



FIRST THINGS FIRST

Ready for School. Set for Life.

Arizona Early Child Development and Health Board Navajo Nation Regional Partnership Council

DRAFT MINUTES

Welcome and Roll Call of Regional Council

A Regular Meeting of the FTF Navajo Nation Regional Partnership Council was held on February 10, 2015 at 10:00 a.m. The meeting was located at the Navajo Nation Museum, Conference Room #2, Loop Road and Highway 264, Window Rock, Arizona 86515.

The meeting was called to order by Vice Chair Boyne at approximately 10:08 a.m. followed by roll call of the Regional Council.

Members Present: Benjamin Barney, Victoria Begay, Amelia Black, Grace Boyne, Rhonda Etsitty, and Valonia Hardy

Members Absent: Harry Martin, Paula Seanez, and Dawn Yazzie

FTF Staff Present: Melissa Begay, Elyse Dempsey, Candida Hunter, Maria Soto, Christine Stein and Virginia Turner

Welcome to New Regional Council Member Patricia Gonnie

Newly appointed Regional Council Member Patricia Gonnie expressed gratitude to begin serving on the Regional Council and provided a brief introduction.

Call to the Public

Sharon Brady, Program Manager of Reach Out and Read Arizona, and Vikki Shirley, Regional Coordinator of Reach Out and Read Arizona, provided a program update highlighting the recruitment of five sites – Saint Michaels Clinic, Sanders Nahata Dziil Clinic, Northern Apache County Special Health Care District, Tsaille Clinic, and Sage Memorial Hospital; and further stated that eight sites are currently enrolled in the program within the region. Mrs. Shirley also reported the number of books donated and distributed. Ms. Brady announced that Reach Out and Read Arizona was recently awarded a grant from Save the Children, which will benefit the eight Reach Out and Read sites as well as two Save the Children sites to enhance the capacity of rural communities to better educate and promote the well-being of children. Ms. Brady noted that funding will allow an increase in current staff hours and purchasing books for all eight Reach Out and Read Arizona sites in the region. Reach Out and Read Arizona has also enlisted assistance from Dr. William Flood to serve as Medical Director for Read Out and Read, and conduct two parent/child group trainings a year at the Chinle and Ganado elementary schools. In closing, Ms. Brady expressed gratitude to the Regional Council for consideration and continued support of Reach Out and Read Arizona program on Navajo Nation, Arizona.

Discussion and Possible Approval of January 13, 2015 Regular Meeting Minutes

A motion was made by Member Barney that the Navajo Nation Regional Partnership Council approve the January 13, 2015 Regular Meeting minutes as presented, seconded by Member Black. Motion carried.

Presentation and Review of Regional Governance Document – First Read

Regional Director Begay reviewed the original and updated versions of the Regional Governance Document noting major changes to sections of Conflicts of Interest, Lobbying & Campaigning, and Attendance; and the addition of section 1-112: Code of Conduct. The final draft will be presented to the Regional Council at the March 2015 Regular Meeting for review and action.

Member Etsitty inquired about access to meeting minutes upon conclusion of meeting. Regional Director Begay indicated that minutes are given signature approval at the next Regular Meeting, and posted on-line thereafter.

Member Barney queried about inclusion of governing policy surrounding use of Navajo and English languages during discussion by the Regional Council; and Navajo-based discussion and voting practices.

Member Black requested clarification for the current relationship between the Navajo Nation and First Things First; specifically in regards to lobbying on Navajo Nation.

Update, Discussion, and Possible Action of the STAR Pre-School's enrollment into Quality First

Regional Director Begay reviewed action made by the Regional Council at the December 2014 Regular Meeting to enroll and fund the STAR School under the region's Quality First strategy. As the STAR School is located within the FTF Coconino region, Regional Director Begay reminded the Regional Council that enrollment of the school by Coconino Regional Partnership Council was not possible at the time due to lack of vacant slots within Quality First. The Coconino Regional Partnership Council has since reevaluated and reassessed their Quality First program funding and identified two vacant slots that would allow enrollment of the STAR School, which would cause the Navajo Nation Regional Council to rescind enrollment and funding for the STAR School in Quality First.

Member Barney recalled a timeline concern where the STAR School could not be enrolled by the Coconino Regional Partnership Council until a later date. Virginia Turner, FTF Northeast Senior Regional Director, noted that the constraint for Coconino Regional Partnership Council was solely based on lack of funds for Quality First for schools on the enrollment waitlist, which has been reassessed to allow for two additional slots for center enrollment. Member Barney also expressed concern about the STAR School being made aware of the recent change in enrollment. Ms. Turner noted that the action taken by the Coconino Regional Partnership Council was made on February 9; and that Dr. Sorensen will be informed of the change in enrollment by the Coconino Regional Partnership Council.

Member Etsitty asked if the STAR School would be enrolled as full participation and is aware that the Coconino Regional Partnership Council would not support scholarships for a two star rated program. Ms. Turner clarified that determination of star rating for the STAR School will not be done until FY2016, and that scholarships would still not be available for the STAR School in the first year as a newly enrolled program. However, the Regional Council is able to fund additional scholarships for the STAR School and other early care programs in the region as needed.

Based on the new information provided, the Navajo Nation Regional Partnership Council understands that Coconino Regional Partnership Council has reassessed their Quality First funding to create additional center-based slots, which allows enrollment of the STAR Pre-School in their Quality First program.

Member Begay moved that the Navajo Nation Regional Partnership Council approve to rescind the approval made on December 9, 2014 to fund the enrollment of STAR School into the Navajo Nation's Quality First program, seconded by Member Hardy. Motion carried.

Review and Possible Action on the Final Draft of the Native Language Preservation Assessment Scope of Work

Regional Director Begay and Christine Stein, FTF Director of Program Research and Evaluation, reported collective feedback from Regional Council members on the Native Language Preservation Assessment Scope of Work. Initial reports from Regional Council members asked that Navajo language evaluation include more than writing and reading components; literacy not be solely defined by speaking and understanding the Navajo language, but also knowledge of imbedded tribal knowledge; and that evaluation be made for the use of Navajo language within early learning programs. In addition, Ms. Stein also noted that consideration is being made to incorporate additional interviews of parents, family members and community members who are speaking Navajo language at home or school, and the Navajo values conveyed in teaching Navajo language. Ms. Stein reported that discussion was had with Ellen Majure, Regional Director for the FTF Coconino Regional Partnership Council, who had previously conducted a similar assessment for the Hopi language.

Regional Director Begay expressed appreciation to the Regional Council for their feedback, and further specified that new components added to the scope of work based on discussion with Regional Council Members including interviews with directors and managers of early childhood learning programs to gauge an accurate perspective of the region, classroom observations to gauge successful teaching implementation, and an environmental scan using literature review. The Regional Council also requested consideration for a vendor from the region or with considerable familiarity with the region and Navajo Language be considered to complete the assessment; and that the diversity of the Navajo Nation Arizona is embodied in the final assessment.

Member Barney recommended a focused assessment of early learning programs for children birth to age 5, and attempt to duplicate implementation strategies. Mr. Barney also commented that choice to speak Navajo language varies among families, and that interviews of families teaching the language should be conducted.

Member Hardy expressed interest in outcomes, and recommended conducting an environmental scan of all schools currently implementing Navajo language curriculum to determine successful strategies.

Vice Chair Boyne expressed concern for the continuity of speaking Navajo language after young children are immersed in school or public arenas where the Navajo language is not spoken.

Member Etsitty commented that the intent of the Native Language Preservation Strategy is to identify methods for language preservation, and that the Regional Council should address how to narrow the scope and identify communities where children do not have access to the Navajo language.

Regional Director Begay indicated that the original scope of work could expand, which would require additional time and funding. Regional Director Begay asked the Regional Council for feedback regarding potential barriers considering the political context surrounding the Navajo language, if any, when presenting the intent of the Native Language Preservation Strategy throughout the region at local meetings.

Vice Chair Boyne recommended that FTF consider the response from audience at chapter meetings, and to have a community member accompany FTF at presentations.

Member Barney noted a difference in generational opinions in terms of the validity of Navajo language in the region.

Member Black asked that the Regional Council first identify a concise intent to ensure consistent messaging throughout presentations, and to be aware of English-to-Navajo translation as messaging may change.

Regional Director Begay thanked the Regional Council for their feedback, and noted that next steps are to finalize the scope of work in regards implementation, cost, timeframe, and process, which will eventually be provided to the vendor. Regional Director recommended that the Regional Council consider forming a subcommittee for the Native Language Preservation Strategy.

The Regional Council agreed that formation of a subcommittee would be beneficial. Vice Chair Boyne asked that Regional Council members consider serving on the subcommittee and provide confirmation to Regional Director Begay.

Virginia Turner, Senior Regional Director, recommended that consideration be made of the current political climate of Navajo Language on Navajo Nation as it relates to the most recent Navajo election.

Regional Director's Report

a. Early Childhood Forum – February 18, 2015

Regional Director Begay announced that the second Early Childhood Forum will take place at the Navajo Nation Museum, Window Rock, Arizona 86515 on February 18, 2015 at 8:30 a.m.; and invited the Regional Council to attend and participate. Regional Director noted that the forum will continue the work of the Regional Council as the unfunded approach for system building. Notice of the forum was released with intentions to dialogue with all members of the public including early learning professionals.

b. DRAFT 2015 Business Calendar

Regional Director Begay presented a draft of the 2015 Business Calendar with featured monthly agenda items, noting that additional items may be added to meeting agendas as needed. The calendar also included a timeline for strategy updates including RFGA and government-to-government and tribal agreements; and information for statewide FTF meetings and regional events. Regional Director Begay noted that the calendar will be updated as needed.

