to healthy and nutritious foods, as well as the knowledge of how to prepare, cook, and store the foods available to them.

B. Goals, Key Measures and Strategies (The table below includes the prioritized needs, goals, key measures and strategies for SFY 2011. Changes from the previous year are shown in red and underlined.)

Identified Need	Goal	Key Measures	Strategy Name and Description	Targeted Service Numbers and Geographic Service Area
An educated work force of early childhood professionals	**Goal #8:** FTF will build a skilled and well-prepared, early childhood development workforce.	Total number and percentage of professionals working in early childhood care and education settings with a credential, certificate, or degree in early childhood development Total number and percentage of professionals working in early childhood care and education, who are pursuing a credential, certificate, or degree	**Strategy 1** **Child Care Lab School/Preschool Model** Self HOLD pending completion of the model itself; once completed, the model will be presented to the Board for approval prior to implementation and release of funds. During the next year, the Council will support (in part – by provision of seed money) the implementation of an Early Childhood Development, curriculum-based, learning lab model for child care and preschool. This model child care and preschool will function as both a community-accessible center for high-quality child care and preschool and an environment for high school and secondary education students to observe, attend practicums, complete volunteer and observational hours, and serve as	Target Service Numbers for FY 2011: 15 Early Childhood Education students enrolled in high school and college-level courses utilizing the model program

			a "model" program for the region. **Strategy 2** **ECE/ECD Professional Development Scholarship** Professional development scholarships, intended for child care providers working in the region who are pursuing CDA/AA/BA/BS degrees who do not qualify for TEACH Arizona, PCPP, or PELL (or have additional allowable costs) **Strategy 3a and 3b** Create a professional development pathway system, comprised of two elements: • TEACH has been removed as a strategy for FY 2011. • Professional Career Pathways Project has been identified as a more viable strategy for this region, and has been allocated $27,000 for FY 2011 • Provide a series of	Target Service Numbers: 10 ECD/ECE students and 10 CDA Applicants over 2 semesters Target Service Numbers: Professional Career Pathways Project: 16 students at 15 credits, per semester, at $52 per credit Community-based Training 20 students enrolled in community-based training sessions and enrolled at

			community-based trainings that will utilize college-level course-work, materials and curriculum, and will translate to course credit with Northland Pioneer College for enrolled students who are pursuing a degree or credential within the Early Childhood Development or Early Childhood Education field, and who are NOT eligible for TEACH Arizona. Trainings will also be available to parents and other interested community members, free of charge.	Northland Pioneer College
Availability of, and access to, high-quality early childhood programs and services. Limited understanding of existing barriers to child care homes within the region becoming	**Goal #1**: FTF will improve access to quality early care and education programs and settings. **Goal #3**: FTF will increase availability and affordability of early care and education settings.	Total number of children enrolled and vacancies in regulated early care and education programs as a proportion of total population zero to age five Current cost of early care and education for families as a proportion of the median income for a family of four Total funds generated from business,	**Strategy 4** **Employee-sponsored Child Care Research** Encourage and advocate for large employers to sponsor employer-based child care settings for employees through a communications and education campaign led by an economist, and targeted at senior level management in the Navajo/Apache Region's largest businesses, and senior level management and owners of the	Target Service Numbers: One new employer offering employer-sponsored, or highly subsidized, child care for their employees

licensed and certified	**Goal #11**: FTF will coordinate and integrate with existing education and information systems to expand families' access to high-quality, diverse and relevant information and resources to support their child's optimal development.	philanthropic, and other public and private sources to support early childhood development and health efforts Percentage of families with children birth through age five, who report they are competent and confident about their ability to support their child's safety, health and well being Number and percentage of early care and education programs with access to a Child Care Health Consultant Total number of children enrolled in early care and education programs participating in the QIRS system	Region's small- and medium-sized businesses. The campaign will focus on informing employers of the benefits to their bottom line of incorporating employer-sponsored child care as part of their business plan. **Strategy 5** **Child Care Supply/Demand Study with Coconino Regional Partnership Council** Barriers to high-quality child care provision, reasons behind parental choice for child care arrangements FY 2011 will be a planning year to evaluate the data obtained from studies that will be completed in FY 2010, so that appropriate strategies can be developed and funded for FY 2012. **Strategy 6** **Expansion of Existing Child Care Slots** Strategy Eliminated **Strategy 7** **Child Care Health Consultant**	Target Service Numbers: 0 (Planning Year) Target Service Numbers:

			Provide access to a Child Care Health Consultant to licensed and regulated child care homes and centers outside of *Quality First* **Strategy 17** **Director Mentoring** Director Mentoring: a set of trainings focused on business management, finance, accounting, and child care center/home management will be provided to a cohort of 6 Center Directors in FY 2011 **Strategy 19** **Child Care Scholarships** Provide child care stipends to families at 200 percent of FPL, who are employed at less than 200 percent FPL, unemployed and actively searching for work, underemployed, going to school or attending job re-training classes to become employable The formula will be based on the Child Care Market Rate Study (2008), and will pay 75 percent of the 75th percentile of fees that child care providers charge.	15 child care centers and homes outside of *Quality First* Target Service Numbers: 6 Center Directors Target Service Numbers: 15 infants/todrllers and 22 preschoolers per month

Limited access to parent education and information	**Goal #11:** FTF will coordinate and integrate with existing education and information systems to expand families' access to high-quality, diverse and relevant information and resources to support their child's optimal development. **Goal #12: FTF** will increase the availability, quality, and diversity of relevant resources that support language and literacy development for young children and their families.	Percentage of families with children zero through age five, who report they are satisfied with the accessibility of information and resources on child development and health Percentage of families with children zero through age five, who report they are competent and confident about their ability to support their child's safety, health, and well-being Percentage of families of children zero through age five, who report they maintain language and literacy-rich home environments (e.g. children hear language throughout the day, children have opportunities for listening and talking with family members, books and other literacy tools and materials are available to children) Percentage of families with children zero through age five, who report reading to their children daily in their	**Strategy 9** **Healthy Steps** Continue Healthy Steps program to promote the use of the medical home model, provide parental support and advocacy within the medical environment, be a source of parental and family support with information related to child development and health, and provide referrals to other relevant and appropriate community programs and services. **Strategy 10** **Nutrition Education and Outreach** Strategy eliminated **Strategy 11** **Early Literacy and Parent Education** Expand or create new early literacy/language/child development programs within the region Continue to support the provision of additional early literacy and parent education opportunities	Target Service Numbers: At least 100 new children enrolled in the program in FY 2012 Target Service Numbers: 300 families

		primary language	**Strategy 12** **Expanded Home Visiting** Continue to support home visiting programs that are working in conjunction with the statewide initiative of provision of the Arizona Parent Kits and supporting parents in their role as the primary caregiver and teacher of their children. Strategy 18 Expanded Early Literacy Programs Partner with Apache County and Navajo County Libraries to expand provision of early literacy programming, story time, and other services aimed at increasing early literacy skills in families Strategy 20 Nutrition Parent Education Campaign Food and nutrition parent education campaign that focuses on increasing WIC and Food Stamp utilization, coupled with a hands-on approach to give	Target Service Numbers: 100 children Target Service Numbers: 200 families with young children in FY 2011 Target Service Numbers: 100 attendees in FY 2011

