



# FIRST THINGS FIRST

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## **Arizona Early Childhood Development and Health Board Hualapai Tribe Regional Partnership Council Meeting Minutes**

### **Call to Order/Roll Call/Welcome**

The regular meeting of the First Things First Hualapai Tribe Regional Partnership Council was held on July 9, 2014 at 3:00 p.m. at the Hualapai Health, Education and Wellness Department in Peach Springs, Arizona, 86434.

### **Members Present**

Candida Hunter, Chair; Darren Hudak, Vice Chair; Reverend Pete Imus; Sandra Irwin; Dr. Anthony Perkins  
Omaovensi Coochwyewa and Charlene Imus participated telephonically

### **Members Absent**

Barbara Tinhorn and Lucille Watahomigie

Chair Hunter called the meeting to order at 3:07 p.m.

### **Possible Approval of May 14, 2014 Meeting Minutes**

Member Perkins made a motion to approve the May 14, 2014 meeting minutes. Reverend Imus seconded the motion. The motion passed unanimously.

### **Call to the Public**

There were no responses to the call to the public.

### **Regional Partnership Council Member Announcements and Reports**

Vice Chair Hudak provided a summary of the West Regional–Board Forum that he attended on May 22 along with Member Irwin and Member C. Imus. Vice Chair Hudak enjoyed the opportunity to network with other regional council members and new First Things First Chief Executive Officer Sam Leyvas. Vice Chair Hudak noted the advantages of sharing best practices and formulating solutions together.

Reverend Imus shared a summary of the First Things First Faith-based Forum, which was the first of its type. Reverend Imus noted one discussion that stood out was developing messaging for faith-based representatives and defining their roles in the community.

### **Fiscal and Program Updates**

Regional Director Ashley Pascual reviewed the FY2014 financial expenditures, noting that even though FY2014 is over, grantees have forty-five days to submit reimbursement requests. FTF Finance personnel are in contact with the Tribal Finance Department and St. Mary's to assist so all requests are received before the deadline.

Director Pascual also reviewed the FY2014 quarter 3 grantee data reports and offered additional explanation about the implementation of the programs.

Director Pascual discussed implementation plans for FY2015, which began July 1, noting Quality First is back in the region, with the opportunity to enroll the Hualapai Day Care Center.

### **SFY2016-2018 Strategic Planning Discussion**

Director Pascual noted that council members had requested community input, so a community gathering was held in May, which Member Irwin and Member C. Imus also attended. Following an overview of the Adverse Childhood Experiences Study

(ACES), the fifteen attendees discussed community strengths, provided input on pertinent childhood issues, and offered ideas to prioritize areas of focus in planning. One recurring theme was the need for outreach.

Director Pascual provided an update on State Board direction, noting the action items pending the Board's July meeting. Director Pascual discussed the next steps, and asked regional members whether they have sufficient information to complete the strategic planning process. Discussion ensued about the need for a specialist for children with emotional issues, in addition to the current services provided by the special education staff at Peach Springs Unified School District. Director Pascual will arrange a focus group with Head Start and Child Care Center staff, and already plans one with Behavioral Health staff. Chair Hunter acknowledged this is a time-consuming task, especially in light of the decreasing budget and the importance of leveraging resources and working together. Director Pascual noted the State Board would not set exact regional allotments until September/October.

#### **Discussion on First Draft Needs and Assets Assessment**

Chair Hunter advised members to submit their comments to Director Pascual. Members discussed the difference between pending items that will be included in the next draft, and items that may or may not be provided for the report. Senior Director Gary Arnold mentioned that some other regions have noticed inconsistencies on maps.

#### **Parent Awareness and Community Outreach Report**

Erin Taylor, Community Outreach Coordinator, discussed the Association for Supportive Child Care conference held in Laughlin on June 21, which Hualapai Head Start and Child Care Center staff attended. She advised that Director Pascual presented at the Hualapai Day Care Center's Parent Night. There are plans a site tour of the Mobile Food Pantry, and Coordinator Taylor noted recent changes have increased distribution while food storage remains an issue. This site visit is scheduled the same day as the Mother/Daughter Retreat; however, the visit is before the retreat so invitations will be sent to Tribal Council and regional council members. Coordinator Taylor will also participate in the Back to School Bash on August 1.