Future Agenda Items and Announcements

Member Barney announced attendance at the Faith-Based Representative Forum on February 4, 2015, where a history of faith-based in state agencies was provided.

Member Etsitty announced that the Association for Supportive Child Care will host the 24th Annual Celebrate the Young Child Conference on March 7, 2015 in Glendale, Arizona.

Member Hardy announced availability for volunteer or other projects due to a recent change in employment.

Vice Chair Boyne announced that the next Regular Meeting is scheduled for March 10, 2015 at 10:00 a.m. DST in Leupp, Arizona. Lodging request can be sent to Regional Director Begay or Elyse Dempsey.

Adjournment

A motion was made by Member Etsitty to adjourn the meeting, seconded by Member Begay. Motion carried. Vice Chair Boyne adjourned the meeting at approximately 12:00 p.m.

Dated this 13th day of February, 2015

ARIZONA EARLY CHILDHOOD DEVELOPMENT & HEALTH BOARD

Navajo Nation Regional Partnership Council



Elyse V. Dempsey, Administrative Assistant II

Harry Martin, Chair

First Things First
Navajo Nation Regional Partnership Council

Governance Policy Manual

PREFACE

This document, initially adopted by the Navajo Nation Regional Partnership Council on September 17, 2008 and updated periodically thereafter, constitutes the complete and official body of policies for the governance and operation of the Navajo Nation Regional Partnership Council.

DISCLAIMER

ALL POLICIES FOUND IN THIS GOVERNANCE POLICY MANUAL ARE SUBJECT TO CHANGE FROM TIME TO TIME AS APPROVED BY THE REGIONAL PARTNERSHIP COUNCIL. COPIES OF THE MANUAL ARE AVAILABLE FROM THE FIRST THINGS FIRST REGIONAL OFFICE AND ONLINE AT [HTTP://WWW.AZFTF.GOV](http://www.azftf.gov). PRIOR TO ACTING IN RELIANCE UPON A SPECIFIC POLICY AS IT APPEARS IN ANY COPY OF THE GOVERNANCE POLICY MANUAL, PLEASE CHECK TO MAKE SURE THAT THE COUNCIL HAS NOT RECENTLY APPROVED ANY ADDITIONS OR REVISIONS TO THAT SPECIFIC POLICY.

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1-101 Organization, Authority and Location

In November 2006, Arizona voters passed Proposition 203, a ballot initiative that established A.R.S. Title 8, Chapter 13 and created First Things First. Subsequently, the First Things First Arizona Early Childhood Development and Health Board (“the Board”) designated the Navajo Nation Arizona region and created the Navajo Nation Regional Partnership Council (“the Council”) effective July 1, 2008 pursuant to A.R.S. Title 8, Chapter 13, Article 2. The Council’s purpose, authority, powers and duties are included in A.R.S. Title 8, Chapter 13 as well as in other statutes and laws of the State of Arizona. The Council members are appointed by the Board and assisted in the performance of their duties by First Things First staff. The Navajo Nation Regional Office is located in Window Rock, Arizona and is maintained by the First Things First regional staff.

Adopted September 17, 2008; Revised October 5, 2010; Revised January 6, 2015

1-102 Council Officers and Their Duties

In the last quarter of each fiscal year, the Council shall elect a Chairperson and Vice Chairperson from among the appointed members to serve for the ensuing fiscal year beginning July 1, who shall hold office for twelve months and until successors are duly elected.

The Council may nominate any appointed member for its Chairperson and Vice Chairperson. A majority vote of the appointed members of the Council shall be required to elect.

It shall be the duty of the Chairperson to preside over the meetings of the Council, to call meetings as herein provided and to perform such other duties as are set forth in these policies or shall be vested in the Chairperson. It shall be the duty of the Vice Chairperson to assume the duties of the Chairperson in the absence of the Chairperson.

The Chairperson or the Vice Chairperson may be removed from office by a majority vote of the appointed members of the Council upon motion by a Council Member alleging the violation of a specific provision of this Governance Policy Manual or alleging specific actions which bring into public disrepute the Council, the Board or First Things First as an organization. If a Chairperson or Vice Chairperson is removed, replacement shall be elected as soon as is practicable.

Adopted September 17, 2008; Revised October 5, 2010; Revised January 6, 2015

1-103 Meetings of the Council

The Council shall adopt a calendar of regular meetings of the Council prior to the beginning of each fiscal year. The Chairperson or any four members of the Council may call a special meeting of the Council at any time.

Six members of the Council shall constitute a quorum for the transaction of business at any Council meeting. It is policy of First Things First to adjourn a meeting when quorum is lost. Council members may participate at any meeting in person, by teleconference and/or by video conference provided that all members may hear one another and the public can attend and listen to all members.

Written notice of any regular meeting of the Council, plus the agenda and all material relating to agenda items, shall be transmitted to each Council member at least five calendar days prior to the date of such meeting. Amendments to the agenda and additional supporting materials, not previously available, shall be transmitted at least 24 hours prior to the scheduled meeting. All notices, agendas and other materials may be transmitted to Council members by email or by any other quick and reliable method to each member's last known place of residence or other designated address. A Council member may request in writing at least 10 days prior to a meeting to receive a copy of the documents by mail instead of email. Except with the approval of three-fourths of the Council members in attendance at a meeting, and if permitted by law, no action shall be taken by the Council on any matter where the supporting materials were not timely transmitted in accordance with this policy.

Special meetings may be held upon such notice to Council members and the public as is required by law. All material relating to special meeting agenda items shall be transmitted to each member of the Council as far in advance of the meeting as possible.

Adopted September 17, 2008; Revised October 5, 2010; Revised January 6, 2015

1-104 Meeting Procedures

Council meetings shall be conducted by the Chairperson, the Vice Chairperson or designee acting as Chairperson of the Council. The Chairperson is responsible for maintaining order in each Council meeting and giving each Council member a fair opportunity to participate in the discussion and resolution of issues that come before the Council. The Chairperson is also responsible for determining the manner of any public participation and for maintaining order during public participation in any Council meetings. All motions shall be directed to the Chairperson.

All Council committee meetings shall be conducted by the chairperson of the committee or the committee chairperson's designee. The chairperson of each committee has the same responsibilities for each committee meeting that the Chairperson has for Council meetings.

In determining what procedures to use to conduct meetings and resolve issues, the Council Chairperson and committee chairpersons may refer to Robert's Rules of Order (available online at <http://www.rulesonline.com>) for guidance.

The agenda for any regular meeting of the Council shall provide at least for the following:

1. Call to order
2. Call to the public
3. Approval of minutes of prior regular or special meetings, if not included on the consent agenda
4. Adoption of all consent agenda items
5. Matters of Council business for discussion and approval
6. Reports, if any, from committees appointed by the Council
7. Matters presented by the First Things First Regional Director
8. Announcements and adjournment

Routine matters may be grouped together and decided by the Council without discussion or debate. Such matters shall be designated as "Consent Agenda Items." Any member of the Regional Council may request discussion or debate on any individual item listed as a Consent Agenda Item, and the matter shall be considered and decided separately at such time in the meeting as may be directed by the Chairperson.

The Chairperson may delegate to the chair of each respective committee the responsibility for chairing discussion of items presented by the Council by that chairperson. Whenever a matter before the Council is deferred for further discussion, the Chairperson may assign the matter to an appropriate committee, schedule the matter for further consideration at a future meeting of the Council, direct regional staff with respect to the matter or take other appropriate action.

Adopted September 17, 2008; Revised October 5, 2010; Revised January 6, 2015

1-105 Call to the Public Procedures

During each regular Regional Council meeting, the Council conducts a “Call to the Public” when members of the public may address the Council. The Council may conduct a “Call to the Public” at special meetings as well. Speakers who wish to address the Council:

- A. Should turn in a signed request (using the form provided at the Regional Council meeting) to the Regional Director along with any written materials for the Council
- B. May have five minutes to make their remarks.

The Chairperson may allow speakers who have not turned in a request form, and the Council may change, in accordance with Government Policy 1-114, the amount of time allowed for speakers at a particular meeting.

The following priority may be given to speakers during the “Call to the Public” when the Council may not have enough time to hear from all who wish to speak:

- A. People who have submitted signed request to speak forms.
- B. Matters scheduled on the same meeting’s agenda.
- C. Off-agenda matters: presenters who haven’t addressed the Council in the previous two months.
- D. Off-agenda matters: presenters who have addressed the Council in the previous two months.

The Council retains its prerogative to:

- A. Refuse to hear comments on a specific issue if a public comment session has been held on the issue.
- B. Limit the time or the number of speakers on the same issue.
- C. Refuse to have letters read *on behalf of other individuals*.

If speakers have comments that are too long for the time allowed or if members of the public would like materials distributed to the Council, written materials must be provided to the Regional Director or Administrative Assistant. Regional staff shall distribute those written materials to the Council.

Council members may not discuss or take action on matters raised during the Call to the Public that are not on the agenda. For such non-agenda matters, the Council may respond to criticism, ask staff to review the matter or ask for the matter to be placed on a future agenda. Staff shall later inform the Council of staff efforts to respond to a speaker’s concerns.

