

# First Things First

## Regional Partnership Council Boundaries Review

### Findings and Recommendations

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# TABLE OF CONTENTS

INTRODUCTION & BACKGROUND .....	1
Purpose of the Boundary Review .....	1
Regional Boundary Criteria .....	1
Regional Partnership Council Boundary Review Process .....	1
FINDINGS & RECOMMENDATIONS .....	2
Systemwide Findings .....	2
Boundary Recommendations .....	4
Boundaries Reviewed – No Recommended Changes .....	10
NEXT STEPS.....	12
ATTACHMENTS.....	13
Attachment A: Board Members Interviewed .....	13
Attachment B: Regional Partnership Coordinators and Managers Survey Summary .....	14
Attachment C: Community Stakeholders Interviewed .....	18
Attachment D: Community Stakeholder Interview Summary .....	19

## First Things First Vision

All Arizona children birth through age five are afforded opportunities to achieve their maximum potential to succeed in school and life.

## INTRODUCTION & BACKGROUND

The Report of Findings and Recommendations addresses the themes, issues and opportunities identified through a review of the current First Things First Regional Partnership Council boundaries. While challenges to implementation of First Things First strategies were identified, it was evident throughout the review that significant progress has been made in forming Regional Partnership Councils, in engaging the community, and beginning the implementation process.

Participants in this review repeatedly demonstrated their passion, excitement and commitment to children, families and a system that will improve outcomes for children throughout the state. In specifically discussing boundary opportunities and issues, the ultimate question remained: What is best for the children and families we serve?

### ***Purpose of the Boundary Review***

The Board for First Things First (FTF) must, by law, designate FY 2011 Regional Partnership boundaries by January 15, 2010. The Board, however, in order to help Regional Councils conduct and submit timely Regional FY 2011 funding plans by November 10, 2009, has established the date of September 1, 2009 to have revisited and established Regional Partnership boundaries for FY 2011.

Although this review is being conducted now for the reasons stated above, Arizona Tribes continue to have until March 1, 2010 to determine if they want to remain in a Region designated by the Board or elect to have their tribal lands treated as a separate region in which the FTF Board would then appoint a separate Regional Partnership Council for their tribal lands.

### ***Regional Boundary Criteria***

Since Regional Partnership Councils are just beginning the first year of delivering services, initial discussions indicated that it is too soon to know if the boundaries should be revised. In this context, an additional factor has been added to the criteria; i.e. is there a “compelling” reason to change boundaries at this time? Regional Councils are in the first year of their three year plans, it is too soon to have information about the results of the implementation to date, and a boundary change would be disruptive to the current efforts. The above comments were supported by multiple stakeholders throughout the review process.

The original Regional boundaries were established in 2007 based on the following criteria: Boundaries would reflect:

- Where families access services (this criteria was intended as a means to define the planning area, not as a restriction as to where families could access services);
- Alignment with existing boundaries or service areas of organizations providing early childhood services;
- The ability to maximize collaboration with service systems, regions and local governments; and
- Availability of demographic and other information.

### ***Regional Partnership Council Boundary Review Process***

The review process was designed to seek information from the key stakeholders in implementation of the First Things First vision and included:

1. Interviews with First Things First Board Members – telephone interviews were conducted with all First Things First Board Members and Ex-officio Members. See Attachment A.
2. Discussion with members of FTF Management including the Assistant Directors of Finance and Regional Partnership Councils and the Tribal Senior Policy Specialist and public relations representative.
3. A survey of Regional Managers / Coordinators to identify what is working well about the boundaries and what issues, if any, have been identified. See Attachment B for a summary of the results.
4. A survey of Regional Partnership Council members determine what is working well about the boundaries and what issues, if any, have been identified. (313 requests with 46 responses)
5. Interviews with community stakeholders – telephone interviews were conducted with 9 community stakeholders. See Attachment C and Attachment D (summary of the interviews).
6. Tribal Contact –A letter has been sent to Tribal Leadership of the existing Tribal Regional Partnership Councils regarding the boundary review and reiterating that Tribes have until March 2010 to determine if they want to participate in the designated geographical region or regions in which their tribal lands are located or elect to have their tribal lands treated as a separate region by the Board.

## FINDINGS & RECOMMENDATIONS

A consistent theme among Regional Partnership Council Member respondents and community stakeholders was that it is too soon to consider boundary changes. Many respondents indicated that ultimately whether the boundaries are working will be best determined by the level at which First Things First is changing in a positive way the lives of young children and their families.

While challenges were identified, changes to the boundaries were not seen as the appropriate response to the challenges. The processes of system building, creating partnerships and collaborations and implementing strategies were described as challenging and “messy”, but also as an opportunity for us to stretch and think differently about delivery of service.

### ***Systemwide Findings***

The Systemwide Findings describe specific themes with regard to the boundaries and the system building processes as described by multiple participants in this review.

*Finding 1. The current Regional Partnership Council boundaries do not impede First Things First Board of Directors’ decision making in any way.*

Board members described the boundaries as central to the Board of Director’s decisions regarding system building and allocation of funding and indicated that current boundaries do not impede Board decision making. Board members did comment on challenges; however, did not believe that boundary changes were the appropriate response to these challenges. Strengths and weaknesses of the boundaries identified by Board Members included:

- For some of the more rural Regions there was not adequate funding to significantly impact the children and families in that Region. This was addressed through additional funding under the “Frontier” adjustments.