#### **Regional Director's Report**

Director Pascual provided regional and statewide updates, and offered congratulations to the reappointed regional council members. Director Pascual mentioned the presentation to Tribal Council on July 2, and noted the August 13 regional council meeting is important as the vendor for the Needs and Assets Report will present the final draft.

#### **Next Meeting**

Chair Hunter reminded the regional council of the next meeting, which will be held August 13, 2014, at 3:00pm at the Hualapai Health Education and Wellness Center.

#### **Adjourn**

Chair Hunter adjourned the meeting at 4:26 p.m.

**SUBMITTED BY:**

**APPROVED BY:**

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Sandy Smith, Administrative Assistant II

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Candida Hunter, Chair

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**ACTION ITEM:** 2014 (Fiscal Year 2015) Regional Needs and Assets

**BACKGROUND:** First Things First conducts Regional Needs and Assets Assessments every two years, which are required to be submitted to the State Board by September 1 of every even-numbered year. First Things First works through the Arizona State Procurement System to contract with vendors from the approved list. The Hualapai Regional Partnership Council has selected the University of Arizona – Norton School of Family and Consumer Sciences for years 2012 and 2014.

For the 2014 report, the following has occurred:

September 2013- the Data Collection and approval to conduct the Assessment was adopted via Resolution by Hualapai Tribal Council; Presentation and discussion held at Regional Council Meeting;

April 2014- a rough draft was submitted for internal review by FTF staff and the Regional Partnership Council Chairperson;

June 2014- a first draft was reviewed and comments were provided by the Regional Partnership Council.

The Final Draft of the Assessment is presented for approval by the Regional Partnership Council. Upon approval by the Regional Partnership Council and Hualapai Tribal Council, the Assessment will be submitted to the State Board.

**REGIONAL DIRECTOR RECOMMENDATION:** The Regional Director is recommending approval of the Fiscal Year 2015 Regional Needs and Assets Assessment as a Final Draft, with permission to allow for staff to continue working with the contracted vendor to conduct minor editing prior to submitting to the State Board by September 1, 2014.

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08-13-2014 HLPT Attachment 03 To Follow

	Grantee Name	Contract Number	Contract Period	Total Allotment	Awarded	YTD Expense	Expense Variance	% of Award Expended	Reimbursement Activity	
									Pending	Paid (Last 30 Days)
<b>Evaluation</b>	<b>Statewide Evaluation Strategy</b>			<b>Strategy Subtotal:</b>	<b>\$2,633</b>	<b>\$2,633</b>	<b>\$2,633</b>	<b>-</b>	<b>100.0%</b>	
	First Things First (FTF-Directed)	PSC-STATE-14-0669-01	07/01/2013-06/30/2014		\$2,633	\$2,633	-	100.0%		
	<b>Goal Area Subtotal:</b>			<b>\$2,633</b>	<b>\$2,633</b>	<b>\$2,633</b>	<b>-</b>	<b>100.0%</b>		
	<hr/>									
<b>Family Support</b>	<b>Food Security Strategy</b>			<b>Strategy Subtotal:</b>	<b>\$5,831</b>	<b>\$5,831</b>	<b>\$3,326</b>	<b>\$2,505</b>	<b>57.0%</b>	
	St. Mary's Food Bank Alliance	GRA-RC025-14-0605-01	07/01/2013-06/30/2014		\$5,831	\$3,326	\$2,505	57.0%		
	<b>Home Visitation Strategy</b>			<b>Strategy Subtotal:</b>	<b>\$104,861</b>	<b>\$104,861</b>	<b>\$52,431</b>	<b>\$52,431</b>	<b>50.0%</b>	<b>\$26,215</b>
	Hualapai Tribe Health Education and Wellness	GRA-RC025-13-049101Y2	07/01/2013-06/30/2014		\$104,861	\$52,431	\$52,431	50.0%	\$26,215	
	<b>Goal Area Subtotal:</b>			<b>\$110,692</b>	<b>\$110,692</b>	<b>\$55,757</b>	<b>\$54,936</b>	<b>50.4%</b>	<b>\$26,215</b>	
<hr/>										
<b>Professional Development</b>	<b>Scholarships TEACH Strategy</b>			<b>Strategy Subtotal:</b>	<b>\$6,600</b>	<b>\$6,600</b>	<b>\$1,302</b>	<b>\$5,298</b>	<b>19.7%</b>	
	Association for Supportive Child Care	STATE-13-0350-01-Y2	07/01/2013-06/30/2014		\$6,600	\$1,302	\$5,298	19.7%		
	<b>Goal Area Subtotal:</b>			<b>\$6,600</b>	<b>\$6,600</b>	<b>\$1,302</b>	<b>\$5,298</b>	<b>19.7%</b>		
	<hr/>									
<b>Quality and Access</b>	<b>Expansion: Increase slots/ capital expense</b>			<b>Strategy Subtotal:</b>	<b>\$30,293</b>	<b>\$30,293</b>	<b>\$27,378</b>	<b>\$2,915</b>	<b>90.4%</b>	
	Hualapai Tribe Day Care Center	GRA-RC025-14-0645-01	08/01/2013-02/28/2014		\$30,293	\$27,378	\$2,915	90.4%		
	<b>Goal Area Subtotal:</b>			<b>\$30,293</b>	<b>\$30,293</b>	<b>\$27,378</b>	<b>\$2,915</b>	<b>90.4%</b>		
	<b>Overall Total:</b>			<b>\$150,218</b>	<b>\$150,218</b>	<b>\$87,070</b>	<b>\$63,148</b>	<b>58.0%</b>	<b>\$26,215</b>	