Adopted September 17, 2008; Revised October 5, 2010; Revised January 6, 2015

1-106 Meeting Minutes

Minutes of all Council meetings shall be created and maintained in accordance with the requirements of law. The Council may incorporate by reference into its minutes lists of staff changes, reports, lists of budget information, formal written resolutions and other material of similar import, and such material shall be maintained in a permanent file to be designated as the "Navajo Nation Regional Partnership Council's Documents File," which shall be kept in the custody of the First Things First staff and available for ready reference.

Each Council member shall be furnished with copies of the minutes of the open session portion of each Council meeting. Council members, without a conflict of interest, shall be furnished with copies of the minutes of the executive session portion of any meeting of the Council for the purpose of approving those minutes, after which all copies shall be returned to the Regional Director.

All minutes of the open session portion of any Council meeting shall be open to public inspection at the First Things First Regional Office located in Window Rock, AZ. Minutes of executive sessions shall be kept confidential except from members of the Regional Council or as otherwise allowed by law. Copies of minutes or excerpts from any minutes of the open session portion of any Council meeting or from any executive session if the law permits such disclosure may be furnished by the Regional Director. If such minutes have not yet been approved by the Council, they shall be marked "Draft."

Adopted September 17, 2008; Revised October 5, 2010; Revised January 6, 2015

1-107 Committees and Subcommittees

The Council may establish and maintain committees composed of members of the Council and/or other individuals appointed by the Chairperson. The Chairperson may designate that the Chairperson of the Council shall serve as an ex officio member of a committee.

The Chairperson of the Council shall designate the matters to be considered by the committees. All committees shall act as advisory bodies to the Council and report their recommendations to the Council. Unless one is designated by the Chairperson of the Council, a committee chairperson shall be elected by the committee members.

Committees may establish and maintain their own subcommittees. The relationship between a committee and its subcommittee shall be the same as the relationship described in this policy between the Council and a committee.

Committees and subcommittees shall comply with the Open Meeting Law. See A.R.S. § 38-431(1),(6).

Adopted September 17, 2008; Revised October 5, 2010; Revised January 6, 2015

1-108 Conflicts of Interest

Council members shall comply with the conflict of interest provisions of A.R.S. Title 38, Chapter 3, Article 8. These statutes set the minimum standards expected of public officers and employees who, in their official capacities, are faced with a decision or contract that might affect their direct or indirect pecuniary or proprietary interests or those of a relative. Section 38-503 provides in part:

Any public officer or employee of a public agency who has, or whose relative has, a substantial interest in any contract, sale, purchase or service to such public agency shall make known that interest in the official records of such public agency and shall refrain from voting upon or otherwise participating in any manner as an officer or employee in such contract, sale, purchase or service.

Any public officer or employee who has, or whose relative has, a substantial interest in any decision of a public agency shall make known such interest in the official records of such public agency and shall refrain from participating in any manner as an officer or employee in such decision.

Under this law, a Council member who has a conflict of interest must disclose the interest and refrain from participating in the matter. Council members may find guidance on this subject in the Arizona Agency Handbook, which is available on the Attorney General's website at <http://www.azag.gov/agency-handbook>. Council members should review conflicts of interest matters not specifically addressed in the Handbook with the Regional Director or legal counsel.

In addition to complying with the conflict of interest provisions of Title 38, Chapter 3, Article 8, no Council member shall vote on, or participate in the discussion of, any grant proposal in which any entity by which they are employed or on whose board they serve has a substantial interest, as defined by Section 38-502. See A.R.S. § 8-1173(C).

Council members shall complete a Conflict of Interest Acknowledgement and State Service Disclosure Statement at the beginning of their term and annually update the State Service Disclosure Statement. Additionally, Council members shall complete the Conflict of Interest Disclosure form whenever they declare a conflict at a Council meeting. All completed forms shall be given to First Things First staff for recordkeeping.

Adopted September 17, 2008; Revised October 5, 2010; Revised January 6, 2015

1-109 Communications from the Council

Communications from the Council concerning matters relating to the policies and actions of the Council to members of the Legislature, any other governing body, the press or the public should be made by the Chairperson, the Chairperson's designee or someone authorized by the Council.

Any member of the Council who expresses an opinion concerning matters upon which the Council has taken a position should support the position taken by the Council or make it clear that he or she is expressing a personal opinion that has not been approved by the Council.

Adopted September 17, 2008; Revised October 5, 2010; Revised January 6, 2015

1-110 Lobbying & Campaigning

Lobbying occurs under Arizona law when a person attempts to influence the passage or defeat of any legislation by directly communicating with any State Legislator. By contrast, campaigning refers to attempts to influence an election. In other words, lobbying relates to matters a Legislator will vote on, while campaigning relates to matters the general public will vote on.

Lobbying

The Council recognizes and appreciates the privilege each individual in this State and Nation has to express his or her opinion and to seek to make that opinion known to members of the State Legislature and Congress. The Council also recognizes the responsibilities with which it has been entrusted in connection with the Board and the advancement of early childhood development and health programs in the State of Arizona and recognizes that on occasion the interests of the Board and Council will not coincide with the interests of individual Council members.

Only the Chairperson of the Council or his or her designee shall speak for the Council to members of the State Legislature or Congress in matters relating to policy. When speaking for the Council to Legislators or their staff, the Chairperson or designee shall make every effort to accurately communicate official Council positions, while refraining from speaking on behalf of the Board or First Things First unless specifically authorized to do so by the Board or Board Chairperson or First Things First's Chief Executive Officer respectively. A Chairperson or member designee lobbying in his or her official capacity on matters pertaining to the Council is exempt from the lobbying laws requiring registration and expenditure reporting.

Any Council member may speak to members of the State Legislature or Congress in an individual capacity. For matters in which the Council has not taken an official position, any Council member communicating with a member of the State Legislature or Congress shall make every effort to indicate clearly that the position that he or she is taking is an individual position or is the position of a group other than the Council. In instances in which First Things First, the Board or the Council has taken an official position, a Council member endorsing a differing position shall make it clear that First Things First, the Board and/or the Council has endorsed a different or contrary position. Council members who, on their own behalf, appear before a legislative committee or communicate with a State Legislator in person, by phone or by letter to lobby in support of or in opposition to legislation are also exempt from the lobbying laws requiring registration and expenditure reporting.

This policy is not intended to nor shall it be enforced so as to restrict rights guaranteed to individual Council members, but is an attempt only to separate the views of individual members from positions which First Things First, the Board and/or the Council may take in attempting to discharge their responsibilities under the statutes of the State of Arizona.

* Council members who only engage in exempt lobbying are not considered lobbyists. *See* A.R.S. §§ 41-1231 & 41-1232.04. Additionally, Council members should be aware that the Council cannot make any expenditure for entertainment for a state officer or employee (including Legislators) and Council members cannot accept an expenditure for entertainment from a lobbyist or someone acting on behalf of a lobbyist. Entertainment refers to admission to or participation in a sporting event or a cultural event or activity. *See* A.R.S. §§ 41-1231(5)-(6) & 41-1232.08.

Campaigning

The Council shall not spend or use public resources to influence an election. *See* A.R.S. § 16-192. This prohibition includes the use or expenditure of monies, materials, equipment, buildings, postage, telecommunications, computers, web pages and any other thing of value of First Things First to support or oppose a candidate or ballot measure.

Individual Council members may express their personal views and even advocate for or against a candidate, initiative or other ballot measure, as long as they do not use public resources to do so. In these activities, Council members may identify themselves as Council members, but should not state or imply that they speak for the Council.

Adopted September 17, 2008; Revised October 5, 2010; Revised January 6, 2015

1-111 Attendance

The Council's governing statutes recognize the importance of consistent attendance by Regional Council members with the following statement:

Members of the Regional Partnership Council who miss more than three meetings without excuse or resign their membership shall be replaced by the Board after a public application process and with the input of the Regional Partnership Council.

See A.R.S. § 8-1162(D).

Attendance Expectations. Council members are expected to attend all Council meetings. It is understood that there will be times when Council members will need to miss a meeting. The Regional Director shall maintain an attendance roster that documents each member's attendance at scheduled meetings.

Excused Absence. An excused absence occurs when a Council member is unable to attend a meeting due to an emergency, illness, injury or previously scheduled travel, work, tribal ceremony or family obligation that prevents participation at a meeting either in person or by phone.

Notification of a previously planned obligation should be provided to the Regional Director at least two weeks in advance of the scheduled meeting. A Council member who misses a meeting other than for a previously planned obligation shall contact the Regional Director as soon as possible to provide an explanation for missing a meeting. An emergency is a situation that cannot reasonably be planned for in advance, such as car trouble, weather conditions, family illness and obligation to tribal ceremonies.

Unexcused Absence. An unexcused absence occurs when a Council member is absent from a scheduled meeting without providing sufficient notice or an explanation of the reasons for the member's absence consistent with the excused absence definition above.

Determination of Excused Absence. Regional staff shall assist the Chairperson in keeping track of excused absences. If there is a question about whether an absence meets the definition of an excused absence, the Chairperson or Vice Chairperson may consult with the Regional Director for a determination. If necessary, the matter can be presented to the Council.

Attendance Problems. An attendance problem means:

- A. Two consecutive unexcused absences.
- B. Three consecutive absences, excused or unexcused.
- C. Three unexcused absences in a 12-month period.
- D. More than five excused and unexcused absences in a 12 month period.