- The multiple Regions in Maricopa and Pima County do not lend themselves to comprehensive implementation. Unless the Regions choose to work together it can create isolated services being provided.
- The Regional Councils have worked to ensure inclusion of Tribal areas that are part of their Region and to engage the smaller communities in the discussions and planning for First Things First.
- The La Paz Mohave and Colorado River Indian Tribes area is a challenge – it is such a unique part of the State with so many geographical barriers.
- The boundaries have allowed different communities to move at their own pace and to really focus on the needs in a given community. Dividing into Regions really helped areas define themselves.
- While it would be easier if everything was centralized, system building requires local civic engagement and coordination – and is challenging.
- Regional Councils are working together – which is one of the things making the boundaries work.

*Finding 2: Based on Regional Partnership Council Coordinator and Manager feedback, most boundaries are serving their original purpose.*

- 86.2% of the 29 responses indicated that current boundaries “almost always” (51.7%) or “most of the time” (34.5%) align with where families seek services.
- 86.1% of the 29 responses indicate that boundaries “almost always” (48.2%) or “most of the time” (37.9%) align with other service systems serving young children.
- 88.5% of the 29 responses indicate that boundaries “almost always” (48.2%) or “most of the time” (57.7%) support connecting with other organizations within the Region.

Note: Survey options were “almost always”, “most of the time”, “usually”, and “somewhat”. Responses for “usually” and “somewhat” included comments about possible changes that would improve the boundary alignment. Those possible changes are discussed in the Boundary Changes Considered section of this report.

*Finding 3: In the Maricopa County and Pima County Regions, multiple Regions complicates provider efforts to participate and to respond to Requests for Grant Applications.*

- Regional boundaries do not necessarily align with where providers typically provide services.
- With multiple Regions in these areas, it is difficult for some providers to know which Regional Partnership Council to talk with about services.
- Respondents felt that the first round of grant making provided lessons learned that could streamline future grant processes and make them less cumbersome for providers.
- Enhancing the communication process with providers and articulating the system building vision would help set the stage for expanding service coverage to geographic areas not served or underserved at this time.
- The boundaries require everyone to think about service delivery in a different way. In part this challenge for providers and therefore the Regions was described as the need to shift the paradigm from centralized administration and service delivery to creating the locally driven system statewide.
- It is difficult for providers to apply – for both large providers and small providers.
- Specific strategies may be needed to engage and support inclusion of small providers in the planning and grant application processes.

*Finding 4: Boundaries that result in school districts in more than one Region or zip codes that overlap Regions are viewed as problematic primarily for the collection of indicator data.*

- Regional Council boundaries do not necessarily align with school district boundaries and can produce challenges if a school district has programs across their district and information is not maintained at the school level.
- Aligning with school district boundaries would diminish the ability to obtain community wide demographic, health status and other indicators of early childhood development and health prior to entering school.
- It was reported that Arizona Department of Education data is organized by school district, not zip code, making it difficult to provide accurate data to Regions that include only a portion of a school district.
- It will be important to plan for data collection that can occur at the school, rather than school district level.
- Splitting of zip codes was viewed as creating difficulty with tracking information from the state level; however, this was described as not impossible.
- Additionally split zip codes is a challenge to the Regions in coordinating with other state systems that may be based on zip codes.

*Finding 5: There is some concern that there are too many Regional Councils in Maricopa County for effective implementation.*

Comments received included:

- There are too many Regional Partnership Councils in Maricopa County but by now most people are use to them. I wouldn't change them now.
- If we must divide Maricopa County, I suggest East Valley, West Valley, North Phoenix and South Phoenix.
- I'd like to see metro Phoenix consolidated in some way, or at least with no more than two boundary divisions. If we're talking about coordination of services and systems, I think it does complicate the process at all stages from planning, implementation and evaluation to have so many boundaries. If we want to keep the idea of boundaries then we might want to consider using the existing ones of municipalities (Tempe, Scottsdale, Mesa, etc.) and working within existing civic and community functions in those cities. I appreciate the intent to be sensitive to local areas and specific needs, but I think it has been difficult in both concept and execution.
- I was hoping for fewer regions within the urban areas and would like to plant this seed for future consideration.
- More collaborative planning among Regions would help build cohesion.
- Collaboration strategies between the Northwest Maricopa Region and the Southwest Maricopa County Region are credited with making the boundaries in western Maricopa County work.

### ***Boundary Recommendations***

The possible changes to boundaries that were raised by Board Members, Regional Coordinators, Regional Managers and Regional Partnership Council Members were consistent across all respondents. Each possible issue / opportunity raised was reviewed with the recommended changes detailed below.

For recommended changes that are accepted by the Board of Directors, the funding plans now being developed for implementation in July 2010 would incorporate the changes. Additionally, Regional Partnership Councils should collaborate and plan for any transition of services that were funded in the current plan.

