

First Things First Regional Partnership Council Boundaries Review

Findings and Recommendations

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Prepared by:

Michele Walsh, PhD & John Daws, PhD

Frances McClelland Institute for Children, Youth, & Families
John & Doris Norton School of Family & Consumer Sciences

The University of Arizona

PO Box 210078

Tucson, AZ 85721-0078

Phone: (520) 621-8739

Fax: (520) 621-4979

mcclellandinstitute.arizona.edu



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Executive Summary

The First Things First statute provides the Board the opportunity to review regional boundaries every two years. The goal of this process is to determine whether a change in regional boundaries would better serve children and families in the Regions affected. Should the Board make changes to the boundaries, these will go into effect for SFY13.

Arizona tribes have the opportunity to engage in their own decision-making processes. They may opt to remain in (or join) a geographic Region, or may opt to become (or remain) their own Region. The tribes have until March 1, 2012 to make that decision. Tribal Regional Council members were invited to participate in this review process as well, if they chose to.

Regional boundaries were established in 2007 according to the following guidelines:

- They should reflect the view of families in terms of where they access services
- They should coincide with existing boundaries or service areas of organizations providing early childhood services
- They maximize the ability to collaborate with service systems and local governments, and facilitate the ability to convene a Regional Partnership Council
- They allow for the collection of demographic and indicator data
- They provide flexibility for Tribal Nations to become their own Region, or to partner with one or more Regions in the geographic area

This review examines the system as FTF enters its third year of funding at the regional level, and as Regional Councils are planning for their next three year strategic direction (SFY13-15).

The review process was structured to seek information from key stakeholders to capture their perspectives on how well the current boundaries are serving the objectives of First Things First. Stakeholders included First Things First Board Members, management, regional and central office staff; Regional Council members; grantees; and community partners.

Findings and Recommendations

Finding 1: The regional structure is largely serving its mandate, but there are challenges in practice

Review participants were largely supportive of the First Things First regional structure, particularly the value placed on dispersed, local decision-making. However, it was recognized that fragmentation of services is one potential by-product of such a structure, and that more intentional coordination of service and strategies could help mitigate that while maintaining the ability to meet local needs.

Finding 2: County-based boundaries are understandable and useful

Most respondents affirmed that those Regions that are based on county boundaries seemed to be serving families well, though there can be challenges in meeting the needs of families at the edges of bordering counties.

Finding 3: Flexibility for Tribes to choose to be part of a county-based region, or to become their own region, is seen as a strength of the First Things First system

Both Tribal and non-tribal stakeholders endorse the value of a system that recognizes that Arizona Tribes should have their own internal decision-making processes for deciding what best meets the needs of their children and families.

Finding 4: Capacity building is the biggest need in rural areas

Stakeholders view the difficulties of providing services in rural areas as a barrier to best serving the families and children of Arizona. Most recognized that boundary changes would not resolve this, but that it tends to be an issue of service capacity. Respondents see First Things First as moving towards building the early childhood system to knit services together to develop more capacity across the State.

Finding 5: FTF Regional Partnership Councils are seen as key players in promoting within-Region coordination

The regional delivery model is seen to promote and facilitate within-Region coordination among early childhood stakeholders, community partners' advocates and service providers, particularly in the more rural areas.

Finding 6: Having multiple regions in urban areas present some barriers to service delivery and to communication

Although dispersed decision-making was repeatedly raised as a very important component of the First Things First system, stakeholders from each perspective articulated a number of challenges and barriers presented by having multiple regions in urban areas. Having such a large number of Regions (3 non-tribal Regions in Pima County, and 8 non-tribal Regions in Maricopa County) was seen as the following:

- to be confusing to families, for whom the zip codes that define the Regions have no intrinsic meaning;
- to erect barriers to collaboration with organizations and systems serving children who are not as restricted in how they deliver services; and
- to present challenges to grantees who serve multiple regions, because they face substantial administrative demands and must understand and track an array of services across Regions

Consolidation was not necessarily seen as the solution, however; some raised the possibility that service and communication barriers could be overcome through intentional collaboration and coordination, though this approach also has challenges to implement. More systematic data gathering may help clarify what approaches, or set of approaches, can be used to refine the regional structure in urban areas.

Recommendation 1: Maintain the current boundaries for 29 Regional Partnership Councils

Most boundaries were reaffirmed following the review. Although included in the list of those without boundary changes, the Arizona Tribes may opt to remain in (or join) a geographic Region, or may opt to become (or remain) their own Region, following their own review.

Recommendation 2: Move the Glendale portions of zip codes 85302, 85304, 85306 from North Phoenix Region to Northwest Maricopa Region

By shifting the portions of these three zip codes that comprise sections of Glendale, the city would be wholly included in one Region, and resources utilized by families living within Glendale are likely to be more accessible to them.