Addressing an Attendance Problem. Upon identification of an attendance problem, the Chairperson or Vice Chairperson shall call the Council member to discuss the member's attendance record and remind the member of the attendance expectations. If the Council member's difficulties are resolvable, then the Chairperson or Vice Chairperson shall attempt to help resolve them with assistance of staff.

If a member reaches a level of non-attendance under "d" above, of which no more than three are unexcused, the Chairperson may ask the member to resign his or her position in order to ensure the Council has sufficient participation to timely and appropriately complete its work. If the member wishes to continue on the Council, the matter shall be put to the Council at its next meeting. The Council member shall be entitled to speak to this item. The Regional Council shall then decide whether to refer the matter to the Board for possible removal of the member from the Council.

If a member misses more than three meetings in a 12 month period without excuse, the Chairperson or Vice Chairperson shall ask that the member resign his or her position on the Council. If, upon request, the member does not resign, the matter shall be forwarded to the Board for appropriate action.

Adopted September 17, 2008; Revised October 5, 2010; Revised January 6, 2015

1-112 Code of Conduct

Council members shall abide by the following code of conduct:

- A. Listen carefully to fellow Council members.
- B. Respect the opinions of fellow Council members.
- C. Respect and support the majority decisions of the Council.
- D. Recognize that all authority is vested in the full Council only when it meets in a legal public session.
- E. Keep well informed about the issues which could come before the Council.
- F. Participate actively in Council meetings and actions.
- G. Bring to the attention of the Council any issues that could have an adverse effect on the Council, the Board or First Things First.
- H. Refer complaints concerning Council related matters and members to the proper level, specifically the Chairperson or Vice Chairperson.
- I. Represent all the people the Council serves and not primarily a particular issue, personal agenda or interest group.
- J. Abide by the Conflicts of Interest policy and laws.

If there is a violation of this code of conduct, the member(s) suspected of the violation shall meet with the Chairperson or Vice Chairperson to discuss the matter. The Chairperson or Vice Chairperson shall attempt to resolve the matter and if necessary refer it to the Council for action.

The Council by a majority vote of the appointed members of the Council may recommend to the Board that a member be removed as a Council member upon motion by a Council member alleging the violation of a specific provision of this Manual or alleging specific actions which bring into public disrepute this Council, the Board or First Things First as an organization.

Adopted September 17, 2008; Revised October 5, 2010; Revised January 6, 2015

1-113 Departure from Policy

The Council may approve a temporary departure from a policy in this Governance Manual provided the departure would not violate the law. No departure from Council policy shall be permitted without the approval of the Council.

Adopted September 17, 2008; Revised October 5, 2010; Revised January 6, 2015

1-114 Amendments

These policies shall not be added to, amended or repealed except at a Council meeting and by majority vote of all appointed Council members. Any proposed addition, deletion or amendment shall be filed with the Regional Director, in writing, at least 10 days before such meeting, and it shall be the duty of the Regional Director to promptly distribute a copy of the proposal to each Council member.

Amendments to Council policy require a two-step process to adopt: (i) the draft policy change shall receive a *first reading* at a public meeting, during which Council members may discuss the draft amendment and request that staff make changes as deemed appropriate (a vote to adopt is not taken at this stage) and (ii) the draft policy change shall receive a *second reading* at a subsequent public meeting during which the Council may direct staff to make further changes or may vote its adoption.

Adopted September 17, 2008; Revised October 5, 2010; Revised January 6, 2015

**Regional Needs and Assets Report Timeline:
2015 (short report) & 2017 (comprehensive report)**

Activities/Steps	2015 Report	2017 Report	When
Complete catalog of data elements captured in 2014 Regional Needs and Assets (RNA) report for the 2015 and 2017 RNA planning	X	X	Jan 2015
Assess tribal approval processes for RNA, including level of detail required and time needed, and consider the impact on the 2015 and 2017 RNA timeline <ul style="list-style-type: none"> • Confer with FTF Tribal Technical Advisory Group (TTAG) regarding the 2015 and 2017 RNA plan for tribal regions, and county regions with tribes 	X	X	Jan – Feb 2015
Finalize data elements for the 2015 RNA reports	X		Feb 2015
Regional directors and University of Arizona to meet to discuss the 2015 RNA report plan and format	X		March 2015
University of Arizona (U of A) begins work on the 2015 RNA reports	X		Mar–Dec 2015
Finalize data elements for the 2017 RNA report. <ul style="list-style-type: none"> • Create a list of data elements for base reports • Expectations for assets reporting • Considerations for additional work beyond base report (a catalogue of historical additional work) • Confer with previous vendors on final data element list 		X	May/June 2015
Finalize the regional additional work for the 2017 RNA report. <ul style="list-style-type: none"> • Consider RNA funding for SFY2017 		X	May/June 2015
Finalize scope of work for 2017 RNA Request For Proposal (RFP) <ul style="list-style-type: none"> • Data list • Data plan addressing data collection (primary and secondary dependent on additional work plan) • Report outline detailing integration (as appropriate) of data • Draft/final reports due from vendor (<i>Specific deliverable phases and due date will be finalized as part of subcommittee discussions</i>). 		X	May/June 2015
Finalize and release RFP for the 2017 RNA		X	June/July 2015
Finalize the data elements for the 2017 RNA base report (regions to select from data element menu) <i>NOTE: The final selection of data elements will result from discussions between council members and regional directors. In addition, the data plan and the format of region specific 2017 RNA reports, in alignment with scope requirements, will be completed. This will become a part of resolution documents for tribal regions.</i>		X	June/July 2015
Regional staff and Tribal Affairs finalize tribal resolution packets for the 2015 and 2017 RNA reports	X	X	June/July 2015

**Regional Needs and Assets Report Timeline:
2015 (short report) & 2017 (comprehensive report)**

Activities/Steps	2015 Report	2017 Report	When
<i>NOTE: Resolution packets to be 'grouped' according to tribal region resolution protocols</i>			
Seek tribal approval (resolution): <ul style="list-style-type: none"> • 2015 RNA report to update data and publish report • 2017 RNA report (data collection, review and publication) <i>NOTE: If a tribal region decides to finalize the resolution discussion only after picking their 2017 RNA vendor, the timeline for tribal approval would be Nov 2015 - Mar 2016</i>	X	X	July–Dec 2015
FTF Evaluation to select 2017 RNA vendor through the RFP process and create a vendor list for regional councils to choose a vendor		X	Oct–Dec 2015
<ul style="list-style-type: none"> • County-based 2015 RNA reports due from U of A • Tribal 2015 RNA reports due, depending on tribal resolution status, report will be either done OR updated data tables prepared by the vendor with executive summary/data summary will be submitted to evaluation team to finalize the 2015 short report. <i>Note: 2015 RNA reports are statutorily due to the FTF State Board by September 2016.</i>	X		Dec 2015
2017 RNA contracts in place with vendors for base and additional work		X	Jan 2016
Draft report finalized, tribal and council review and approval, final report completed <i>Note: Timeline may change depended on when drafts are due</i>		X	Nov-June 2017
Regional staff to review and understand reports to enhance council discussions with support provided by evaluation team.		X	Jun-Aug 2017
Regions to utilize RNA reports for strategic planning for the SFY 2019-2021 funding planning cycle		X	Aug-Dec 2017
RNA 2017 reports statutorily due to FTF state board		X	Sept 2018

QUALITY FIRST

ARIZONA'S QUALITY IMPROVEMENT AND RATING SYSTEM



Valley of the Sun
United Way



Community Partner

QUALITY FIRST

PROGRAM COMPONENTS

Quality First Component Overview



Quality First Star Rating

 Rising Star Demonstrates a commitment to examine practices and improve the quality of care beyond regulatory requirements.	 Progressing Star Demonstrates a commitment to provide environments that are progressing in the ability to foster the health, safety and development of young children.	 Quality Demonstrates a level of quality that provides an environment that is healthy and safe with access to developmentally appropriate materials. Curriculum is aligned with state standards. Interactions between adults and children are enhanced. Staff qualifications exceed state regulatory requirements.	 Quality Plus Demonstrates a level of quality that provides an environment of developmentally appropriate, culturally sensitive learning experiences. Curriculum is aligned with state standards. Relationships between adults and children are nurturing and promote language development and reasoning skills.	 Highest Quality Demonstrates a level of quality that provides an environment of lower ratios/group size and higher staff qualifications that supports significant positive outcomes for young children in preparation for school. Curriculum is aligned with state standards and child assessment. Relationships between adults and children are nurturing and promote emotional, social, and academic development.
ERS Average Program Score 1.0 – 1.99	ERS Average Program Score 2.0 – 2.99	ERS Average Program Score 3.0 – 3.99 <i>No classroom score below 2.5</i>	ERS Average Program Score 4.0 – 4.99 <i>No classroom score below 3.0</i>	ERS Average Program Score 5.0 & above <i>No classroom score below 3.0</i>
CLASS N/A	CLASS N/A	CLASS Average Program Score (ES 4.5) (CO 4.5) (IS 2.0)	CLASS Average Program Score (ES 5.0) (CO 5.0) (IS 2.5)	CLASS Average Program Score (ES 6.0) (CO 6.0) (IS 3.0)
Points Scale N/A	Points Scale N/A	Points Scale 6 point minimum (SQ 2) (AP 2) (CA 2)	Points Scale 10 point minimum (SQ 2) (AP 2) (CA 2)	Points Scale 12 point minimum (SQ 4) (AP 4) (CA 4)