**Recommendation 1: Reaffirm the current boundaries for the 24 Regional Partnership Councils listed below.**

No changes to boundaries are being recommended that impact the 24 Regional Partnership Councils listed below. This list includes the 10 Tribal Regional Councils since Tribal Leadership has until March 2010 to indicate any changes to these Regional Councils or the addition of Tribal Regional Partnership Councils:

1. Central Phoenix Regional Partnership Council
2. Central Pima Regional Partnership Council
3. Cocopah Tribe Regional Partnership Council
4. Colorado River Indian Tribes Regional Partnership Council
5. Gila Regional Partnership Council
6. Gila River Indian Community Regional Partnership Council
7. Graham/Greenlee Regional Partnership Council
8. Hualapai Tribe Regional Partnership Council
9. La Paz/Mohave Regional Partnership Council
10. Navajo Nation Regional Partnership Council
11. North Phoenix Regional Partnership Council
12. North Pima Regional Partnership Council
13. Northeast Maricopa Regional Partnership Council
14. Northwest Maricopa Regional Partnership Council
15. Pascua Yaqui Tribe Regional Partnership Council
16. Pinal ¶ Regional Partnership Council
17. Salt River Pima Maricopa Indian Community Regional Partnership Council
18. San Carlos Apache Regional Partnership Council
19. Southeast Maricopa Regional Partnership Council
20. Southwest Maricopa Regional Partnership Council
21. Tohono O'odham Nation Regional Partnership Council
22. White Mountain Apache Tribe Regional Partnership Council
23. Yavapai ¶ Regional Partnership Council
24. Yuma Regional Partnership Council

**Recommendation 2: Include the community of Forest Lakes in the Coconino County Region in the Navajo Apache Region.**

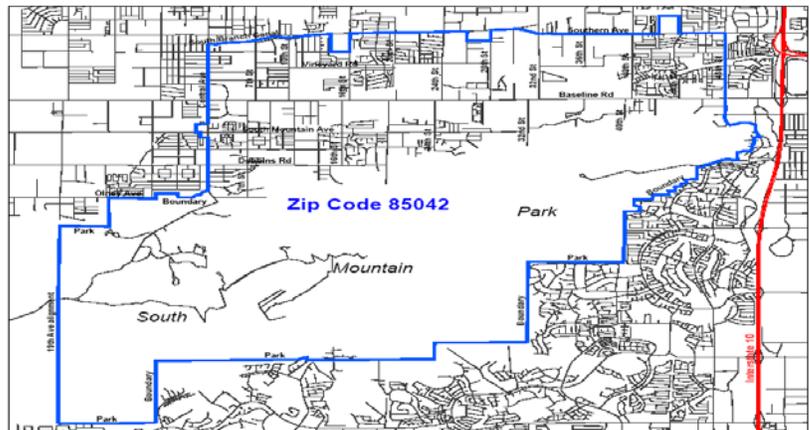
- Forest Lakes is a small, primarily summer community in the White Mountains with a population that accesses services in the Towns of Heber and Overgaard. (See Northeastern Arizona Map on the next page)
- Coordinators and Regional Partnership Council Chairpersons for both Regions indicated that the children in Forest Lakes attend school in Heber and the families go to Heber to the doctor, to shop and for any other services.
- Inclusion of this community in the planning by the Navajo Apache Regional Partnership Council would better align the planning boundaries with where families access services.

- Both the Coconino and Navajo Apache Regional Partnership Council Chairpersons agree with this alignment.



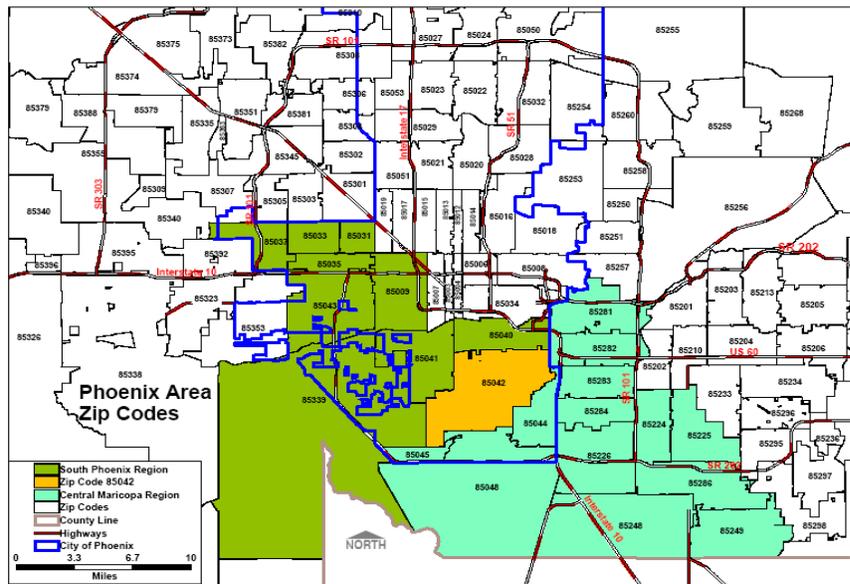
**Recommendation 3: Move Phoenix Zip Code 85042 from the Central Maricopa Region to the South Phoenix Region.**

- Zip code 85042 is currently part of the Central Maricopa Region which also includes Tempe, Chandler and the Phoenix zip codes south of South Mountain.
- Zip code 85042 was formed in 2001 by the US Postal Services as a carve-out from 85040 (which is in the South Phoenix Region).
- The traditional South Phoenix area is inclusive of zip code 85042 as indicated by the defined service areas of organizations such as the YWCA, churches, Mountain Park Health Center, and the South Mountain Business Alliance.