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## **First Things First State Board Fiscal Policy Decisions Impacting Strategic Planning SFY2016-2018**

**On July 22, 2014, the Board adopted the following Fiscal Policy Recommendations:**

- 1. Allocate \$126.6 million in revenues to support Program spending beginning in FY16, and keep this amount constant for successive years.**

This recommendation was based on the updated tobacco tax revenue projections report provided by the Arizona State University's W.P. Carey School of Business, First Things First could reasonably expect to sustain an expenditure level within the Program budget of \$126.6 million for the next 9 to 15 years.

- 2. In FY16, adjust total financing available to support regional allotments so that each region's projected fund balance (Carry Forward) is part of the allotment as opposed to being in addition to.**

Regional carry forward balances grew significantly through Fiscal Year 2012. Since then, both budgeting and realized expenditures have resulted in the expectation that these dollars are to be fully expended by some point in the next three year Funding Plan cycle (SFY2016-2018). Once these dollars are exhausted at a regional level, Funding Plans will need to be realigned down to equal the annual allocation made available by the Board. While it is projected that regional carry forward balances will be exhausted on average in FY17, each region will hit this "fiscal cliff" at different points in time over the next three years. After examining these regional "fiscal cliffs," the recommendation was that all regions go through the process of realigning budgets to the sustainable expenditure level at the same time (SFY16).

- 3. Set a minimum regional allocation amount of \$100,000.**

Over the last few months the Board gathered feedback on the impact of these finance recommendations, and, a great deal of feedback was received on how relatively small allocations limit programing choices and impact the ability of regions to implement strategies.

- 4. Continue the distribution of Discretionary dollars using the three-part methodology; with part one being modified to align with the Board action regarding the minimum allocation amount.**

The current three-part methodology includes:

- 1) A set-aside (*to comply with the minimum regional allocation amount.*)
- 2) A set-aside to be proportionately distributed (based on total number of children 0 through 5) between the regions which were classified as "frontier communities" under a federal definition related to populations being geographically isolated.
- 3) Remaining (and bulk of) funds be proportionately distributed between all regions based on the percent of children 0 through 5 who are in poverty.

- 5. For population estimates required under FTF statute for FY16-18, utilize the same data as those used for setting of FY15 allocations - 2010 census data and 2010 American Community Survey (ACS).**

This recommendation provides for greater stability and predictability in the amount of dollars available to a region year-over-year so programing efforts can be not only sustained but planned on.