			parents access to basic, foundational skills around cooking, healthy eating, safe food handling, preparation, and storage This strategy is grounded in a partnership between the WIC Programs in Navajo and Apache Counties, as well as the County Cooperative Extension programs in these two Counties to best utilize existing resources.	
A region-wide need to expand the foundational skills needed to create, assemble, and submit viable, competitive, articulate and successful grant applications, that can be successfully executed.	**Goal #13:** FTF will lead cross-system coordination efforts among state, federal and tribal organizations to improve the coordination and integration of Arizona programs, services, and resources for young children and their families.	Total number and percentage of public and private partners, who report they are satisfied with the extent and quality of coordination between public, private, and tribal systems	Strategy 16 Capacity Building SELF HOLD Capacity Building to improve the community-level foundational skills to create competitive, articulate, and compelling grant applications so that local agencies and businesses will be more apt to become successful FTF grantees	Target Service Numbers: TBD
Expanded access to health care and health insurance information and support	**Goal #4:** FTF will collaborate with existing Arizona early childhood health care systems to	Total number and percentage of children with health insurance Total number and percentage of children	**Strategy 8** **Oral Health, Dental Varnish** Continue to provide oral health screens and varnish application to infants and toddlers in early	Target Service Numbers: 1000 children

	improve children's access to quality health care.	receiving appropriate and timely oral health visits Total number and percentage of children receiving appropriate and timely well-child visits	child care settings and other appropriate community settings	
Limited regional community understanding of the importance of early childhood development and health and limited political and financial support around early childhood development and health	**Goal #15:** FTF will expand public awareness of, and financial and political support for, early childhood development and health efforts in Arizona.	Percentage of Arizonans who report that early childhood development and health issues are important Percentage of Arizonans who identify themselves as strong supporters of early childhood and health matters Total funds generated from business, philanthropic, and other public/private sources to support early childhood development and health efforts	**Strategy 13** **Communication** Engage in a communications campaign in partnership with the First Things First Board to mobilize the community around early childhood development and health Additional communications campaign work and funding is allocated for regional-specific communications	N/A

C. New Strategies:

1. **Capacity Building**
2. **Director Mentoring**
3. **Expanded Early Literacy Programs**
4. **Child Care Scholarships**
5. **Nutrition Parent Education Campaign**
6. **Professional Career Pathways Project**

D. Summary Financial Chart SFY 2010-2012

Revenue	SFY 2010	SFY 2011	SFY 2012 ESTIMATED	Total
FTF Total Allocation for the SFY	$1,267,718	$1,201,619	$1,157,680	$3,627,017
Fund Balance (carry fwd from previous SFY)	N/A	$195,793	$60,931	
Total Available Funds	$1,267,718	$1,397,412	$1,218,611	
Strategies	SFY 2010 OBLIGATED	SFY 2011 PROPOSED	SFY 2012 ESTIMATED	Total
Child Care Lab School/Preschool Model	$50,000	HOLD 300,000.00	$240,000	$590,000
ECE/ECD Professional Development Scholarship	$21,551	$21,551	$25,000	$68,102
TEACH	$27,000	$0	$0	$27,000
Professional Development Pathway	$2,000	$15,000	$20,000	$37,000
Employer-sponsored Child Care Research	$49,966	$25,000	$25,000	$99,966
Child Care Supply/Demand Study with Coconino Regional Partnership Council	$50,000	PLACEHOLDER 75,000.00	$75,000	$200,000
Expansion of Child Care Slots	Removed	$0	$0	$0
Child Care Health Consultant	$50,000	$60,000	$60,000	$170,000
Oral Health, Dental Varnish	$15,000	$20,000	$25,000	$60,000
Healthy Steps	$104,519	$56,000	$42,000	$202,519
Nutrition Education and Outreach	$0	$95,000	$104,500	$199,500
Early Literacy and Parent Education (Reach Out and Read)	$31,930	$31,930	$31,930	$95,790
Expanded Home Visiting	$139,788	$195,000	$220,000	$554,788
Capacity Building	$0	HOLD 75,000.00	$75,000	$150,000
Director Mentoring	$0	$85,000	$93,500	$178,500
Expanded Early Literacy Programs	$0	$50,000	$55,000	$105,000
Child Care Scholarships	$0	$180,000	$50,000	$230,000
Professional Career Pathways Project	$0	$27,000	$27,000	$54,000
Emergency Food Boxes	$136,300	$0	$0	$136,300
Emergency Scholarships	$377,621	$0	$0	$377,621
Communication	$16,250	$25,000	$25,000	$66,250
Needs and Assets	$0	$0	$15,000	$15,000
Subtotal Expenditures	$1,071,925	$1,336,481	$1,208,930	$3,617,336
Fund Balance (carry forward)	$195,793	$60,931	$9,681	
Total	$1,267,718	$1,397,412	$1,218,611	

E. Explanation for each strategy which has funding level changes from the prior year (excluding emergency scholarships and food boxes):

Child Care Lab School/Preschool Model

Funding for this strategy for FY 2011 is increased to $300,000, based on the completion of the model itself as the deliverable for FY 2010. The model will be presented to the Navajo/Apache Regional Partnership Council and the First Things First Board for approval, once it is completed. Upon acceptance by the Regional Partnership Council and the Board, it is proposed that the funds become available for use for the first year of implementation of the Model School. A self hold is placed on this strategy.

Child Care Health Consultation

Funding for this strategy is increased to $60,000 for FY 2011 based on more accurate cost information. The Navajo/Apache Regional Partnership Council will continue to fund .5 of an FTE to serve child care centers and homes outside of Quality First.

T.E.A.C.H. Arizona

This strategy has not been funded for FY 2011 based on the fact that almost all of the FY 2010 allocation remains unused and available for use in the remainder of FY 2010 and into FY 2011. The Regional Council believes that this scholarship program model is not effective for early care and education professionals in this Region, at this time. Employer costs to participate (the 10% tuition match and the bonus/raise required) and participant costs required to participate are prohibitive. The statewide Quality First TEACH scholarships will provide opportunity for the model to be tested, providing possibility for information and future funding allocated to TEACH.

Professional Development Pathway

Funding for this strategy is increased in FY 2011 for the first-year implementation of community-based trainings. FY 2010 was designated as a planning year only, with implementation beginning in FY 2011. The grantee is expected to remain the same for FY 2011 and FY 2012 and the funding is increased to $15,000 for FY 2011 and $20,000 for FY 2012.

Employer-sponsored Child Care Research

FY 2010 was allocated to a Market Research and Feasibility Study; the deliverables of which will include a set of educational tools aimed at this region's small, medium, and large employers to make an economic case for inclusion of employer-sponsored child care within their business plans. FY 2011 funding in the amount of $25,000 will be available as small grants to assist regional employers with the initial costs of establishing employer-sponsored child care programs (whether on-site or not), or for establishing a system of child care subsidies for their employees.

Child Care Supply/Demand Study with Coconino Regional Partnership Council

FY 2010 was designated as a study year; FY 2011 is designated as a planning year, with implementation of a future strategy in FY 2012. Funding in the amount of $75,000 is earmarked as a placeholder for FY 2011, for use in FY 2012.

Oral Health, Dental Varnish

The original planning that this Regional Partnership Council used to create a funding allocation for this strategy was based on a per-child cost of $15.00. The Regional Council has learned that this amount is not sufficient to reach the target population. Additionally, recent cost estimations indicate that the per-child cost is actually closer to $20.00 per child. In keeping with the Regional Partnership Council's original intent of reaching 1000 children, the funding for FY 2011 is increased to $20,000.

Healthy Steps

The funding schedule that is part of this strategy calls for a 20 percent reduction in funds per year for six years. Additionally, there is a two-year technical assistance agreement in place that was paid with Year One funds; therefore, the funding amount for FY 2011 (Year 2 of the agreement) is reduced to $56,000.

Nutrition Education and Outreach

Please see attached strategy. The original strategy that the Regional Council created for FY 2010 was not funded; as a result the Regional Council has narrowed the focus of the information, education and programming that they want to see provided, and has increased funding for FY 2011 to $95,000.

Expanded Home Visiting

FY 2011 funding for the home visiting expansion strategy is increased to $195,000 to ensure that a frequency of home visits is provided that will meet the standards of practice.