- Regional Council members from both the South Phoenix and Central Maricopa Regional Partnership Councils agree with this alignment based on considering what is best for the children and families in this geographic area.

- There will be no change in funding allocation for either Region. Zip code data from the 2000 census was the beginning point for projecting the populations in all Regions. Since zip code 85042 was not formed until 2001 and was actually carved out of 85040, the population in the now 85042 zip code was included in the 85040 allocation.



- Requests for Grant Applications that have recently been awarded by the Central Maricopa Regional Council included 85042 in the targeted zip codes; however, members of the Central Maricopa Regional Council participating in the discussion about this change indicated their commitment to the families in that area remains and collaborative efforts between the two regions would help bridge this transition. Additionally, Central Maricopa Regional Council members highlighted the fact that there one school, Nevitt Elementary, in the Tempe School District that is in zip code 85042 which provides another collaborative opportunity among the Regions.

### ***South Pima, Santa Cruz and Cochise Regional Council Boundaries***

The recommended changes in these three Regional areas represent full inclusion in one Region the communities with zip codes that span two Regions; Benson (85602), Sonoita (85637), and Amado (85645). The recommended changes clarify the scope of the Regions for people participating in the Regional Partnership Council planning, providers of service and for people living in these communities who are or will be accessing services.

#### **Recommendation 4: Include all of Benson zip code 85602 as part of the Cochise County Region.**

- Families that live in the Benson zip code 85602 area which is in Pima County access services in Benson (Cochise County), not in Pima County.
- The Benson zip code is primarily in Cochise County, with a small rural portion of the population living north of Cochise County in Pima County. The Coronado National Forest and the mountains in eastern Pima County separate the people living in this northern part of zip code 85602 from the balance of Pima County and Tucson.
- Transportation routes to this area lead to Interstate 10 at Benson and not directly to Tucson, Pima County.

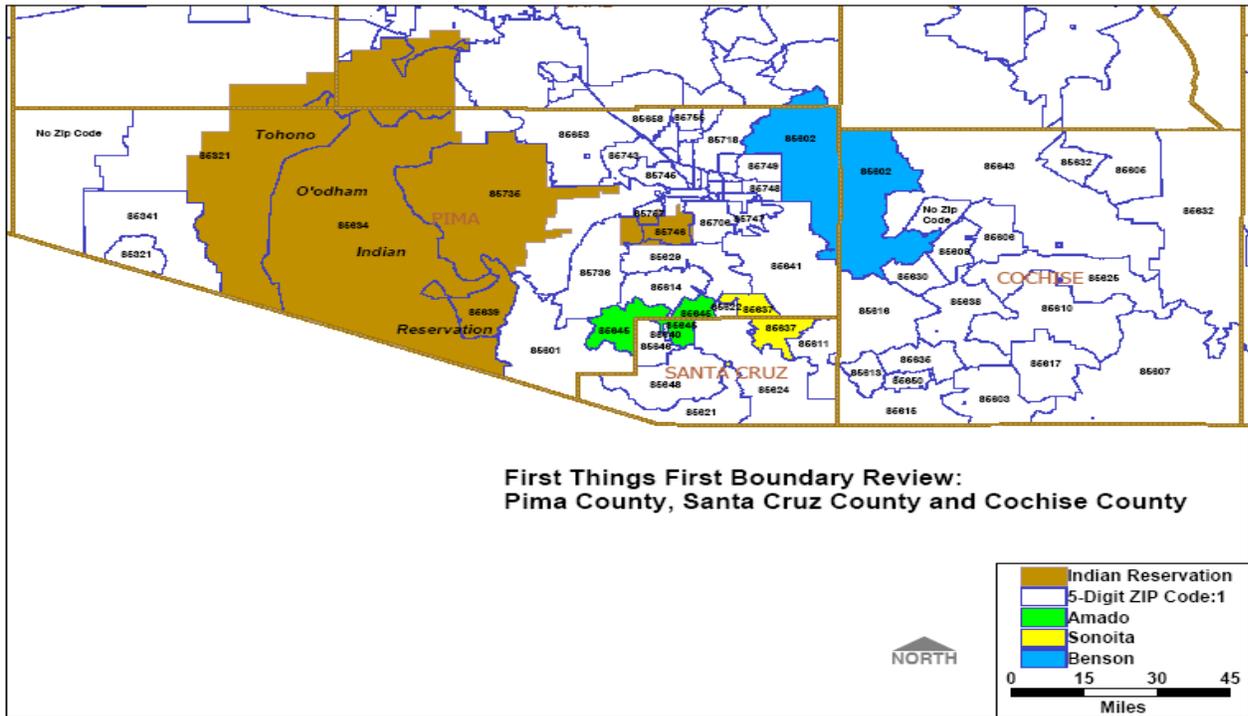
- Inclusion of all of the Benson zip code in the Cochise Regional Partnership Council Region would better align boundaries with where families access services and with early childhood education systems and services in Cochise County.
- Based on 2000 Census data there were 185 families with 43 children between the ages of birth and 5 years old living in the Pima County portion of Benson zip code 85602.
- Regional Partnership Council Chairpersons in both the South Pima County Region and the Cochise County Region agree with including all of Benson in the Cochise Region.