QUALITY FIRST COACHING

Valley of the Sun United Way (VSUW) in partnership with United Way of Tucson and Southern Arizona (UWTSA) support four agencies that provide direct coaching services across the state

- Association for Supportive Child Care
 - Child and Family Resources
 - Easter Seals Blake Foundation
 - Southwest Human Development
- 

QUALITY FIRST COACHING

Stages of Coaching

- Stage One: Gaining Entry
- Stage Two: Building the Relationship
- Stage Three: Gathering the Information
- Stage Four: Setting Goals
- Stage Five: Selecting Strategies
- Stage Six: Implementing the Plan
- Stage Seven: Evaluating the Plan
- Stage Eight: Holding a Summary Conference

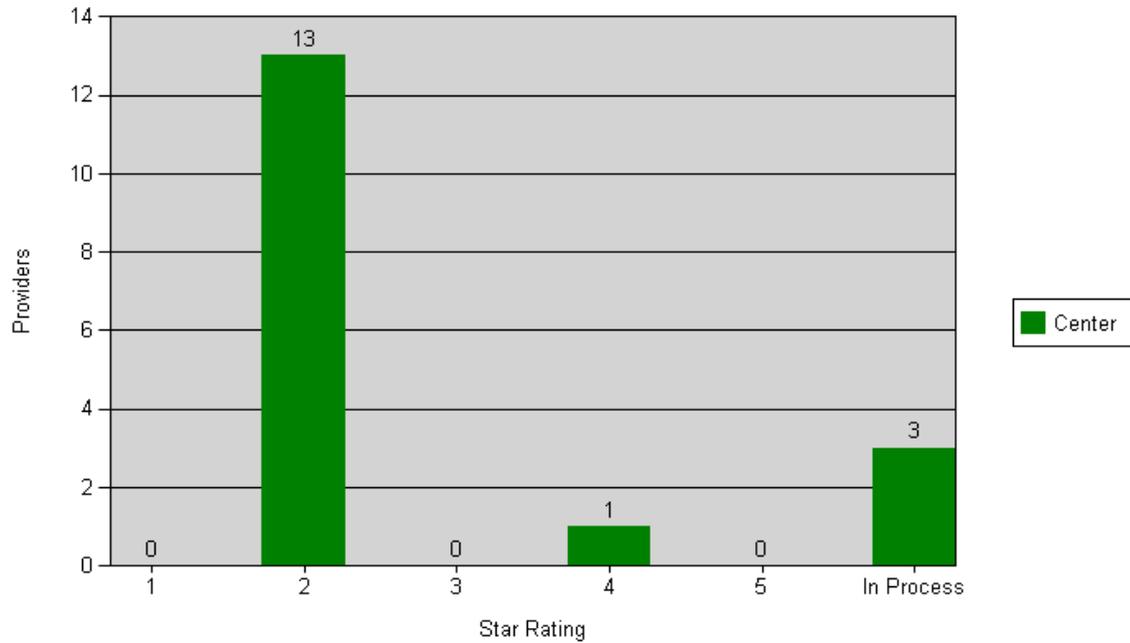
From *Stages in Consultation Process*. (Sources: Bergan, 1977, 1995; Bergan and Kratochwill, 1990; Caplan, 1970; Caplan and Caplan, 1999)

QUALITY FIRST COACHING

Individualized Guidance and Support

- **Partner with providers throughout process to improve quality of child care**
 - Quality Improvement Plan
 - Quality Rating Plan
 - **Monthly site visits**
 - **Classrooms Observations, targeted training and technical assistance**
 - **Tips and techniques for topics such as:**
 - Classroom Management
 - Curriculum and teaching strategies
 - Program Development
 - **Links to community resources, including collaboration**
- 

NAVAJO NATION DATA



RPC	Alloted CENTERS FP	Awarded CENTERS FP	Vacancy CENTERS FP	Alloted HOMES FP	Awarded HOMES FP	Vacancy HOMES FP	Total Alloted	Total Awarded	Total Vacant
Navajo Nation	25	17	8	0	0	0	25	17	8

CONTACT INFORMATION

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COPE Fruits & Vegetable Prescription (FVRx) Program

Overview of COPE

COPE Mission Statement

Vision: Eliminate health disparities & improve the wellbeing of American Indians and Alaska Natives

COPE addresses health disparities in American Indian and Alaskan Native (AI/AN) communities in the United States by focusing on target areas that are aligned with the needs of the community, the vision of tribal leadership, and the skills of the team.

COPE strives to promote healthy, prosperous, and empowered Native communities through three collaborative approaches:

- ❖ Providing robust, community-based outreach to Native families;
- ❖ Increasing access to healthy foods and promoting food sovereignty in tribal communities; and
- ❖ Strengthening local capacity and partnerships to bring about system-level change;

COPE: Strategic Focus



COPE Priority: Early Childhood

Diabetes in Pregnancy

- ❖ Requested by providers & CHRs
- ❖ Developed with input from Navajo Area service units & clients
- ❖ Designed to promote Special Diabetes and National Baby Friendly Hospital Initiative
- ❖ Designed for versatile use (clinic & home, group & 1:1)
- ❖ Future goal: Comprehensive Community-based Early Lifecourse Intervention (conception → early childhood)



COPE Priority: Early Childhood

Happy Homes

- ❖ Evidence-based childhood health intervention curriculum
- ❖ 8 Sessions for families focused on healthy habits
- ❖ Partners include FACE, early childhood centers, Navajo Area IHS, community members
- ❖ Aim of Happy Homes is to decrease childhood obesity and increase access to healthy foods



COPE Priority: Clinic-Community Linkages

“The system must be changed to meet the needs of vulnerable community members by integrating community-based accompaniment into routine healthcare delivery.”

- ❖ CHW support (training, curriculum development)
- ❖ Mobile technology to expand community-based care
- ❖ Building integrated, multi-disciplinary community health teams
- ❖ Health topics (burden – gap):
 - ❖ **Early life-course chronic disease prevention**
 - ❖ **Pregnancy planning → age 6**
 - ❖ **Family is the target “client”**
 - ❖ Chronic conditions: Diabetes, Heart Disease, Hypertension, Obesity
 - ❖ Cancer
 - ❖ HIV



COPE Priority: Expand Access to Healthy Foods

“Increasing access to food will not only improve long-term health outcomes but also strengthen the deep connection of Native communities to their food, environment and culture.”

Assessment

- ❖ Understand the community perspective
- ❖ Collaborate with others involved in Food Access
- ❖ Develop community engagement around:
 - ❖ Policy
 - ❖ Dine’ connection to food – spiritual, historical, agriculture
 - ❖ How our choices as consumers impact health & economy
- ❖ Increase healthy food / beverages in small stores



Overview of REACH Program

CDC REACH Grant

Racial and Ethnic Approaches to Community Health

Policy, System, and Environmental Change for Healthy Navajo Communities

Broad Coalition across Navajo Nation, including national partners

Objectives

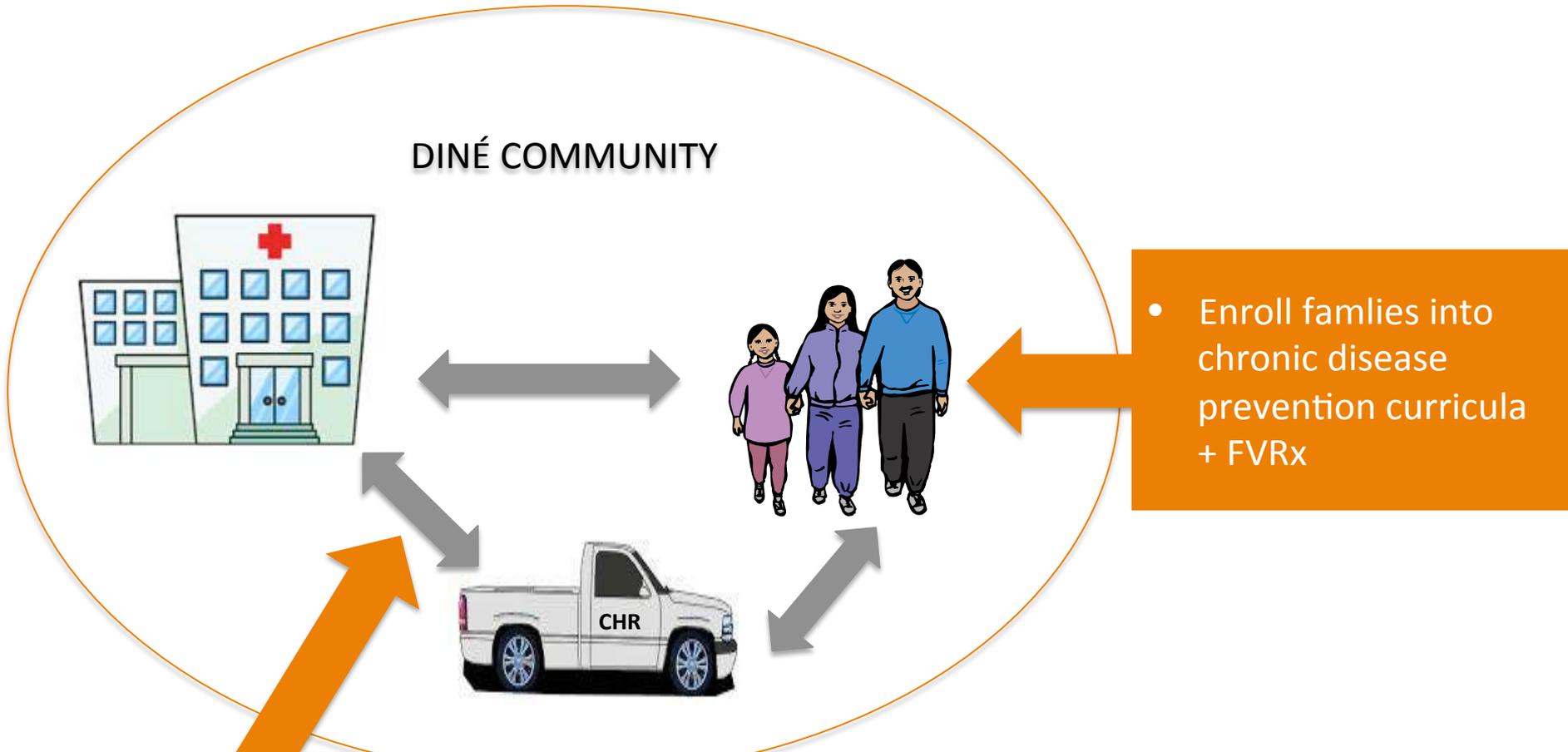
- Increase access to healthy foods in local Navajo stores nutrition
- Strengthen clinic-community linkages to increase access to chronic disease prevention to young Navajo families.