Professional Career Pathways Project

Please see attached strategy. The Regional Council has identified Professional Career Pathways Project as an addition to our professional development continuum of supports for early care and education professionals in this region who cannot access T.E.A.C.H Arizona due to their employers' refusal, or inability, to participate in T.E.A.C.H. Arizona due to financial constraints. FY 2011 allocation is $27,000.

Capacity Building

Please see attached strategy. The Council is placing a self hold on this strategy pending identification of the trainings that can be provided by The Arizona Non-Profit Association. Funds allocated as a placeholder are $75,000 for FY 2011.

Director Mentoring

Please see the attached strategy. The Council has identified Director Mentoring as a professional development strategy to support the existing early care community's ability to maintain a viable business. Allocated funds are $85,000 for FY 2011.

Expanded Early Literacy Programs

Please see the attached strategy. The Council proposes to support the provision of additional early literacy and family literacy programming within the region, utilizing a partnership with our regional County Libraries. Funds allocated are $50,000 for FY 2011.

Child Care Scholarships

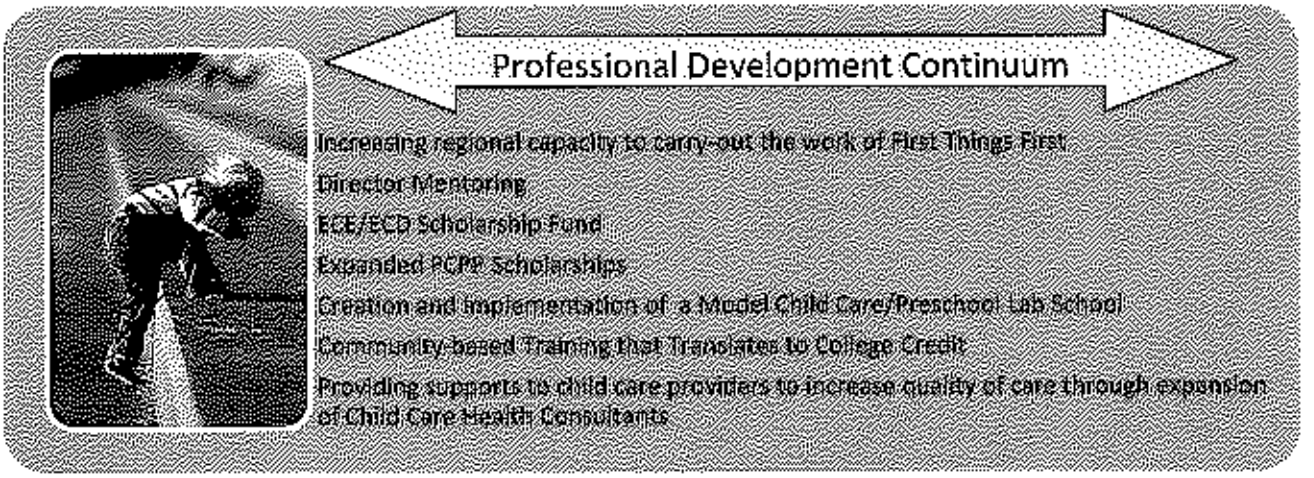
Please see the attached strategy. The Council has identified ongoing support for access to child care as a primary need in this region. Funds allocated are $180,000 for FY 2011.

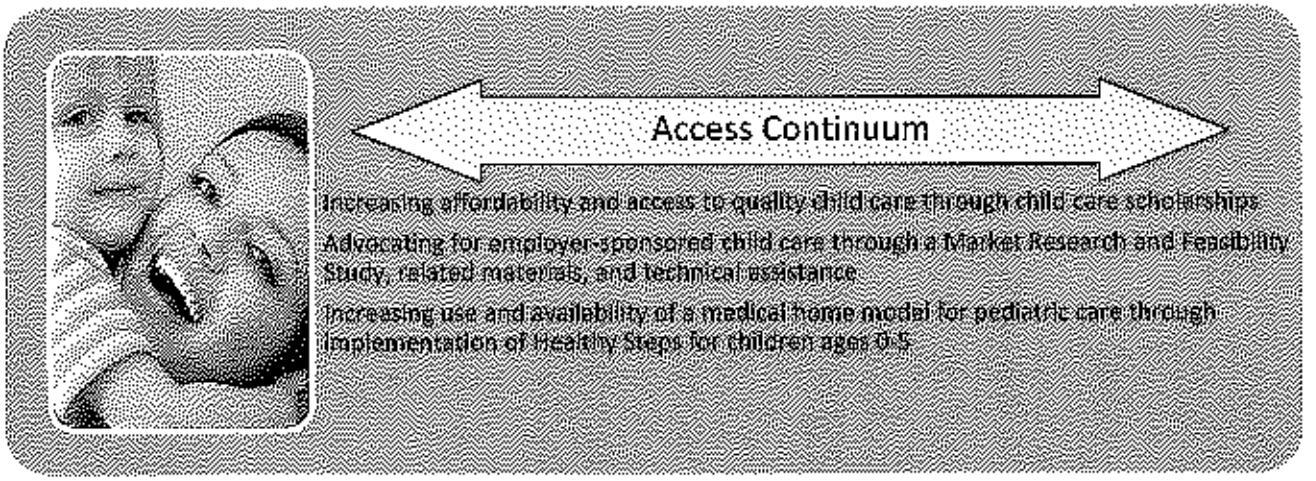
Communication

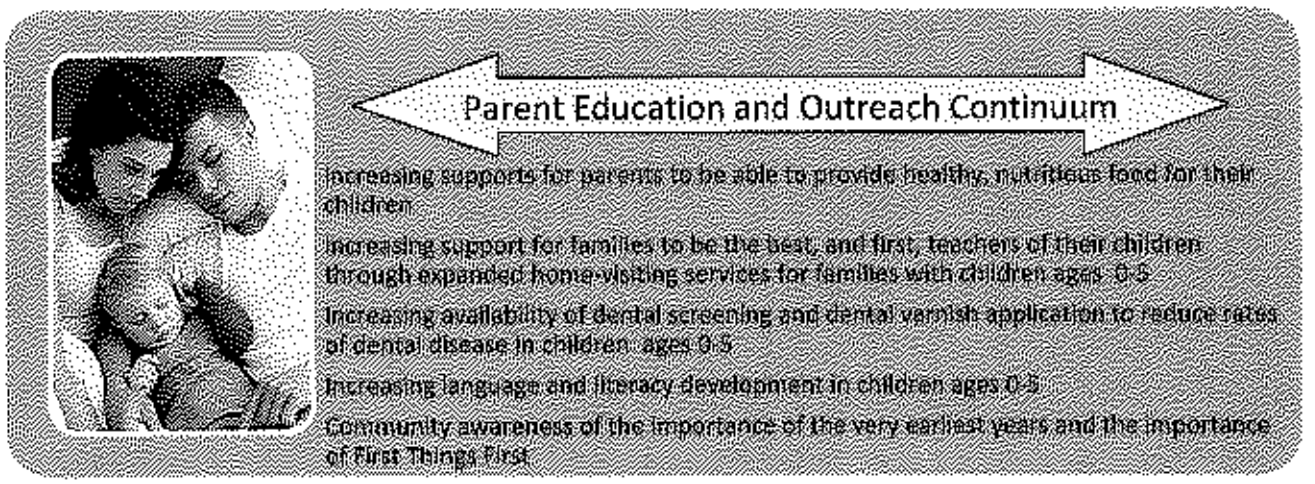
FY 2011 funding is increased to $25,000 to support both regional and statewide communication efforts.