**Recommendation 5: Include all of Sonoita Zip Code 85637 in the Santa Cruz Region.**

- People from Sonoita function as part of the Santa Cruz Regional Partnership Council rather than South Pima Regional Partnership Council.
- Based on 2000 Census data there were 104 families with 21 children between the ages of birth and 5 years living in the Pima County portion of Sonoita zip code 85602.
- Regional Partnership Council Chairpersons in both the South Pima County Region and the Santa Cruz County Region agree with including all of Sonoita in the Santa Cruz Region.

**Recommendation 6: Include all of the Amado zip code 85645 in the South Pima Region.**

- Overall, people from Amado function as part of Pima County versus Santa Cruz County and as part of the South Pima Regional Partnership Council rather than Santa Cruz Regional Partnership Council.
- Based on 2000 Census data there were 569 families living in the Pima County portion of Amado zip code with 178 children between the ages of birth and 5 years.
- Regional Partnership Council Chairpersons in both the South Pima County Region and the Santa Cruz County Region agree with including all of Amado in the South Pima Region.



## ***Boundaries Reviewed – No Recommended Changes***

The following possible boundary changes were raised through this review process but did not result in a recommended change. Among these findings are suggestions for future follow-up in some areas.

*Pima County Regions: Possible changes in alignment of zip codes in the three Regions within Pima County were identified; however, respondents believed it was too soon to make these changes and there were no indications that any areas are not being included in the current planning processes.*

Comments and suggestions received for future consideration included:

- North Pima – there is some confusion with some metro Tucson areas. The funding allocation seems skewed because of higher income pockets in the North Pima region. Consider moving zip code 85705 to the North Pima Region to level this out somewhat. Additionally, the move would incorporate all of the Amphi school district.
- Some of Tucson zip codes on the eastside operate as part of Central Pima rather than South Pima. In the future, consider moving 85748 and 85730 to Central Pima and 85746 and 85757 to South Pima.
- Consider making Pima County one Region. If that is not possible, do not change boundaries at this time.
- Consider zip code realignments in the areas identified once information is known about the results of the first round of funding. At this point, the needs of families in these zip codes are being considered in the planning by the three Pima Regional Partnership Councils.

*LaPaz / Mohave Region: The rural, eastern part of LaPaz County presents unique community engagement challenges to the LaPaz Mohave Regional Council; but creating a separate La Paz County Regional Partnership Council or expanding the Colorado River Indian Tribes scope are not viable options.*

- The LaPaz Mohave Regional Partnership Council indicated that serving the vast geographic area of LaPaz and Mohave Counties presents its own challenges with communication and coordination with the smaller communities in the Region. Significant progress has been made to achieve the engagement of people across the Region; however the eastern part of La Paz County remains a challenge.
- The Colorado River Indian Tribes Regional Partnership Council serves all of the Town of Parker which includes both Tribal lands and LaPaz County land within the Town of Parker. The Colorado River Indian Tribes Regional Partnership Council formally voted in June 2009 to maintain their current boundary which includes all of Parker.
- When boundaries were set two years ago, creating a LaPaz County Council was considered but not recommended since the people in LaPaz County did not believe they could secure enough representation to create a Regional Partnership Council.
- The LaPaz Mohave Regional Partnership Council is committed to continuing its efforts to engage the small communities such as Quartzite and Salome and to developing additional strategies to engage those communities. The LaPaz Mohave Regional Partnership Council indicated that Implementation of additional strategies may require additional resources.

- The “Population-based” and “Frontier” adjustments using discretionary funding were intended to support the additional efforts to engage and serve the rural areas.

*City of Glendale: Northwest Maricopa Region and North Phoenix Region - The current boundaries split the City of Glendale among two Regions, Northwest Maricopa County and North Phoenix, however, planning efforts have been inclusive of the three Glendale zip codes included in the North Phoenix Region.*

- The City of Glendale zip codes 85302, 85304 and 85306 are part of the North Phoenix Region while the rest of the City of Glendale is part of the Northwest Maricopa Region.
- Due to the large geographic area and population growth in the Northwest Maricopa Region, the three Glendale zip codes were included in North Phoenix rather than Northwest Maricopa when boundaries were established in 2007.
- Both Regions have planned for and funded services in these zip codes. Northwest Maricopa Regional Council funded a Family Resource Center in one of the zip codes and the North Phoenix Regional Partnership Council as part of its overall planning and implementation targeted multiple services in the three zip codes.
- The resources in these zip codes are used by people in the greater Northwest Region as well as by people in the North Phoenix Region.
- School districts are split between these Regions and would continue to be split between Glendale and Phoenix with a change in the boundaries.

*Queen Creek – Southeast Maricopa Region: The community of Queen Creek is split between the Southeast Maricopa County Region and Pinal County Region with most of the population living in Maricopa County.*

- The review request was to consider realigning all of Queen Creek with Pinal County rather than Southeast Maricopa County. In part, the issue with Queen Creek as part of the Southeast Maricopa Region was described as one of challenges in engaging representation of the community in the Regional Partnership Council processes.
- A review of population data as of 2006 indicated that 19,732 individuals live in the Maricopa County part of Queen Creek and 1,086 individuals live in the Pinal County part of the Queen Creek. The town of Queen Creek is physically located in Maricopa County.
- The Pinal Regional Partnership Council currently includes the Pinal County portion of Queen Creek in its planning processes and views this rural portion of Queen Creek as a population that is more aligned with Pinal County.