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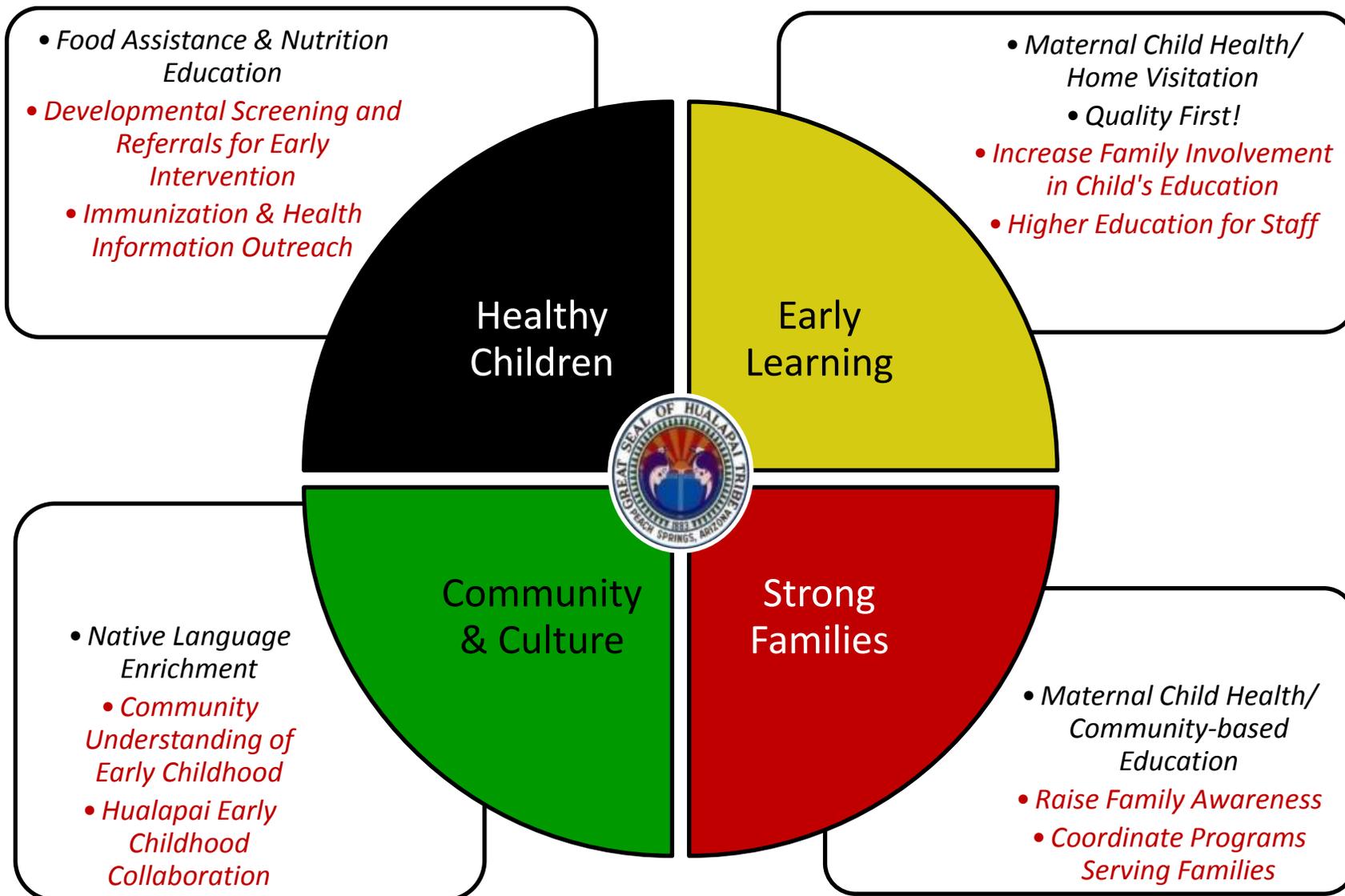
## **First Things First State Board Policy Decisions Impacting Strategic Planning SFY2016-2018**

For First Things First to achieve sustainable progress towards its vision and mission, it is important to strategically fund programs and strategies that are most likely to have positive outcomes for the early childhood system, young children, and their families. Critical to this process is the identification of programs and strategies with research evidence suggesting a greater likelihood they will have the intended positive effect. Such an approach will likely yield greater results from our public investments.