IV. System Impact

Navajo/Apache Regional System Framework
And Associated Early Childhood Development and Health Strategies







Background

Historically, Navajo and Apache Counties have been among the poorest in the state, as well as in the country. For many communities, poverty, joblessness, low incomes, low educational attainment rates, and a significant disconnect from the larger communities in the state are common. Many communities also lack very basic services and programs to sustain young families. In addition, many families do not have access to adequate and nutritious foods, quality child care, or medical care. The Navajo/Apache Regional Partnership Council has approached the strategic planning process with a desire to improve the very basic, foundational supports for families and children in the Region. As the Regional Partnership Council moves through the strategic planning process, working through the findings of the 2008 Needs and Assets Report, the results of the 2008 Community Survey, and the analysis of the resulting grant applications and agreements now in place, the Regional Partnership Council has learned, and will continue to learn, a great deal about the children and families within the Navajo/Apache Region. The Regional Partnership Council has taken the approach that the strategies being implemented currently will require at least a three-year funding cycle in order to reach a significant portion of children and families. The Regional Partnership Council is clear in its desire to see programs come to fruition and to allow ample time for the newly created infrastructure of programs and services to become a system. Historically, there has been very little connection between these two Counties; in fact, the infrastructure building that began in FY 2010, has been ground-breaking in every sense. These basic understandings provide the foundation for the Regional Partnership Council's decisions related to strategies that are implemented, as well as funding allocation decisions.

Planning and Implementation of Strategic Direction

The Regional Partnership Council is aware that there is not enough money to touch every child or every family within the Region. This awareness has shaped the Regional Partnership Council's desire to focus on strategies that will impact the foundation that these families rely upon: access to affordable, quality child care; professional development opportunities for child care providers; available tools and information for parents to be successful; availability of dental and health care that is accessible to families with young children; and community awareness on the importance of early childhood, the importance of First Things First, and the importance of building a broad base of community support for the Region's youngest children and their families.

Professional Development Continuum

The Navajo/Apache Regional Partnership Council places primary focus on providing increased, effective, professional development opportunities for the early care and education professional community in this Region, as demonstrated by the allocating of nearly 39 percent of the FY 2011 budget to this area. To accomplish this, the Regional Partnership Council has funded several strategies that will work together to create a professional development lattice. The foundation of this continuum is the Child Care Lab School that will be implemented during FY 2011. This Lab School will be an opportunity for high school students to be dually-enrolled in an early care and education track that will lead to the completion of a Certificate of Proficiency in Child Development, while also earning their high school diploma. The planning work for the Lab School is happening during FY 2010, and will result in a model that can be replicated both within the region and outside the region. A requirement of the model is that it identifies funding streams and partners that will support the Lab School after the initial Regional Partnership Council investment is spent; this requirement is intended to support a collaborative relationship between school districts, the local community college, Head Start, private for-profit child care centers and preschools, and the community at large. The Lab School, together with planned Community-based Training sessions, will provide a mechanism and location for ongoing continuing education opportunities for child care providers, teachers, directors, and other early care and education professionals. Building on the Lab School and Community-based

Training, the Regional Partnership Council has allocated funds to the Professional Career Pathways Project, and the Navajo/Apache ECE/ECD Professional Development Scholarship to provide support for continued college coursework toward a Child Development Associate Credential (CDA), Associates, Bachelors or Master's level certificate or degree. Director Mentoring is proposed to be implemented in FY 2011 as well, giving a cohort of six child care center directors, or owners, access to a comprehensive set of in-person and group mentoring and coaching focused on enhancing the business and administrative skills of the early care and education community, tied to college credit. The professional development lattice, or continuum, will recruit people into the field, support them through the completion of a certificate or degree, and provide continuing education opportunities; in addition, it will be able to reach nearly 60 scholars each year, which represents well over half of the existing early care and education work force in the region.

Access Continuum

Access to quality child care and a pediatric medical home are included on this continuum. The Regional Partnership Council recognizes the need for families to have access to affordable, quality, safe child care. There are 5 *Quality First* sites in the Region who are enrolled and participating; and 15 additional licensed and regulated child care providers will have access to a Child Care Health Consultant, reaching nearly 80% of early care providers. Child Care Scholarships will be continued in FY 2011 as an ongoing access and affordability strategy to ensure that a portion of eligible families in the Region will continue to have access to safe, quality child care while they work or attend school to become more employable. The Child Care Scholarships will also provide support to the current child care providers in the Region so that they remain open and will reach 27 children each month. The Region's employers are an incredible asset to the community; work is being done in FY 2010 to complete a Market Research and Feasibility Study and related educational materials that will be targeted toward small, medium, and large business management across the Region to make the case for employer-sponsored child care. FY 2010 deliverables include focus groups and one-on-one meetings with management across the region, with the hope that at least one employer will want to implement employer-sponsored child care some time in FY 2011; small start-up grants will be available to assist interested employers in FY 2011. Healthy Steps has been identified as a pediatric medical home model that is providing comprehensive support to families as they learn to be the first and best teachers of their children. Healthy Steps provides a link between parents and their children's pediatrician, so that both parents' and pediatricians' questions and concerns can be addressed and understood. Healthy Steps will reach 200 children and their families over the next fiscal year.

Parent Education and Outreach Continuum

Provision of relevant, useful, and understandable information and supports for families is a critical need in this Region and one that is repeatedly voiced within the community. The Navajo/Apache Regional Partnership Council wants to support parents as the best and first teachers of their children and has funded a variety of strategies to accomplish this. Home visiting programs in the Region will be supported to increase the numbers of children and families who receive high-quality home visits at a frequency necessary to have an impact; particularly parents of newborns will be supported in the use of the Arizona Parent Kit as they become accustomed to their newborns. In FY 2011, at least 100 children and their families will be touched by these programs. Early literacy skills are strongly linked to later positive outcomes in school and life, and the Regional Partnership Council is supporting the expansion of family and early-literacy programs in outlying libraries to make Story Times and other programming more accessible to young children in this Region. It is hoped that in FY 2011 a new partnership between the Apache and Navajo County Libraries will touch 100 children and their families who currently do not have access to these types of programs. Expansion of Reach Out and Read sites within the Region is a continuing effort to make books available to infants, toddlers, and preschoolers at their well-child visits in at least eight new medical practices across the Region, potentially touching more than 4000 children. High-quality nutrition is also linked to positive

outcomes in school and life, as well as better over-all health. Connecting families to federal and state benefits so they have access to all the nutritious foods and education, health care, and other supports that are available will be the basis of a partnership with the University of Arizona Cooperative Extension Programs in Apache and Navajo Counties, as well as the Women, Infants, and Children (WIC) programs in each County. This partnership will also be the mechanism to provide community-based sessions focused on nutrition, healthy eating, physical exercise, prenatal healthy eating and care, and other focused content areas; it is expected that at least 100 families will be reached. Oral health is closely linked to positive outcomes as well; and a partnership with the Navajo County Public Health District will provide dental screenings, oral health parent education, and at least 750 dental varnish applications through FY 2010, with an additional 1000 applications in FY 2011, representing almost 15 percent of the population of children agenda nine months to five years.

The Navajo/Apache Regional Partnership Council is conducting studies in FY 2010, which will inform the Regional Partnership Council about issues related to Child Care Supply and Demand and Barriers to Quality Child Care, and attempt to garner information about barriers to more family child care providers becoming certified through DES. This study is being undertaken along with the Coconino Regional Partnership Council. Additionally, the work of the Child Care and Preschool Lab/Model will provide a model that can be implemented in the Navajo/Apache Region and replicated in other areas of the state, or nation. The studies and model development will conclude in the summer or fall of 2010; specific strategies will be created and presented to the Regional Partnership Council and First Things First Board for implementation in FY 2012.