REACH

Racial and Ethnic Approaches to Community Health



Clinic-Community Linkages



- Develop Community Health Teams (clinic and outreach teams working together)
- Shared documentation: CHRs on EHR

Increased access to healthy food & beverages

DINÉ COMMUNITY



- Promote understanding of Diné food traditions
- Increase understanding of local Diné Food Policy
- Help form Regional Food Councils

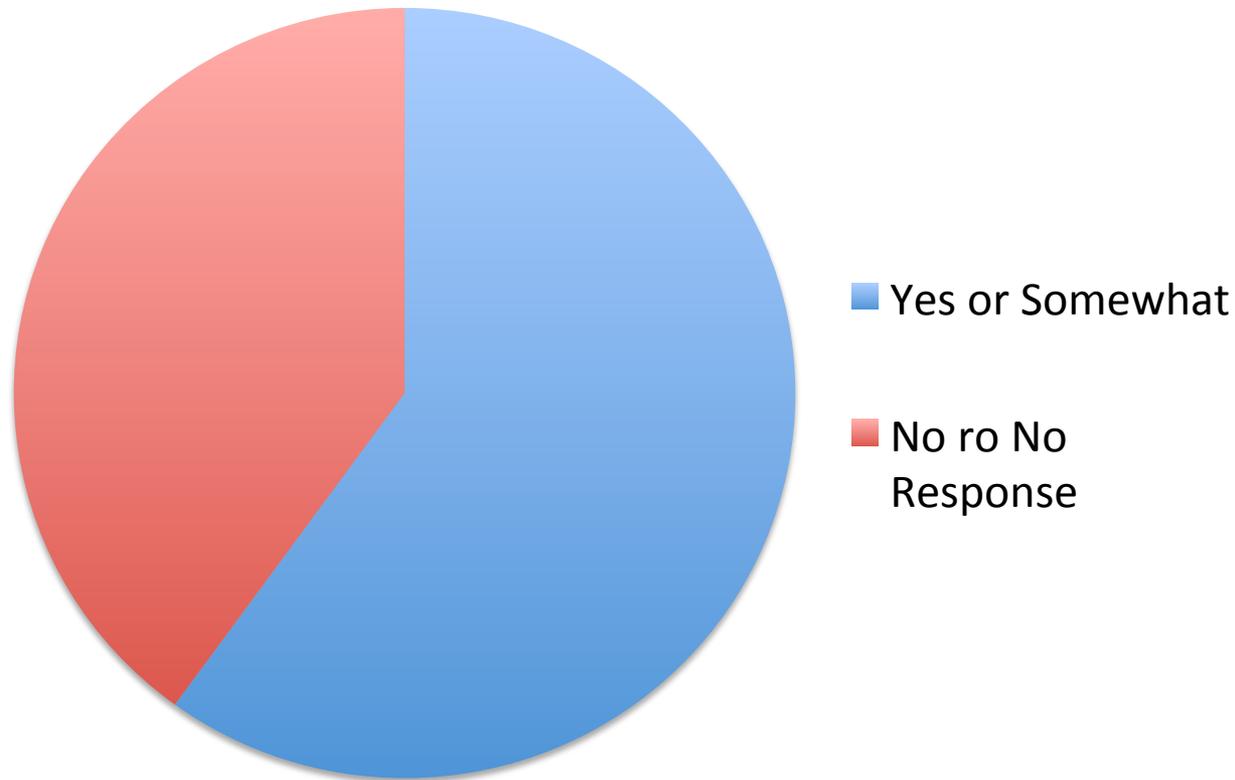
- Offer more healthy food & beverage options
- Accept WIC in more stores
- Implement Tax-Exemption of healthy foods
- Accept Fruits & Vegetable Vouchers (FVRX)
- Sell more local Diné food

- Encourage more WIC enrollment
- Give families monthly FVRx vouchers to use at local stores

Food Security in the Navajo Nation

Data: Dine Food Sovereignty Report

Are there foods that are needed or you would like to eat that are not available or difficult to get?



Data: Dine Food Sovereignty Report

Roundtrip Distance to Off-Nation Food Stores in Project Area		
	To Gallup	To Farmington
Tsaile	155 mi	174 mi
Round Rock	240 mi	236 mi
Many Farms	210 mi	218 mi

FVRx Program

The FVRx Program

Addressing Challenges Through Simple Solutions:



The Fruit & Vegetable Prescription Program (FVRx) provides families affected by diet-related diseases with a prescription for healthy produce to be spent at participating farmers markets and retailers.

Creating positive impact on health and for communities:

Increasing consumption of and access to fresh, healthy, and locally grown fruits and vegetables.

Improving health outcomes in patient populations suffering from chronic diet-related diseases

Wholesome Wave

Mission

Wholesome Wave enables underserved consumers to make healthier food choices by increasing affordable access to fresh, local and regional food.

Vision

Affordable, healthy, local food for all



Wholesome Wave's Role

Technical Assistance

Training

Monitor program
implementation



FVRx Goals on Navajo Nation

- To increase access to healthy foods among vulnerable families;
- To increase consumption of healthy and locally grown fruits and vegetables;
- To improve health outcomes in people suffering from diet related diseases; and
- To stimulate the economy and promote local sales of healthy foods on Navajo Nation.

1



Families with obese / overweight children (age 3-6) and/or parent with DM / GDM are enrolled by their provider as FVRx participants.

2



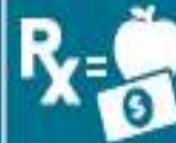
The provider works with community outreach workers to meet with families each month to set goals & reinforce the importance of healthy lifestyles

3



The provider or outreach worker distributes the **FVRx prescription** during the visit & collects health indicators like fruit & vegetable consumption and BMI (body mass index)

4



A prescription is equal to \$1/day for each patient & each family member, so a family of 4 would get \$28/week or \$120/month.

5



Prescriptions can be redeemed for **fresh fruits and vegetables** at local stores on Navajo. Retailers track Rx redemption.

6



Participants return to their provider monthly during the 4-6 month program to **refill** their FVRx prescription & set new goals for healthy lifestyles

THE FVRx PROCESS

COPE's Role in the FVRx Project

Manage the FVRx Implementation: Lead and oversee the FVRx program partners, which will:

- Collect and evaluate program results and impact; and
- Provide technical support to both the clinic and community providers and retailers to help them plan, prepare and implement FVRx.

FVRx Team Responsibilities Clinical and Community Providers

- Form an inter-professional FVRx Team of at least 4 members;
- Designate an FVRx Team Leader and FVRx Provider Champion;
- Participate in all FVRx meetings;
- Obtain patient oral consent to participate;
- Coordinate the delivery of the 6 month FVRx intervention and ensure FVRx protocols are adhered to;
- Complete provider/outreach worker surveys;
- Participate in the FVRx Workshop; and
- Complete monitoring and evaluation of the FVRx program.

Enrollment & Patient Intake

Patient Enrollment

Enrollment is based on:

- Eligibility criteria
- Place of residence (i.e. Chapter where enrollee resides)
- Other factors that the FVRx Team determines should affect priorities

Choose:

Cycle 1: April 2015 – September 2015 (12 families)

Cycle 2: October 2015 – September 2016 (60 families)

Target Population

Eligibility criteria:



Group A: Child who is overweight or obese between 2-6 years old (i.e. 24 – 83 months)



Group B: A pregnant woman with diabetes

OR

A woman who had diabetes in pregnancy and is now between 2-24 months post-partum.

FVRx Clinical & Community Outreach Visits

Clinical visits occur per the patients' normal course of care.

Community outreach visits occur **MONTHLY** for **6** months.