**On July 22, 2014, the Board adopted the following Policy and Program Committee Recommendations:**

1. The First Things First Regional Councils will construct strategic funding plans based on an examination of available data to determine local needs; prioritization of needs that also align with the Regional Council's identified School Readiness Indicators; and, selection and development of evidence-based or evidence-informed funded and non-funded approaches that reflect system building to address those needs.
  2. First Things First will separate Quality First improvement model costs from scholarship costs, provide no further guidance on number of regional scholarships funded, see no reduction to the number of providers and provide incentives to 3-5 star Quality First programs with First Things First staff to determine the exact amount of those incentives. This recommendation is made with confirmation from the Policy and Program Committee of the importance for low-income children to have increased access to affordable quality early learning programs and the desire that First Things First supports local and state level planning decisions that result in funding for scholarships that provide such access.
  3. First Things First will continue to identify approaches that are evidence-based or evidence-informed; realize possible and appropriate cost efficiencies; and, utilize data for continuous quality improvement of programs and strategies.
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## Hualapai Journey – Early Childhood





### **BOARD CONSIDERS FY16 BASE BUDGET CHANGE TO ENSURE FTF SUSTAINABILITY**

At its June 10 meeting, the Board held a work session on budget allocations for fiscal year 2016 and beyond. The Board's Finance Committee has recommended that the Board move to a \$126.6 million base budget beginning in FY16. If approved, this change would allow First Things First to sustain spending for 9-15 years. If spending continues at current levels, First Things First's fund balance will be virtually depleted in approximately three years.

During its May meeting, the Board received feedback from the Chairs and Vice Chairs of the First Things First regional councils statewide on the Finance Committee's recommendation. That feedback called for guidance regarding the construction of funding plans, continued regional flexibility, and identification of any priorities of the Board – particularly surrounding Quality First.

The Board asked its Program Committee to review those questions and make recommendations at the June meeting. The Program Committee met in May and discussed – among other issues - various options surrounding regional funding of Quality First.

At the June 10 meeting, First Things First Chief Program Officer Karen Woodhouse described the initial feedback received from the Program Committee, as well as focus groups held with major early childhood stakeholders and First Things First's largest grantees.

Karen told the Board that various themes arose from those discussions that were similar to those voiced by the Chairs and Vice Chairs – including the need to retain local flexibility in funding and the need to focus

funding on strategies proven to improve outcomes for young children.

Karen said an additional theme that arose – and which was discussed at length at the Program Committee's May meeting – was to ensure that First Things First did not lose ground in areas where significant system progress was being made, such as considerable infrastructure being built in a part of the early childhood system or in programs impacting large numbers of children.

Since Quality First is an area in which First Things First has made significant infrastructure investment – and where the services funded impact about 50,000 young children – the Program Committee focused much of its discussion there, Karen said.

In the end, the Program Committee requested additional time from the Board before making its recommendations. Those recommendations are expected at the Board's July 22 meeting in Phoenix.



### **DECKER NAMED BOARD CHAIR FOR FISCAL YEAR 2015**

The statewide Board selected Janice Decker as Chair for fiscal year 2015. Dr. Pamela Powell also was selected as Vice Chair for a second term.

Decker said she was honored by her fellow Board members' confidence in her. She acknowledged the contributions made by current Chair Steven Lynn during his leadership of the Board, and said he leaves big shoes to fill.

Lynn, who is often outspoken at meetings, joked that his comments may become even more robust.

Decker assumes leadership of the Board in July.

### **159 NEW REGIONAL COUNCIL MEMBERS APPOINTED STATEWIDE**

On June 9, the Board appointed 159 volunteer Arizonans to serve on the 28 regional councils statewide. Almost 40% - 62 members – are completely new to First Things First service. Most of the terms are for four years, beginning July 1. The

remaining 60% are members who are continuing their service to First Things First.

First Things First is honored that all of these passionate, talented individuals have chosen to lend their knowledge and insight to our efforts.

There are still positions available on some regional councils. First Things First asks all current members to visit [azfff.gov/serve](http://azfff.gov/serve) to learn more and to encourage qualified community leaders to apply.



### LOCAL BENCHMARKS APPROVED FOR 22 REGIONS

The 10 School Readiness Indicators serve as framework for First Things First's work and reflect the effectiveness of funded and non-funded strategies and collaborations built across communities to improve school readiness for Arizona's children. In 2012, the Board approved statewide benchmarks – goals FTF expects to reach by 2020 – for seven of the 10 indicators.

First Things First is working with partner agencies and organizations to secure baseline data for benchmarking the remaining three Indicators. Recommendations for statewide benchmarks associated with those Indicators will be forwarded to the Board as the data becomes available.

Local regional councils were asked to select at least three Indicators to prioritize in their region. The regional councils' three year strategic direction (FY13-15) reflect those priorities. In addition, regional councils were asked to establish local benchmarks that will serve to illustrate the progress the region is making toward its prioritized Indicators.