As the Regional Partnership Council works toward building the early care and education system in this Region, they have asked grantees to present quarterly progress reports to the Regional Partnership Council on the status of their programs. Regional Partnership Council Members have also requested data summaries that will be generated by grantees' submissions into the Program and Grant Management System (PGMS), which have been condensed and vetted by the Regional Area Team. Quarterly grantee coordination and collaboration meetings will be held; all funded grantees are expected to attend. The purpose of these collaboration meetings is to ensure that funded programs within the Region understand how each can work together to ensure that services are not being duplicated, that families are being referred to appropriate partners and programs, and that the strategic plan and vision of the Navajo/Apache Regional Partnership Council is understood.

Appendix A

STRATEGY WORKSHEETS

Strategy #16:

Strategy Name: Capacity Building –PLACING ON HOLD, WILL BE FURTHER DEVELOPED

Strategy Description: To create and fund a series of community-based trainings to provide a basis of foundational skills to successfully compete for grant awards

The Navajo/Apache Regional Partnership Council and the First Things First Board have acknowledged the need to support local agencies and entities in their efforts to carry out the work of First Things First at the regional level. Specifically, the Navajo/Apache Regional Partnership Council has identified a need to provide basic foundational skills to the local, non-profit, small business and social service agencies within the Navajo/Apache Region to support their efforts to submit successful grant applications to First Things First and other grant opportunities. There is a significant need to increase the influx of dollars into this region to support early care and education. There are several social service agencies and other entities that are providing wonderful supports to families and children within the Region and they could do more with an influx of funding. [1]

The Navajo/Apache Regional Partnership Council would like to fund business development and training opportunities for our region's non-profits, small- and medium-sized businesses, and others, in the following areas:

- Conducting necessary research to support the proposed project, including: an understanding of the required elements of the application related to financial accounting, business liability and insurance requirements, line-item and narrative budget creation/reporting, and skills to provide a basic understanding of what is required to complete an RFGA, RFP, or other grant opportunity
- Research methods, locating appropriate sources, using verifiable data
- Understanding of the content of an RFGA/RFP as they are created by First Things First
- Understanding of the timeline process of the RFGA/RFP from the pre-conference to the review teams, as relates to First Things First
- Hands-on opportunity to draft a response to a sample RFGA/RFP, with an opportunity to work with a mentor during that process
- Hands-on training related to the on-going grant-management requirements including financial management, data collection, and reporting requirements, so that once an agency is a successful grantee, they will continue to be successful as they implement the grant

This set of foundational skills will provide the launching pad for our region's non-profit, small- and medium-sized businesses and alliances to pursue funding streams outside of FTF, and will provide a mechanism to obtain additional funding for the early care and education system building work that is being done in the region, and across the state.

The Navajo/Apache Regional Partnership Council would like to partner with other Regional Partnership Councils who have similar strategies to obtain an economy of scale. The Navajo/Apache Regional Partnership Council would like to explore a relationship with existing organizations within the State of Arizona who currently provide this type of training to non-profit businesses.

[1] Apache/Navajo Counties Poverty Awareness and Action Workshop, June 30, 2009, John Burk, Ph.D. & Richard Knopf, Ph.D.

Successful grantees would be required to provide training to community agencies and potential First Things First grantees, according to a prescribed curriculum. Training classes will be provided at no cost to participants; however, successful participants will be asked to be available as community resources for other agencies that are embarking on the process of responding to a grant opportunity. The successful grantee will provide targeted messaging using a variety of media to ensure participation by the widest range of participants. Training is to be provided at times, locations, and days of the week that would be most approachable for the agencies, businesses, and entities that would benefit.

Training sessions will occur in the fall of 2010, 2011, and 2012 so that each cohort of providers attending the trainings will be ready to respond to available RFPs/RFGAs, and other grant opportunities in the spring of 2011, 2012, and 2013 for the following fiscal year. To reach this goal, it is critical that a majority of potential grantees within the region have access to, and receive, this training within the next three fiscal years.

Lead Goal: Collaboration/Coordination

Goals:

- FTF will build a skilled and well-prepared early childhood development workforce.
- FTF will lead cross-system coordination efforts among state, federal, and tribal organizations to improve the coordination and integration of Arizona programs, services, and resources for young children and their families.

Key Measures:

- Total funds generated from business, philanthropic, and other public and private sources to support early childhood development and health efforts
- Number of successful grant applications reported by participants

Target Population:
The Navajo/Apache Region's early care and education providers, social service agencies, non-profit businesses and other entities who serve young children and families.

	SFY 2011 July 1, 2010 –June 30, 2011	SFY 2012 July 1, 2011 - June 30, 2012	SFY 2013 July 1, 2012 - June 30, 2013
Proposed Service Numbers	To be determined	To be determined	To be determined

Performance Measures:

- # of attendees completing training series/# proposed
- Participant increase in content knowledge as measured by pre-/post-test
- # of attendees reporting successful grant awards for the following fiscal year/ # proposed

SFY 2011 Expenditure Plan for Proposed Strategy	
Allocation for proposed strategy	$75,000

Budget Justification:

Strategy #: 17

Strategy Name: Director Mentoring

Strategy Description: Fund comprehensive professional development models (e.g., workshops plus hands-on coaching or mentoring) that include a specific focus on enhancing administrative, leadership, and business skills. Funding should include training programs that target home-based and/or center-based regulated child care

In the wake of the rise in unemployment, layoffs, work furloughs, and other measures being put into place by businesses to attempt to remain open, families have a significantly reduced ability to afford child care costs. As a result, enrollment in child care centers and homes within the Navajo/Apache Region, and indeed across the state, is declining. Many of the child care centers and homes within the region have enrollment figures that are far below their capacity and there are no waiting lists for child care openings. Child care providers face a real and immediate challenge to find a way to remain open; they need to be able to do this in light of the fact that the DES Child Care Subsidy is drastically reduced in availability and the waiting list is inordinately long. The First Things First Emergency Child Care Scholarship will likely be available, within the Navajo/Apache Region, until late spring or early summer of 2010, after which the number of ongoing scholarships will decrease by about half. The reduction of this funding stream is going to be a significant financial challenge to the child care community, one that will require a significant amount of planning and budgeting in order for child care providers to remain open. The DES Child Care Subsidy has long been a stable source of income for child care providers; the reduction of this revenue stream has drastically altered the economic reality that many child care providers find themselves in, with most lacking the business skills for this new economic reality. Research has consistently found that overall administrative practices are crucial for ensuring high-quality outcomes for children and families.[23]

The Navajo/Apache Regional Partnership Council proposes to provide a set of prescribed trainings that will focus on the business aspects of operating successful child care businesses in this current economy, which will recognize that most child care providers do not have a business plan in place that takes into account the significant reduction in the DES Child Care Subsidy, and most are already operating on a very slim budget with not much room, if any, for a reduction in revenue. The content of these trainings should lead participants toward completion of the Child Development Associate Credential (CDA), or another 2- or 4-year degree. The content of these trainings will meet the course content requirements to receive course credit for specific numbered courses through the local community college, Northland Pioneer College. An additional and quite welcome outcome of this strategy will be that participants will be better positioned to become accredited after they have completed this program.

Components of this strategy will include the following:

- Mentoring or coaching efforts aimed at supporting leadership development and the administrative capacities of child care providers
- Training programs or classes that address fiscal administration, systems management, human resource development, or other administrative skills needed by child care professionals
- Trainings will be offered free of charge to child care providers and owners

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http://www.naeyc.org/files/naeyc/What%20Is%20Professional%20Development%20in%20Early%20Childhood%20Education.pdf

[3] Bloom 1989, 1996; Whitebook, Howes & Phillips, 1990.