*Pascua Yaqui Tribe – The Pascua Yaqui Tribe Regional Partnership Council recommended in a letter to the First Things First Board of Directors dated August 4, that their services be expanded to include outlying communities per Pascua Yaqui Tribal Resolution c03-3808. The Resolution approved the extension of boundaries for the recognized Yaqui communities for the purposes of enrollment demographics and for defining community boundaries and service areas.*

- The communities identified by the Regional Partnership Council include Barrio Libre (South Tucson), Coolidge, Eloy, Guadalupe, High Town (Chandler), Old Pascua, Penjamo (Scottsdale), and Yoem Pueblo (Marana).

- First Things First has throughout the state acknowledged that there are Tribal members of various tribes living in communities off defined reservation lands and that each FTF Region is to incorporate the needs of all families in their geographic area.
- The Pascua Yaqui Tribe Regional Partnership Council has plans to contact the FTF Regional Partnership Councils in the areas identified and could develop collaborations with these other Regions to assist in ensuring Pascua Yaqui Tribal members' unique needs are included in Regional Partnership Council plans.

*Tribal Lands Crossing State Borders* – When Tribal lands include Arizona and another states, such as the Navajo Nation which is part of Arizona, Utah and New Mexico, disparity is created among families ability to access services.

- Exploration of and dissemination of First Things First policy regarding residents of bordering States would clarify this question.
- Although not raised through this process, a similar issue could exist regarding non-Tribal communities along the Arizona border such as Laughlin Nevada in the Mohave LaPaz Region.

*Tribal Consortium* – A possible option for smaller Tribes in Arizona was raised through this process by a community stakeholder. The question / option raised was: Could smaller Tribes create a consortium of Tribes to form a Regional Partnership Council and obtain the economies of scale from that type of organization?

- Review of the statute indicates that Tribes have a choice of having their tribal lands as a separate region or participating in the Region in their geographic area.
- Further exploration of this option from a legal standpoint and to determine the interest on the part of Tribes for doing this would be necessary.

## NEXT STEPS

Based on the decisions by the First Things First Board of Directors regarding any possible boundary changes, the following steps are recommended:

1. Update the Regional Partnership Council descriptions to incorporate changes adopted by the Board of Directors and new zip codes established by the U.S. Postal Service.
2. Communicate the changes in boundaries (including new zip codes) to all First Things First Stakeholders.
3. For Regions with boundary changes, establish and implement a collaborative process between the impacted Regions for review of current strategies and identification of steps to transition strategies and funding arrangements implemented in the current year.

## ATTACHMENTS

### ***Attachment A: Board Members Interviewed***

Rhian Evans Allvin

Nadine Mathis Basha

Steve Lynn, Chairperson

Dr. Arturo Gonzalez

Hon. Cecil Patterson

Dr. Pamela Powell

Vivian Saunders

Dr. Eugene Thompson

#### Ex-Officio

Will Humble and Mary Ellen Cunningham

Amy Corriveau, designee for Tom Horne

Brad Willis for Neal Young

## **Attachment B: Regional Partnership Coordinators and Managers Survey Summary**

On July 9, 2008 Regional Coordinators and Managers completed a survey designed to assess the effectiveness of the current Regional Boundaries and determine any possible adjustments that would better support the planning and system building efforts of the First Things First.

### **Strengths of the Current Boundaries**

Among the strengths regarding the current boundaries identified by the Regional Coordinators and Managers were:

- The cross agency service collaboration - some are very strong and they have been working in collaboration for a long period of time.
- Seems to make sense and people have expressed pleasure with current boundaries. Frankly, it is too soon to have concrete knowledge about if it is working.
- Services in the region are aligned; population density / service agencies and hospitals.
- Relevant in relationship to where families access and are referred to in terms of services; this includes schools and medical services.
- Agencies within cities and County are working together to build the system.
- Aligns with existing county programs, agencies, services, etc.
- Tribal region unification.
- Both counties are already very connected in all aspects.
- Strong tribal community - Hualapai very remote.
- Adequate funding.
- Many residents of La Paz County receive services in Mohave County - many organizations serve both counties. The partnerships and relationships are growing stronger between the Counties.
- Cohesive group, emerging understanding of system building, strong Council identity.
- Contains diverse geographic areas.
- Strong unity among west-side cities and local governments.
- The Tribal government is on the reservation. The Tribal Departments are on the reservation.
- Services are defined by county boundaries.
- Tribal Community - all is well.
- It works well based on where the communities get their services.
- Captures 90% of traditional South Phoenix region.
- Accurate related to service access - functional and pretty equal.
- Strong hubs of services.
- It is defined by the Nation's border.
- Honors the Tribe's sense of autonomy. Aligns with federal and Tribal programs.
- Boundary is the same as County.
- Boundary coincides with the County boundary (for the most part) which is the typical service area for many organizations.
- We are able to build on efforts to strengthen the connection between the Verde Valley and West Yavapai providers. There are video conferencing capabilities available for meetings.
- Inclusive of almost complete school districts.
- Community stakeholders seem to identify with the regional designations.
- Includes both population dense and more rural areas.