On June 9, the Board approved local benchmarks for 22 regional councils. The processes used by regional councils to arrive at their benchmarks varied, but all included collaboration with community stakeholders and opportunity for public feedback.

Detailed information on the Indicators and benchmarks selected by these 22 regions is available as Attachment 11 of the Board materials.



### SITE TOURS REVEAL IMPACT OF FTF ECE INVESTMENTS IN COCONINO REGION

Prior to their June 9 meeting, statewide Board members had an opportunity to see how the early education, family support and health strategies funded by First Things First were improving the lives of kids 5 and younger in the Coconino Region.

The Board's tour began at the newly re-opened Pinecone Preschool. After losing their original site earlier this year, the preschool opened at a new location in April, and took all that they had learned as a Quality First participating program to create a nurturing learning environment for their students.

"I have seen first-hand how these monies have helped the children attending my preschool," said Beth Johndrow, director of Pinecone Preschool and a Coconino Regional Council member. "Being a part of the Quality First program has helped the preschool (improve) the quality of care and education that we provide to our families."

Johndrow said the new location has also allowed the center to double the number of infants served by her program, an area of great need in the region.

Board Chair Steve Lynn said he was impressed with the progress the center was making.

"You know a center is providing quality interactions when you can walk through it and the kids could care

less about you – let alone a large group of people.” Lynn said.

At Pinecone, Board members also saw dental screenings and fluoride varnishes for preschoolers as part of the region’s oral health strategy.

The tour ended with a visit to North Country HealthCare, a community health center serving several communities in Northern Arizona. Among the programs operating at the clinic are the Healthy Steps care coordination program and Reach Out and Read, both funded in the region by First Things First.

Julie Jorgensen, Healthy Steps Program Manager, described how the care coordination strategy takes a holistic approach by “wrapping around a family and making them feel like we are here for them. We’re going to meet them where they are, and help them with their non-medical needs and medical needs.”

The Board also heard from health center administrators about the crucial role First Things First is playing as a system partner, including how the center leverages funding from various sources to serve more people throughout northern Arizona.

Board member Mary Ellen Cunningham, representing the Department of Health Services, said the system-building aspect of the tour was very exciting.

“It’s the first time in a while that I want to stand up and cheer,” Cunningham said.

After the visit, Chair Lynn commented on the crucial role that site tours play in Board meetings, giving members an opportunity to see first-hand how the investments outlined in regional council funding plans are making a difference for children 5 and younger throughout the state, especially greater Arizona.



### **KINDERGARTEN DEVELOPMENTAL INVENTORY ON TRACK FOR FY17**

Karen Woodhouse, First Things First Chief of Programs, reported to the Board that Arizona is on track to have a Kindergarten Developmental Inventory available statewide by fiscal year 2017.

The KDI will use multiple methods of assessment to give teachers and families information about a child’s development across all domains to inform teaching and learning. The KDI will also provide aggregate trend data to tell us if Arizona is making progress in equalizing opportunities for all children as they enter kindergarten (for example, it will serve as the data source for FTF’s School Readiness Indicator 1).

Arizona is part of a 10-state collaborative working on the development of a KDI. The progress that has been made so far includes: analysis of the Early Learning Standards in all 10 states to determine where commonalities exist. Because every concept in the Early Learning Standards cannot be assessed (otherwise the KDI would be extremely long), the participating states are now working together to decide on which concepts within the standards are most predictive of school readiness.

Karen reminded the FTF Board that the state Board of Education will have to go through a competitive process to purchase a KDI, but that the one currently being developed by the consortium is sure to be considered.

Karen said field testing and pilot testing of the KDI assessment system is expected in fiscal years 2015 and 2016.

## NATIONAL ADVISORY PANEL RECOMMENDATIONS

Dr. Roopa Iyer, First Things First Senior Director for Research and Evaluation, briefed the Board on the recent meeting and recommendations of the National Advisory Panel.

The Panel was originally convened by First Things First in 2012 and made recommendations to the statewide Board on developing a comprehensive statewide and regional research and evaluation framework. The Panel's original recommendations can be found at [azfff.gov](http://azfff.gov) in the Reports and Publications section.