- Funds will be allocated to pay for substitute time, if needed, so that providers can attend and not have an additional cost for substitute time
- Funds will be allocated to allow for travel time for mentors/trainers so that on-site training and mentoring can be provided
- On-site consultation addressing administrative functions and capacities of lead teachers and administrators
- To be eligible, child care centers or homes must have already applied, or agree to apply, for *Quality First* and be found eligible--but not currently enrolled. If participation is offered in *Quality First*, the child care provider must accept enrollment in *Quality First*. Center-based and home-based providers may also apply for rating within *Quality First* and be eligible for this strategy.
- Successful completion of all trainings will translate to an award of course credit from Northland Pioneer College

Lead Goal: Professional Development

Goals:

- FTF will increase access to quality early care and education programs and settings.
- FTF will increase the availability and affordability of early care and education settings.
- FTF will build a skilled and well-prepared early childhood development workforce.

Key Measures:

- Total number and percentage of professionals (esp. administrators) working in early childhood care and education settings with a credential, certificate, or degree in early childhood development
- Total number and percentage of professionals (esp. administrators) working in early childhood care and education who are pursuing a credential, certificate, or degree

Target Population:

- Child care providers (center based, home-based, or group home) who either have applied, or will apply, and are found eligible for *Quality First*, but are not currently participating, or have applied to be rated within *Quality First*.

	SFY 2011 July 1, 2010 –June 30, 2011	SFY 2012 July 1, 2011 - June 30, 2012	SFY 2013 July 1, 2012 - June 30, 2013
Proposed Service Numbers	Cohort of 6	Cohort of 10	Cohort of 14

Performance Measures:

- Percent of early care and education professionals at a center director level retained for five years
- # of child care professionals completing training/# proposed
- Knowledge change of child care professionals as measured by pre-/post-test

SFY 2011 Expenditure Plan for Proposed Strategy	
Allocation for proposed strategy	$85,000

Budget Justification:
Within the Navajo/Apache Region, there are five (5) participating *Quality First* sites, three (3) child care centers and two (2) child care homes. Looking at the current list of child care providers who have applied for *Quality First* enrollment, there are an additional six (6) listed. Using this current list as a starting point, the first cohort is proposed to be six. In subsequent years, as the opportunity to become rated within *Quality First* becomes a reality, it is assumed that the pool of candidates will increase and the cohort size may increase as well.

Model 1:
(9-month program for child care administrators, including 8 monthly day-long workshops, extensive one-on-one mentoring; 6 child care administrators)

$38,000 Personnel (Case load of up to 15 child care professionals; includes salary, ERE, and travel reimbursement within the Region)
$15,000 Purchase of program assessment tool, the Program Administration Scale (PAS)
$ 3,000 Staff Development, PAS certification costs (registration, flight, hotel rates, based on Arizona Department of Administration rates for out of state travel)
$ 3,000 PAS Assessments for pre- and post-testing (total of 20 assessments to be purchased)
$ 2,000 Equipment costs for laptop computer for coach/mentor to complete on-site PAS assessments
$ 5,000 Cost of tuition, books, and fees for the awarding of up to seven credits per participant from Northland Pioneer College
$ 3,100 Stipends to cover the cost of substitute staff for participating child care professionals
Administrative Fees – capped at 10% of actual programmatic costs

The total allocation for FY 2011 is $85,000 to allow for some flexibility in the above line items. In FY 2012 and FY 2013, the amount allocated for the PAS assessments will need to increase based on the number of participants in the cohort.

Strategy #: 18

Strategy Name: Community-based Early Literacy Programs

Strategy Description: Create more opportunities for early literacy programs that will provide an opportunity for parents to interact with their children in the company of other families. This may include a government to government agreement with either Navajo County, or Apache County.

Research shows that the first three years of life are a period of incredible growth in all areas of a baby's development. A newborn's brain is about 25 percent of its approximate adult weight. By age three, it has grown dramatically by producing billions of cells and hundreds of trillions of connections, or synapses, between these cells. While we know the development of a young child's brain takes years to complete, we also know there are many things parents and caregivers can do to assist children to get off to a good start and establish healthy patterns for life-long learning. Data on parental reading for children between zero through five years, drawn from the National Survey of Children's Health (2003) indicates that in the State of Arizona, only 43.2 percent of children in this age range are read to daily, placing Arizona near the bottom of the ranking at 44th. Only 40.6 percent of children ages zero through three years are read to daily, placing Arizona at the flat bottom of the ranking at 51st.

The unemployment rate for the Navajo/Apache Region is currently close to 13 percent[4]; 42 percent of Arizona's families are living at or below 200 percent of the Federal Poverty Level (FPL)[5]. One of the outcomes of poverty can be social isolation, which can also place a child at risk for language delay. Early language skills, the foundation for later reading ability, are based primarily on language exposure and human interaction (parents and other adults talking to young children). The more words parents use when speaking to an infant, the greater the size of the child's vocabulary at age three, and reading aloud is the single most important activity for building the knowledge required for eventual success in reading. Of all parent-child activities, reading aloud provides the richest exposure to language, so promotion of reading aloud, especially for children from more disadvantaged backgrounds, holds great promise for strengthening school readiness and laying a strong foundation for future educational success.[6]

The Navajo/Apache Regional Partnership Council proposes a partnership with the Apache and Navajo County Libraries to expand the number and variety of early literacy programs offered through our regional libraries. Utilizing the existing network of county libraries will provide easier access for families to take advantage of early literacy programs and will work to support a family's use of those libraries. Effective literacy development programs, whether provided in a home or community setting, understand the parent's literacy history and strengths and reinforce their knowledge and skills as well as provide an opportunity for adults and children to reflect on literacy practices in their daily lives. Programs should also consider the family's socio-cultural context including how children's experiences with the world greatly influence their ability to comprehend what they read. It is important that programs provide accommodations and adaptations for children and adults with special needs or disabilities and recognize oral language as the foundation for literacy development. Programs should contain an educational component which formally or informally affects the child's literacy or development.

Early literacy programs that are supported by this strategy will meet the First Things First Standards of Practice for Community-Based Early Literacy Programs and will utilize a research-based and proven

[4] Arizona Department of Revenue, Workforce Indicators (March 2009)

[5] US Census, Summary File 3 (SF3); QT-P32 (2000)

[6] Russ S, Perez V, Garro N, Klass P, Kuo AA, Gershun M, Hallion N, Zuckerman B. Reading Across the Nation: A Chartbook (2007): Reach Out and Read National Center, Boston, MA.

curriculum. Elements of the Standards of Practice include: parents and/or family members participating with their children at regularly scheduled activities, programming will support parents and families as the first and primary teachers of their children and will support them in being full partners in the education of their children, parents will be supported with literacy training to assist them in attaining economic self-sufficiency, children will have access to age-appropriate programming to prepare them for success in school and life, the physical location and room arrangement needs to comfortable for adults and children, and the program will support connections to resources in the community.

All funded programs will clearly be offered in addition to the existing early literacy programs currently offered by each library (story times, family literacy programs, etc.) and the funded agency will outline how the proposed program will augment the services already offered for families.

The Navajo/Apache region is very wide-spread, with small community libraries scattered across the region. Several families with young children live in small communities that are not close to libraries that currently offer early literacy programs, and the current economic environment makes travel to a library in Show Low, Snowflake or Pinetop not feasible. The outlying community libraries are on average 30-40 miles away from each other. The Navajo/Apache Regional Partnership Council would like to support the provision of early literacy programs at these smaller community libraries so that families and children living outside of the primary residential hubs in the region can have easier access to these types of programs. To make this possible, a significant amount of travel will be required in order to travel to the outlying community libraries. Additionally, the current library staff is not sufficient to conduct any additional early literacy programming, therefore staff will need to be hired to facilitate these sessions. In both counties' library systems, there is a need for new materials to be purchased to support early literacy programming, and the Council would like to support this need as well.