Health education must be delivered in the community through home visits or group education

The patient will:

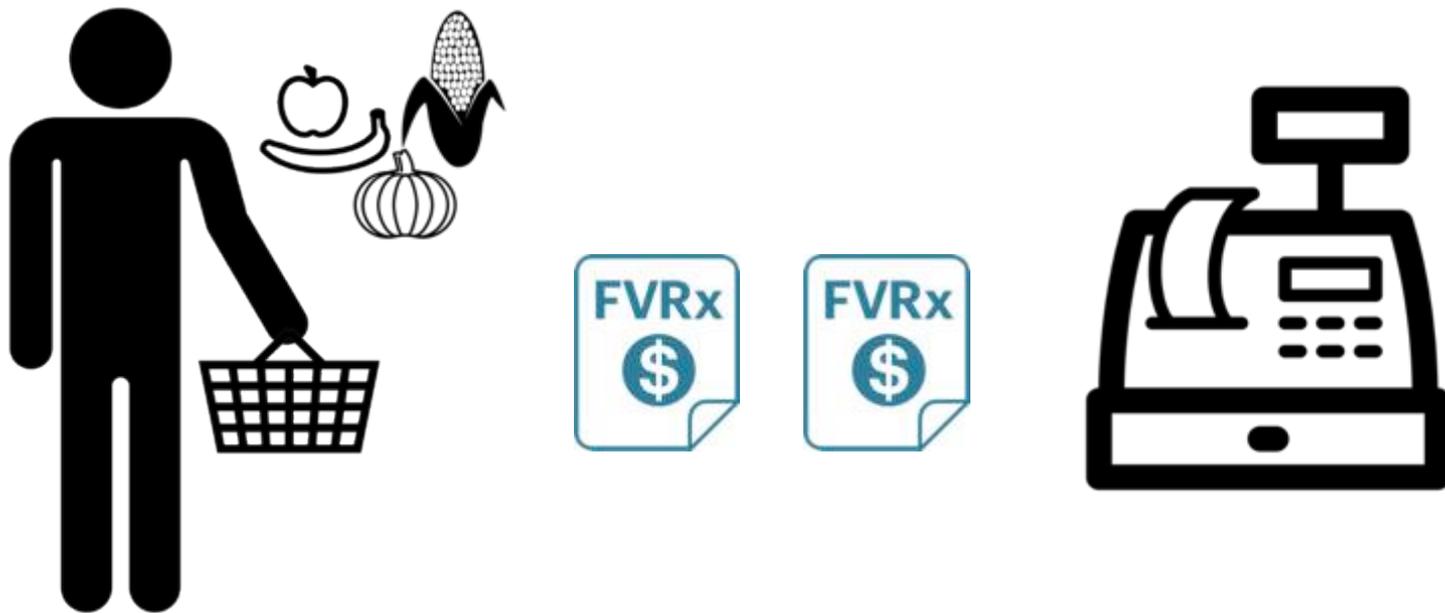
- Meet with a community outreach worker
- Receive nutritional education
- Set healthy eating and living goals
- Receive a FVRx prescription



The FVRx Prescription



Prescription Redemption



FVRx Patient Experience

MONTH 1

- **Provider Intake Visit**
 - Learns about FVRx
 - Asks and questions
 - Verbal decision (consent) to take part in FVRx
 - Completes Intake form
- **First CHW Visit:**
 - Meets with community health worker to learn about the curriculum



MONTHS 2 – 5

- **Monthly CHW Visits**
 - Takes part in a structured session of a curriculum
 - Gets a monthly FVRx Prescription with vouchers
- **3-month provider check-in**
 - At least one visit with provider at 3 months
 - Any labs and clinical follow-up
- **Voucher redemption**
 - Family goes to FVRx store to buy F&V using vouchers
 - Can go as often as they want
 - Must use vouchers within one month of receipt



MONTH 6

- **Provider Exit Visit**
 - Checks in with provider about FVRx
 - Any labs and clinical follow-up
 - Completes exit form
- **Last CHW visit**
 - CHW wraps up FVRx



MONTH 12

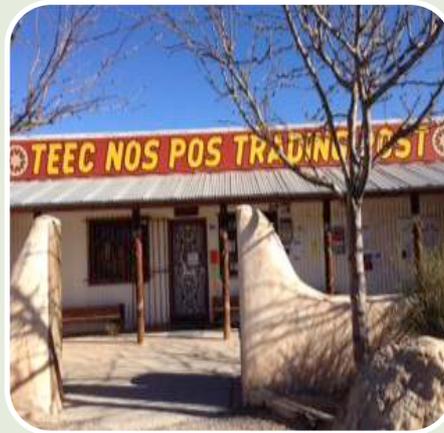
- **Provider follow-up visit**
 - Checks in with provider about how they are doing since completing the FVRx program
 - Any labs and clinical follow-up
- **Completes follow-up form**

COPE & The Healthy Navajo Stores Initiative





Healthy Navajo
Stores Initiative!



GROCERY STORE

Capacity: High
FVRx Buy-in: High?
Fruit and Veg: High
Community relations: ??
Remote chapters: Less

TRADING POST

Capacity: Variable
FVRx Buy-in: Likely high
Fruit and Veg: Variable
Community relations: ??
Remote chapters: More

GAS/CONVENIENCE STORE

Capacity: Low
FVRx Buy-in: Low?
Fruit and Veg: Low
Community relations: ??
Remote chapters: More



FARMERS MARKET

Capacity: Moderate

FVRx Buy-in: High

Fruit and Veg: High

Community relation: Good

Remote chapters: Good

Other considerations:
Doesn't offer constant
access

FLEA MARKET

Capacity: Variable

FVRx Buy-in: ?

Fruit and Veg: Variable

Community relation: Good

Remote chapters: Good

Other considerations:
doesn't offer constant
access

INDEPENDENT PRODUCER

Capacity: Low

FVRx Buy-in: ?

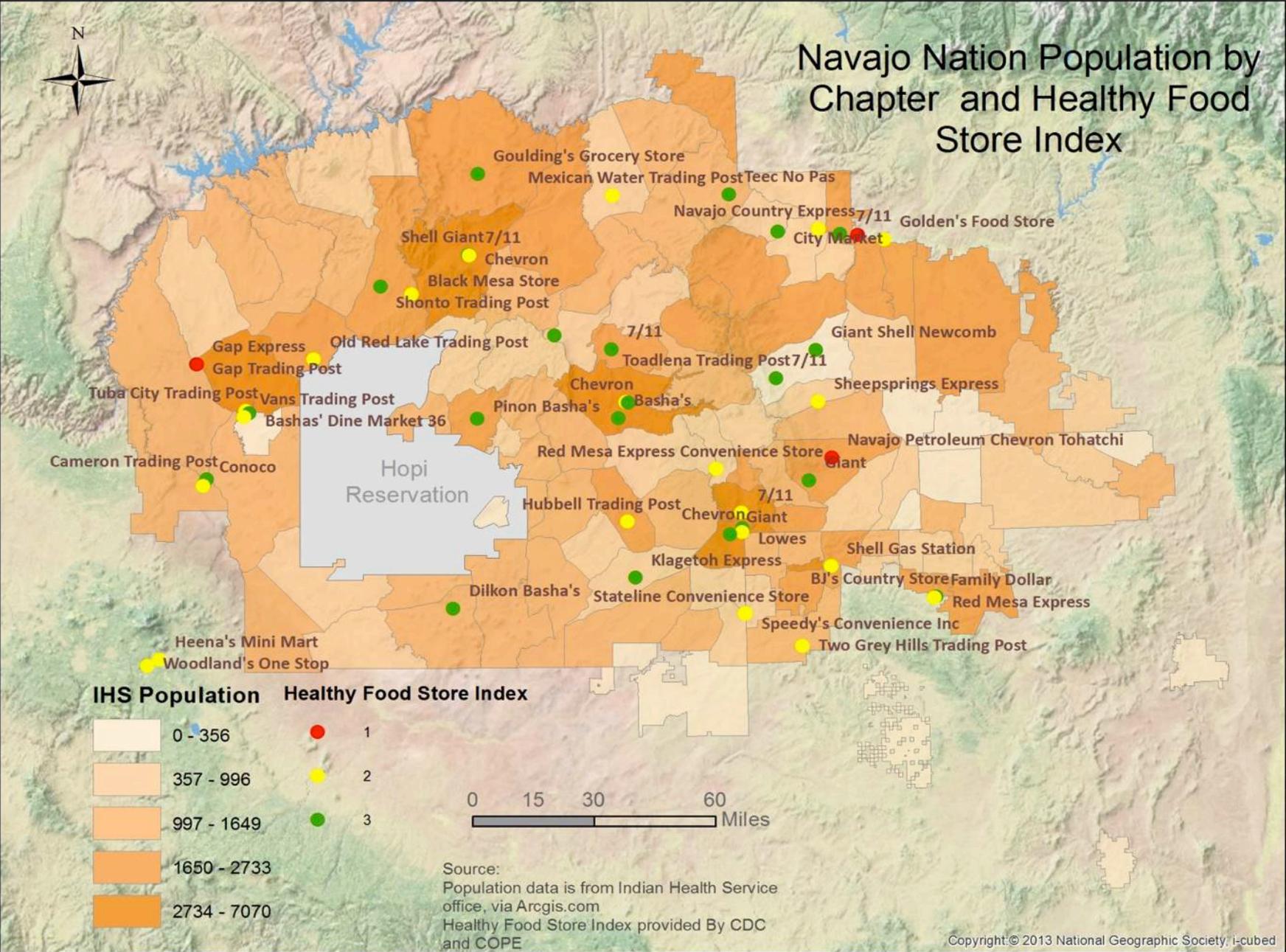
Fruit and Veg: Variable

Community relation: Good

Remote chapters: Good

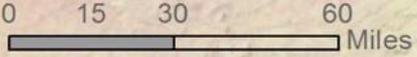
Other considerations:
Consider supplying local
stores to tap into existing
FVRx redemption system