## Weaknesses

Region specific weaknesses identified were:

- NW Maricopa The exclusion of the zip codes of 85302, 85304 and 85306 has removed significant resources from the region utilized by families residing in the region. School districts have been severed. Obtaining demographic data for City of Glendale is cumbersome.
- North Pima Confusion with some metro Tucson areas - funding allocation seems skewed because of higher income pockets in the region.
- Pima County: One zip code was split within a specific school district - one town functions in Pima County but zips are half Pima / half Santa Cruz County
- South Pima Amado functions as part of South Pima rather than Santa Cruz. 85602 (Benson) falls into Cochise. Sonoita (currently in South Pima, operates as part of Santa Cruz). Some of Tucson zips (eastside 85748) operate as part of Central Pima.
- Central Pima Population - density (in comparison to other Pimas)
- Southwest Maricopa Half rural - Metro size
- La Paz / Mohave Large, diverse geographic area; La Paz County - most services in Parker which is part of CRIT region - services skewed toward Kingman, Bullhead, Lake Havasu area.
- Cochise Silos / big county - families access Tucson services when they can
- South Phoenix Not a true representation of traditional areas of South Phoenix - i.e. 85042
- La Paz / Mohave The region is large and requires a lot of travel to reach.
- White Mountain Apache Tribe (WMAT) - Doesn't align well with state service agencies
- Pascua Yaqui Tribe The Tribe provides services to tribal members (children and families) living in other Yaqui communities out of the reservation.
- Yavapai Within the County, there are 2 distinct service areas (west Yavapai and the Verde Valley). Many smaller organizations provide services within only one of the service areas. In some respects, we are working with two service systems.
- North Phoenix Large geographic area for the "city"

**How well do the Regional Partnership Council boundaries align with where families seek services? Options were (Almost always, Most of the time, Usually, Somewhat, and Not at all).**

- 51.7% (15 responses) of the 29 responses indicated boundaries "almost always" align with where families seek services.
- 34.5% (10 responses) indicated boundaries align most of the time
- 7% (2 responses) indicated boundaries usually align
- 7% (2 responses) indicate boundaries align somewhat

**How well do the Regional Partnership Council boundaries align with other organizations / service systems providing early childhood services? (Circle one number)**

- 48.2% (14 responses) of the 29 responses indicated boundaries "almost always" align with other service systems.

- 37.9% (11 responses) indicated boundaries align most of the time
- 7% (2 responses) indicated boundaries usually align
- 7% (2 responses) indicate boundaries align somewhat

Examples of current alignment with other organizations included:

Regional Council Name	Examples
North Pima	The region contains mostly satellite locations of systems that are based in metro Tucson (e.g. Department of Economic Security)
South Pima	Most service systems for South Pima are located in Tucson
Central Pima	Central Pima region is the heart of all services for the region and South and North region as well. Therefore, there is a plethora of services in the Central Pima Region.
Santa Cruz	Hospitals, Clinics are accessed by people based on "identity" and "travel time" convenience and the "quality"
Southwest Maricopa	Most regional providers within region
La Paz / Mohave	NW Mohave County receives services from Fredonia and from So. Utah.
Gila	Existing child care programs, Head Starts, etc.
Cochise	All entities within the County: Southeastern Behavioral Health Services, Health Department, Blake Foundation, Child and Family Resources, and Arizona Children's Association
Graham / Greenlee	Other service providers such as Arizona Early Intervention Program, Child and Family Resources, Early Head Start, provide services to both counties. Health care and shopping are utilized in Graham County by both.
Central Phoenix	Large population 0-5 in poverty near services (central, accessible)
Navajo / Apache	School districts / Health Departments / with the exception of Winslow Birthing Hospital service area - community identity
Hualapai and Cocopah Regional Partnership Councils	Most families living on the reservation(s) access services directly from the Tribe.
Yuma Regional Partnership Council	Health District services: maternal and child, Health Start and Immunization are region-wide with county lines.
La Paz / Mohave Regional Partnership Council	Home visitors from Mohave County Health Department serve both counties as do Healthy Families & Arizona Early Intervention Program, Child Protective Services, etc. Also, Western Arizona Council of Governments Head Start serves both.
White Mountain Apache Tribe	Since the tribe is mostly within Navajo County, a lot of state service agencies are accessed outside of the region.
Pasqua Yaqui Tribe	The Pasqua Yaqui Tribe provides services to children and families on the reservation (i.e. Head Start, Health Services, Social Services, etc.).

Regional Council Name	Examples
Yavapai	The Regional boundary aligns with all services delivered by county organizations (e.g. public health, other social services agencies that deliver services throughout the region include: Arizona’s Children Association, Catholic Charities, Prevent Child Abuse Arizona, and state agencies). Other organizations (e.g. school districts, child care providers, community guidance clinics and individual practitioners) tend to serve an area that is much smaller than the Region as a whole.
North Phoenix	School Districts, Hospital Areas, City of Phoenix Community Centers, Libraries.