In a related strategy, the Navajo/Apache Regional Partnership Council is proposing to work with the University of Arizona Cooperative Extension to provide a series of community-based trainings related to nutrition and nutrition education utilizing the Eating Right is Basic Curriculum. The Eating Right is Basic Curriculum provides a natural connection to our regional libraries, especially because it aims to create behavior change in families by giving them access to tools and information. These two strategies could form the framework for a much strengthened relationship between the University of Arizona's Cooperative Extension, the Apache and Navajo County WIC programs, and the library district in each county.

Lead Goal: Family Support

Goals:

- FTF will coordinate and integrate with existing education and information systems to expand families' access to high-quality, diverse and relevant information and resources to support their child's optimal development.
- FTF will increase the availability, quality and diversity of relevant resources that support language and literacy development for young children and their families.

Key Measures:

- Percentage of families of children zero through age five who report they maintain language- and literacy-rich home environments (e.g. children hear language throughout the day, children have opportunities for listening and talking with family members, books and other literacy tools and materials are available and accessible to children)
- Percentage of families with children zero through age five who report reading to their children daily in their primary language

Target Population:

- Families and extended family networks in our region with children ages zero through five

- Rural or isolated communities where children have limited access to literacy resources

Proposed Service Numbers	SFY 2011 July 1, 2010 –June 30, 2011	SFY 2012 July 1, 2011 - June 30, 2012	SFY 2013 July 1, 2012 - June 30, 2013
	100 families	110 families	121 families

Performance Measures:

1) Number of families reporting an increase in the number of days the family reads/Proposed service numbers via pre-/post-test
2) Number of families attending family literacy programs/Proposed service numbers

SFY 2011 Expenditure Plan for Proposed Strategy

Allocation for proposed strategy	$50,000

Budget Justification:

$40,000 Personnel
$ 5,000 Travel within the region (Based on average of 200 miles per week at the State of Arizona rate of 44.5 cents per mile)
$ 5,000 Materials
$50,000 Total funds for FY 2011

Flexibility is expected in the actual line-item budget that gets submitted by the eventual grantee; the above is only an estimation of costs. Total funding for the FY remains at $50,000.

Strategy #: 19

Strategy Name: Child Care Scholarships

Strategy Description: Fund a number of full-time, full-year child care scholarships that will be available to cover a portion of the cost of child care for families at or below 200 percent of the Federal Poverty Level and are: attending community college courses or other job training courses to become more employable, on work furlough or otherwise under-employed, unemployed and actively searching for work, employed, or a combination of these

The unemployment rate within the Navajo/Apache Region is continuing to rise as a result of the nation-wide economic down-turn; however, the rate is increasing in this region at a faster rate than the rest of the State of Arizona. The most current estimate of the unemployment rate is close to 13 percent in both Navajo and Apache Counties.[7] Additionally, history indicates that economic recovery will be much slower in this region. The rising unemployment rate, combined with the fact that 42 percent of Arizona families earn less than 200 percent of the Federal Poverty Level (FPL)[8], is creating a set of circumstances that are devastating to many families, which means difficult choices are being made when a family's budget is stretched beyond its limits.

In the spring of 2009, First Things First received authority to allocate a significant amount of money to create the Emergency Child Care Scholarship Strategy on a statewide level so that a measure of security in the form of stable child care would be available to families who had been affected by the economic crisis. The Navajo/Apache Regional Partnership Council also allocated significant funds to this emergency relief strategy for the provision of additional Emergency Child Care Scholarships within the region. The community response to this emergency relief strategy has been very positive; this strategy has allowed many families to access stable, quality child care, and many child care centers to remain open.

The Navajo/Apache Regional Partnership Council is intent on supporting high-quality, positive experiences for children. Having stable, high-quality child care available for families is vitally important to children's development, health and safety. The Regional Partnership Council further believes that because child care should be viewed as a valuable commodity, it should not be provided free of charge and that families should be required to bear a portion of the cost of that care. The Navajo/Apache Regional Partnership Council proposes to utilize a formula based on the current 2008 Child Care Market Rate Survey. The amount of the scholarship will be set at 70 percent of the 75th percentile that child care providers charge for this region. The Navajo/Apache Regional Partnership Council proposes to use the existing administrative home, Valley of the Sun United Way.

The Navajo/Apache Regional Partnership Council proposes to fund a number of child care scholarships that will be made available to child care centers and homes to cover the partial cost of care for infants, toddlers and preschoolers. This child care scholarship will have the following requirements for eligibility:

- Families must utilize any and all other sources of child care subsidy and assistance, preschool programming through local school district programs, Head Start, or other opportunities for child care as the first payer.
- If a family qualifies for DES Child Care Subsidy, they must enroll with DES and be placed on the waiting list. If a DES-funded child care slot becomes available for that child, they must transition

[7] Arizona Department of Revenue , Workforce Revenue Data (March 2009)
[8] Navajo/Apache 2008 Needs and Assets Report, page 38

to the DES-funded slot and off of the regionally funded scholarship.

- Reimbursement through this scholarship will be capped at 20 days per month, with an allowance for 5 absences. A child who does not meet specified attendance requirements will be removed from the scholarship program.
- Available to child care centers and homes who are currently (as of December 9, 2009) receiving Emergency Child Care Scholarships
- Available to cover the partial cost of care for children from families at or below 200 percent of the FPL
- A maximum of two scholarships may be awarded to any one family.
- Scholarships will be available to centers in the following break-down:
  Quality First Participants:
  Medium: 6 Small: 5 Homes: 1
  Quality-First eligible, but not yet participating:
  Small: 5 Homes: 1
- Parents must be either: be employed at less than 200 percent FPL, unemployed and actively searching for work, under-employed (part-time, on furlough), attending job training or re-training courses, or attending course work at a university or community college. The administrative home, working with providers, will be required to develop a tracking system for these elements.
- Parents will be required to pay the difference between the scholarship amount and the provider's usual and regular child care fees.

Lead Goal: Quality and Access

Goals:

- FTF will increase access to quality early care and education programs and settings.
- FTF will increase the availability and affordability of early care and education settings.

Key Measures:

- Total number of children enrolled and vacancies in regulated early care and education programs as a proportion of total population of children zero through age five
- Current cost of early care and education for families as a proportion of the median income for a family of four

Target Population:
Children from families at or below 200 percent FPL who meet the following: are employed, under-employed or unemployed and are actively searching for work, or are attending job training, re-training, or college level courses with the intent of improving their employment prospects in this current economy

	SFY 2011 July 1, 2010–June 30, 2011	SFY 2012 July 1, 2011 - June 30, 2012	SFY 2013 July 1, 2012 - June 30, 2013
Proposed Service Numbers	15 Infants/toddlers 22 preschoolers	15 Infants/toddlers 22 preschoolers	15 Infants/toddlers 22 preschoolers

Performance Measures:

- # scholarships awarded/# proposed

SFY 2011 Expenditure Plan for Proposed Strategy	
Allocation for proposed strategy	$180,000

Budget Justification:

A total of $180,000 is allocated to this strategy, with the following break-down:

$ 9,432 Administrative costs figured at 5.24%

$75,050 Infant-toddler scholarships (44% of available funds, birth through 35 months)

$95,518 Preschool scholarships (56% of remaining funds, ages three through five and not yet in kindergarten)

Strategy #: 20

Strategy Name: Nutrition Parent Education Campaign

Strategy Description: Partner with Apache and Navajo County Health Department WIC Programs and the University of Arizona Cooperative Extension, to provide a forum for information exchange, completion of the Healthy-E Arizona on-line Application, and provide targeted information related to food safety, budgeting, recipes, and healthy nutrition and lifestyle habits.