Navajo Nation Population by Chapter and Healthy Food Store Index



IHS Population **Healthy Food Store Index**

0 - 356	● 1
357 - 996	● 2
997 - 1649	● 3
1650 - 2733	
2734 - 7070	



Source:
 Population data is from Indian Health Service office, via Arcgis.com
 Healthy Food Store Index provided By CDC and COPE



CHINLE SERVICE UNIT

Grocery Stores:

- Bashas' Chinle
- BASHAS' DINE MKT #17 Pinon

Trading Posts:

- Rough Rock Trading Post
- Round Rock Trading Post
- Totsoh Trading Post Lukachukai
- Black Mesa Store

Giant:

- Giant Chinle
- Giant/Conoco Many Farms
- Giant/Rock Point Trading Post Rock Point
- Giant Lukachukai

Other:

- Alon/7-2-11 Blue Gap
- Chevron Chinle
- PIC-N-RUN #2 Pinon
- Conoco Shell Chinle
- FINA Tsaille



FOUR CORNERS REGIONAL HC:

Red Mesa Express:

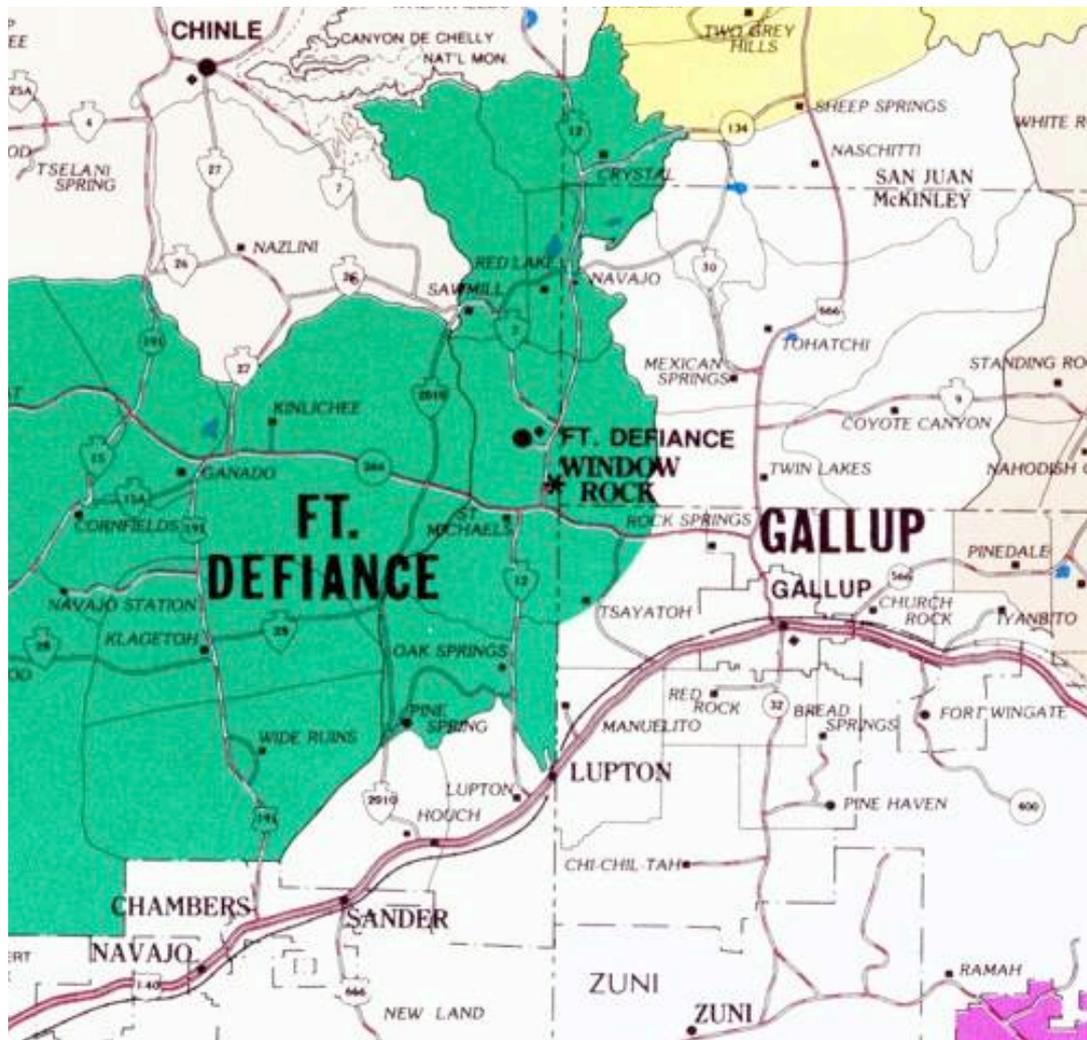
- Red Mesa Express Aneth

Trading Posts:

- Mexican Water Trading Post
- Red Mesa Trading Post
- Teec Nos Pos Trading post

Other chains:

- Beclabito Express Beclabito



GALLUP SERVICE UNIT

Trading Posts:

- Pinedale Trading Post
- Naschitti Trading Post

Giant:

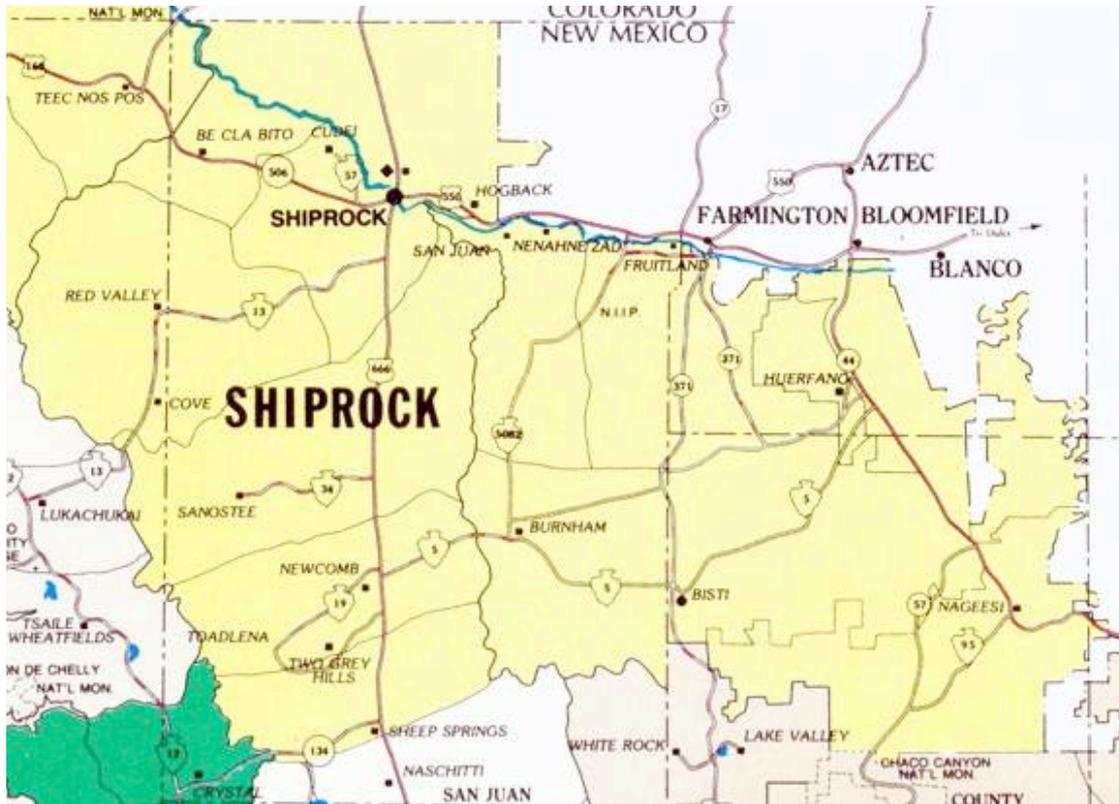
- Giant Tohatchi
- Shell/Giant Twin Lakes

Red Mesa Express:

- Red Mesa Express, Yah Ta Hey

Other:

- Navajo Conoco Red Lake
- Speedy's Convenience Lupton
- Lupton State Line General Store
- Chevron Tohatchi



NORTHERN NAVAJO MEDICAL CTR

Grocery:

- CITY MARKET Shiprock

Trading Posts:

- Red Rock Trading Post Red Valley
- Toadlena Trading Post Newcomb
- Two Grey Hills Trading Post

Giant:

- Giant Shiprock

Red Mesa Express:

- Red Mesa Express Shiprock
- Sheep Springs Red Mesa Express
- Red Mesa Express Counselor
- Red Mesa Express Huerfano

Other:

- 7-Eleven Shiprock Hogback
- Shell Mustang Hogback
- MUSTANG 2202 Shiprock
- Navajo Country Express Shiprock
- Shell Two Grey Hills Two Grey Hills
- Shiprock Quick Stop Shiprock

Questions?