**How well do the Regional Partnership Council boundaries support connecting with other organizations within the Region. (Circle one number)**

- 30.8% (8 of 26 responses) indicated boundaries “almost always”
- 57.7% (15 responses) indicated boundaries align most of the time support connecting with other organizations within the Region.
- 7.7% (2 responses) indicate boundaries align somewhat
- 3.8% (1 response) indicated they did not yet know if the boundaries will support connecting with other organizations within the Region.

*In addition to the information provided above, the Regional Coordinators and Managers provided specific suggestions regarding possible boundary changes and how those changes would enhance the system building efforts. The details of this information are included in the discussion within the Findings and Recommendations.*

***Attachment C: Community Stakeholders Interviewed***

- Bonnie Groth, Arizona Head Start Association Director
- Bruce Liggett, Arizona Child Care Association
- Connie Shorr, Head Start State Collaboration Office
- Dana Naimark, Children's Action Alliance
- Janita Gordon, Arizona Community Foundation
- Karen Ortiz, Helios Education Foundation
- Kim Russell, Inter Tribal Council of Arizona
- LaVonne Douville, United Way of Tucson and Southern Arizona
- Patty Briggs, ADHS, Office of Licensing

## **Attachment D: Community Stakeholder Interview Summary**

Following is a summary of the results of the Community Stakeholder interviews.

### Strengths of the Boundaries

- Appears to be working smoothly
- Good communication
- Interest and excitement has been generated at the local level in planning and distribution of funding.
- The philosophical underpinnings – communities can address their own needs.
- Long Term Vision – a lot of Councils = a lot of people becoming knowledgeable advocates for early childhood education.
- Has provided the opportunity to conduct child assessments.

### Weaknesses of the Boundaries

- There is great diversity within some Regions with regard to geography and population.
- There is some desire to maintain the status quo in terms of developing new programs and new providers.
- A lot is staff driven – need more leadership development.
- Wanted more State guidance around infrastructure issues – with so many councils and multiple strategies we will be comparing apples and oranges.
- So many Regional Councils is confusing for consumers, providers and systems builders – It is hard to follow what is going on.
- For the Tribes, their boundaries overlap state lines and people in other states are not eligible. Also Tribal members return to the reservation for services and are not included in the Tribal allocations.
- The number of regions is a drain on staffing for statewide organizations that feel they need to be represented at all Regional Council meetings.

### Alignment with where families seek services

- Four interviewees said they didn't know or it was too soon to know.
- While boundaries may align, families will go where ever the services are that they need.
- Some issues around this have already surfaced; i.e. Emergency Scholarships – if one Region has used their funding do families need to change providers if there is availability in a neighboring Region? For the TEACH program, do teachers qualify based on where they live or where they work?
- Not inclusive of Tribal members living in neighboring states.

### Provider perspectives regarding Boundaries

- Two respondents said it is too soon to know if the boundaries are impacting providers' ability to deliver services.
- Providers that serve multiple Regions must participate in many meetings and to respond to multiple RFGAs – it is difficult.
- This is not ideal for providers.
- Collaboration is challenging for providers.
- Examples of United Way and Children's Action Alliance working with multiple Regions and providers to collaborate were cited.
- To ease the confusion among metro service providers, consider identifying a lead person among the Council staff who could respond to providers and get information about funding and other opportunities across the Regions.

#### Alignment with other Systems of Service

- Six respondents said no, the boundaries do not align (specifically with DHS, DES, and ADE)
- It is difficult for providers to apply – for both large providers and small providers
- FTF is not aligned, but maybe over time other systems will begin to align with the FTF regions. That's another good reason not to make changes to the current boundaries.
- FTF is the only entity divided this way. It is not aligned with any other systems, including school districts. But now that it is started out this way, I wouldn't rearrange the boundaries to fix the school district issue.

#### Making Connections with other Organizations

- Two respondents said yes, for the most part.
- Four respondents said no.
- Some Regional Councils are really good about this, and others have a long way to go.
- In general, I think that people in the community feel like they need to make the effort to be involved with FTF, rather than having FTF making the connection to them. Some have figured out how to engage with FTF, but others feel that it is made difficult by the lack of consistent postings, different rules at each Regional Council about public participation, and that overall it's kind of confusing. People are still motivated, because of the funding, but it doesn't feel particularly accessible.
- I think they've been forced to connect through this process, and that's a good thing!
- There are still territorial issues. I don't think we can expect those to go away in the first year. Over time, I think people will become more comfortable and able to network. I imagine this is happening more easily in some of the smaller communities.
- I do think we are seeing some competition, which people in early childhood are not used to. People tend to get along best when they're all in the same boat, and there are no resources so everyone is complaining together. But now that there is funding, there is competition and territory to protect.

#### Recommended Boundary Changes

- Too soon to make changes – do more outreach at the Regional level. In a year or two look at where we really are in terms of changing things for families.
- No changes – but it is still messy without an overriding system design (since we had no system to begin with). We are seeing a patchwork of services / strategies.
- Maricopa is messy but if it were one Region it would be too big.
- Consolidate the urban areas.
- Mandate collaborative planning among Regions.
- Make changes to procurement to address the fragmentation.
- Either combine all of Pima or make no changes.
- Look at options for the Tribal Reservations and Tribal members in bordering states.
- No – but the system should be built with some commonalities – with each Region addressing their specific needs and some standardization system wide.