The Navajo/Apache Regional Partnership Council sees a significant, ongoing, need to support families' abilities to provide healthy, appropriate foods for their children. A significant body of research confirms that the highly nutritious diets, begun in the first five years of life, lead to significantly improved outcomes for children across all areas of child development and health. The ability for parents to provide stable, predictable access to nutritious foods is a vital part of their ability to ensure their children have the best possible choices in life.

As of September 2009, there are a total of 450 enrolled infants and children in the WIC Program in Apache County (the number of mothers has been intentionally deducted from the totals for each County); and in Navajo County, in the month of August 2009, there were 1488 infants and children enrolled. The income requirement for Food Stamp eligibility is 130 percent of Federal Poverty Level (FPL), well below the requirement for WIC eligibility at 185% FPL, suggesting that there is a large population of children and families who might qualify for Food Stamps and are not receiving them.

In an effort to expand access to nutrition education to families eligible for food stamps and WIC, the Navajo/Apache Regional Partnership Council proposes to partner with the University of Arizona Cooperative Extension to provide a nutrition education program based on a community nutrition education model used nationally in Cooperative Extension. The Extension Food and Nutrition Program (EFNEP) Eating Right is Basic Curriculum is a research–based and proven effective curriculum when used in a community-based environment within low-income populations. The resources of the state-wide Supplemental Nutrition Assistance Program (SNAP Ed), in association with the Arizona Nutrition Network, will also be used to provide a matching source of funds for this strategy. The EFNEP program consistently demonstrates strong impacts from participants completing the program. Annual data confirm that graduates: improve their diets, improve their nutritional practices, stretch their food dollars further, handle food more safely, and increase their physical activity rates. This model is research and evidenced based and has been in existence since 1969[9]. The identified targeted strategies below will be designed to complement and work with existing federal- and state-funded programs that are available to this target population. The content of each session will encompass the following elements: working with families to enroll them in WIC, Food Stamps, and other assistance programs for which they may be eligible or entitles, through the completion and submission of the Healthy Arizona on-line application.

The Navajo/Apache Regional Partnership Council recognizes that many families within this Region are reluctant to utilize public programs, for a variety of reasons. Additionally, the EFNEP program curriculum that has been identified will be presented in community-based settings over the course of several 6- or 7-week sessions, in various communities across the region. In order for this strategy to succeed, a significant amount of community outreach, recruitment, and travel will need to be conducted to gain community trust and buy-in.

[9] (www.csrees.usda.gov/efnep)

Lead Goal: Family Support

Goal: FTF will coordinate and integrate with existing education and information systems to expand families' access to high-quality, diverse and relevant information and resources to support their child's optimal development.

Key Measures:

- Percentage of families with children zero through age five who report they are competent and confident about their ability to support their child's safety, health, and well-being
- Percentage of families with children birth through age five who report they are satisfied with the accessibility of information and resources on child development and health.

Target Population:

- Pregnant women and families with children zero through age five at 185 percent FPL or below
- Families with pregnant women and/or young children, child care providers, and community members involved with children zero through age five and their families

	SFY 2011 July 1, 2010 –June 30, 2011	SFY 2012 July 1, 2011 - June 30, 2012	SFY 2013 July 1, 2012 - June 30, 2013
Proposed Service Numbers	100 families	110 families	121 families

Performance Measures:

- Number of newly enrolled WIC participants/grantee's proposed number
- Number of seminars held throughout the region/grantee's proposed number
- Number of attendees/grantee's proposed number
- Number of attendees who reported satisfaction with provided seminar/information/educational event vs. grantee's proposed target

SFY 2011 Expenditure Plan for Proposed Strategy	
Allocation for proposed strategy	$ 95,000

Budget Justification:

$5,000 Funding to support application and submission of Healthy-E applications: laptop, wireless internet access, postage, and copy costs
$90,000 Personnel/ERE/Travel
$95,000 Total allocated budget for FY 2011; $95,000 for FY 2012; $104,500 for FY 2013, at a rate of 10 percent increase per year to increase service numbers by 10 percent each year.

**Matching funds from the Arizona Nutrition Network will provide session materials, hand-outs, cost of food for food demonstrations, and other related expenses to the actual sessions.

Strategy #: 21

Strategy Name: Professional Career Pathways Project

Strategy Description:
Identifying ways to support the professional development of the early care and education workforce is a priority of the Navajo/Apache Regional Partnership Council. Quality care is linked to the education and stability of the early education workforce. The preparation and ongoing professional development of early educators is a fundamental component of a high-quality, early learning system. There is extensive research showing that the education and training of teachers and administrators is strongly related to the early childhood program's quality, and that predicts positive developmental outcomes for children.[10]

The Professional Career Pathways Project (PCPP) has been identified as a viable college scholarship opportunity that will make access to college-level courses a reality for a large portion of the early care and education community in this Region. Scholarships would be provided for center-based or family child care providers who are not able to participate in T.E.A.C.H. Arizona, due to cost and employer commitment.

The PCPP is a scholarship program offered at community colleges throughout Arizona for early childhood education classes. Funding is currently provided through the Arizona Department of Economic Security Child Care Administration. To be eligible, individuals must be employed or volunteer in center-based programs, family child care provider homes, or family group homes. The program pays tuition and registration fees for specific courses in early childhood education, including those necessary for the Child Development Associate (CDA) credential, and early childhood coursework for Community College Certificate of Completion and Associate of Applied Science in Early Childhood Education.
Participants must work with an Early Childhood Education advisor to identify a pathway and pursue the early care and education coursework that accomplishes that pathway. In addition, participants must complete all courses paid for by the PCPP with a grade of "C" or better to be eligible for continued scholarships. All coursework must meet the requirements to obtain the CDA, Certificate of Completion, or two-year associate degree in early childhood.

As in this Region's other professional development scholarship opportunities, recipients will be asked to commit to a service obligation in the Region. Participants will commit to continuing their employment in the early care and education field within the region for a period of time equivalent to the length of their scholarship time (example: one year scholarship equals one year of work following end of scholarship).

Research Notes
[1] *CDA Credential Is Essential to Early Childhood Professionals, Bredekamp s., www.cdacouncil.org*

Lead Goal: : Professional Development

Goal: FTF will build a skilled and well prepared early childhood development workforce.

Key Measures:
Total number and percentage of professionals working in early childhood care and education settings with a credential, certificate or degree in early childhood development

Total number and percentage of professionals working in early childhood care and education who are pursuing a credential, certificate, or degree

Retention rates of early childhood development and health professionals

[10] http://www.naeyc.org/files/naeyc/What%20Is%20Professional%20Development%20in%20Early%20Childhood%20Education.pdf

Target Population:
Providers and caregivers who are identified as needing additional professional development in the form of college credit. All areas for the Navajo/Apache Region would be eligible for participation. Professional Career Pathways Project scholarships would be available for students not eligible for T.E.A.C.H., who may be working in unregulated homes, or may be students not working in a center, but wish to become early childhood teachers.

	SFY 2011 July 1, 2010 –June 30, 2011	**SFY 2012** July 1, 2011 - June 30, 2012	**SFY 2013** July 1, 2012 - June 30, 2013
Proposed Service Numbers	16 Students, for two semesters each	16 Students, for two semesters each	16 Students, for two semesters each

Performance Measures:

1. Number of students receiving scholarships/proposed service numbers
2. Number of scholarships college credit/proposed service numbers
3. Total number and percentage of early care and education professionals applying and obtaining their Child Development Associate (CDA) credential/proposed service #
4. Number of individuals who hold a CDA in the Region/previous years

SFY 2011 Expenditure Plan for Proposed Strategy	
Allocation for proposed strategy	$ 27,000.00

Budget Justification:
The Navajo/Apache Regional Partnership Council determined the funding based on the following:
16 Students @ $840.00 for 15 credits @ 52.00 per a credit hour, plus course fees at $60.00 per semester.