One of those recommendations was that the Panel meet annually to: review First Things First's research and evaluation activities to ensure alignment with the Panel's recommendations and quality standards; review and critique approaches for planned research and evaluation activities; and, ensure that First Things First undertakes high quality planning, coordination and implementation of all research and evaluation activities.

This year's meeting yielded recommendations in a variety of areas including: efficient and effective data collection; supporting grantee capacity building for data collection; on-going development of an integrated database; and continuing to develop relationships with Arizona tribes regarding data collection.

The Panel also made specific recommendations regarding data collection efforts for the School Readiness Indicators, including data related to kindergarten readiness, developmental delays identified before kindergarten, and families' confidence in their ability to support their child's health and development. In addition, feedback was provided on several on-going or upcoming studies, including the Quality First Validation Study, the Child Care Capacity Study and considerations for planning regional studies.

A summary of the Panel's discussions and recommendations can be found in Attachment 9 of the Board's meeting materials.



## FAMILY AND COMMUNITY SURVEY RESULTS

While most Arizona parents are aware of the importance of the early years to future success, that awareness does not always translate in to the behaviors that promote school readiness. Because of this, all parents can benefit from additional tools and information for promoting their young child's health and development.

Those were the messages that underscored a presentation to the Board of the results of the 2012 Family and Community Survey by Dr. Roopa Iyer, First Things First Senior Director for Research and Evaluation.

Dr. Iyer said the survey provides insight in to what parents and other caregivers know and still need to learn about the development of young children, which early childhood issues are important to parents, and in what areas families need additional support.

For example, more than 1 in 4 parents believes that children benefit equally from learning about language through television as hearing adults in the same room talk. In addition, half of young parents believe that picking up a child under 3 months whenever she cries will spoil the child.

While there were some differences in results based on parents' income or education levels, the results demonstrate that all caregivers could use additional support, Dr. Iyer said.

She added that regional councils can use information from the Survey to supplement the information they

use at the local level to make funding decisions and work at the systems level to impact school readiness for young children.

Dr. Iyer said a report to the regions on the results of the survey is expected later this summer.



### **TRIBAL DATA PARTNERSHIPS GROWING AT FTF**

Tribal data agreements have been a part of First Things First history almost since its inception, starting with the completion of the 2008 regional needs and assets reports that guided the development of the first regional funding plans for FY2009.

Over the years, First Things First's respect for tribal sovereignty, commitment to continuous improvement and our need for reliable data to both inform our decisions and gauge our success have led us to reach out through two separate Tribal Consultations to request feedback from tribal leaders regarding data agreements with Indian nations.

As a result of these commitments, First Things First has been successful in securing agreements with Arizona tribes for data collection regarding two major efforts: the 2014 regional needs and assets reports and the School Readiness Indicators. To date, First Things First has agreements related to the regional needs and assets reports with 15 of the 19 Indian tribes and nations participating in First Things First. In addition, FTF has agreements with four of the 10 tribes that have elected to have their tribal lands treated as a separate region by First Things First. Other agreements related to the SRIs are in various stages of development.

First Things First Tribal Affairs will use the insight and feedback gained through the two previous Tribal Consultations, and the development of the aforementioned data agreements, to finalize the

development of a comprehensive Tribal Data Policy to be completed later this year.

### **PANEL HIGHLIGHTS EFFORTS TO BRING PROGRAMS TO SCALE**

At the June 10 meeting, members of three local First Things First regional councils shared with Board members their regions' efforts to bring FTF-funded programs to scale. The regions shared some common goals – such as the desire to increase early education opportunities and access to preventative health programs. They also described similar challenges, such as a lack of financial resources and transportation issues for families.

Each region addressed scalability in different strategies: for Coconino, it was oral health; Yavapai, home visitation; and Navajo/Apache, care coordination.

The speakers – Dr. Kevin Brown from Coconino; Kalman Mannis from Navajo/Apache; and, Dr. Kathy Watson from Yavapai – shared stories of how the regions are partnering with existing community programs to expand the reach of their services. And, they talked about how strategies like community outreach are helping to bring more local leaders in to the conversation about early childhood investment. They also expressed excitement at building on those efforts to create public/private partnerships that make these crucial early childhood programs available to more your children in their respective regions.

Board members expressed their admiration for the innovative and collaborative ways that local regional councils are working with community partners to bring early childhood programs to scale despite limited resources.