Recommendation 3: Convene cross-regional discussions to address issues raised for which collaboration or coordination appeared the most appropriate mechanism

Some issues raised by stakeholders in the review did not appear to warrant consideration of a boundary change at this time, but would benefit from discussions between the staff and councils of the involved Regions, in order to bring attention to these issues and to consider if there are collaborative opportunities to address them. Based on the issues that arose, the Regions who might benefit from engaging in these discussions are:

- Central Maricopa, South Phoenix
- Central Phoenix, South Phoenix
- San Carlos Apache, Gila
- San Carlos Apache, Graham/Greenlee
- Gila, Pinal
- Southeast Maricopa, Pinal
- South Pima, Southwest Maricopa, Tohono O’odham Nation
- La Paz/Mohave, Coconino
- Yavapai, Coconino
- Yavapai, La Paz/Mohave
- Yavapai, Northeast Maricopa

Recommendation 4: Assess more closely and systematically the desirability and feasibility of consolidating urban Regions for SFY15

We recommend developing a longer-range plan for data gathering and monitoring to examine whether consolidation in the urban areas is likely to improve communication and service, increase efficiencies, and reduce bureaucracy, while retaining the sense of local control that is the cornerstone of First Things First’s service model.

Introduction

The First Things First statute provides the Board the opportunity to review regional boundaries every two years. The goal of this process is to determine whether a change in regional boundaries would better serve children and families in the Regions affected. Should the Board make changes to the boundaries, these will go into effect for SFY13.

Arizona tribes have the opportunity to engage in their own decision-making processes. They may opt to remain in (or join) a geographic Region, or may opt to become (or remain) their own Region. The tribes have until March 1, 2012 to make that decision. Tribal Regional Council members were invited to participate in this process as well, if they chose to.

Regional Boundary Criteria

Regional boundaries were established in 2007 according to the following guidelines:

- They should reflect the view of families in terms of where they access services
- They should coincide with existing boundaries or service areas of organizations providing early childhood services
- They maximize the ability to collaborate with service systems and local governments, and facilitate the ability to convene a Regional Partnership Council
- They allow for the collection of demographic and indicator data
- They provide flexibility for Tribal Nations to become their own Region, or to partner with one or more Regions in the geographic area

The first regional boundary review was conducted in 2009 and though some adjustments were made, one consistent finding of that process was that stakeholders felt that it was too soon to have information about program implementation at that time.

This review examines the system as FTF enters its third year of funding at the regional level, and as Regional Councils are planning for their next three year strategic direction (SFY13-15). One theme that arose was that Regions are now seeing some challenges of the original boundaries in practice. However, they reported that they are also finding new ways to overcome those challenges to better serve children and families, and to strengthen the early childhood system. First Things First Council members, staff and grantees all report having undergone a “steep learning curve” that is allowing them to become more “savvy” and “sophisticated” in building a sustainable and responsive early childhood system.

Therefore, it is important to recognize that boundary changes are a mechanism for responding to the challenges, but they are only one tool. A number of stakeholders raised the issue of the costs associated with changes in boundaries at this stage, when families are already being served in existing Regions, when relationships are being consolidated, and when partners are finding ways to rise to the challenges. Time, energy, attention and resources spent adapting to the changes have opportunity costs in terms of attention away from implementation, coordination and leadership development. As one community stakeholder put it: “Don’t change boundaries unless there are glaring issues. Be very conservative in changing.” Therefore, only recommendations that emerged from multiple stakeholder perspectives, or multiple regions, or repeatedly within one region, were considered for potential boundary changes in this review cycle. However, where issues were raised that did not meet these criteria, they were considered for other possible

solutions (such as cross-regional discussions), so that FTF staff and Regional Councils are made aware of them.

Regional Boundary Review Process

The review process was structured to seek information from key stakeholders to capture their perspectives on how well the current boundaries are serving the objectives of First Things First. The process included:

1. Conversations with each First Things First Board Member, including ex officio members or their designees (see Appendix A for participant list)
2. Discussion with First Things First management, including the CEO, the Chief Operations Officer, the Chief Regional Officer, the Senior Director for Research and Evaluation, and finance staff members.
3. Discussions with community partners (see Appendix B for community partner participant list). Partners were identified by the staff and Board of FTF.
4. An online survey of all Regional Directors and Senior Directors (with all 30 current Directors, and all 6 Senior Directors completing the survey)
5. An online survey of Regional Council members (304 were sent, and 110 completed. See Appendix C for a distribution of Councils to which respondents belonged).
6. An online survey of current grantees (surveys were initially sent to 166 individuals representing 136 different agencies. A total of 103 responses were received, but because surveys were anonymous, and a number of grantees reported forwarding the survey link to sub-grantees, the response rate is not certain.).

Survey and discussion responses of these stakeholders are integrated throughout the report.

Tribal Regional Directors participated, and Tribal Council Members were invited to participate, if they desired to. Grantees who serve Tribal Regions were included in the online survey of grantees.

Where possible changes were identified, discussion was held with First Things First Council members and staff from each of the geographic areas that would be impacted by a change to further explore the option and, if possible, reach consensus on a proposed change to a boundary. Where consensus was not possible, the original Regional Boundary criteria were considered (see *Regional Boundary Criteria*, on page 7), and the recommendation is based on whether a boundary change would seem to better meet those criteria.

Strengths and limitations of the data used

The data for this review were primarily qualitative. We relied on the observations and reports of a variety of stakeholders who had varied perspectives to try to identify what appeared to be working well with the boundaries and where challenges were being encountered. This approach was chosen as a way to aggregate across the experiences of those who are working directly with children and families, as well as those who participate in policy-setting, advocacy and funding for the early childhood system. As with any data collection that relies on self-report, however, we are limited to the sample of respondents who chose to take part. By providing the opportunity for all regional staff, council members and grantees to give feedback, and by speaking with a range of community partners, we attempted to minimize the bias that that may

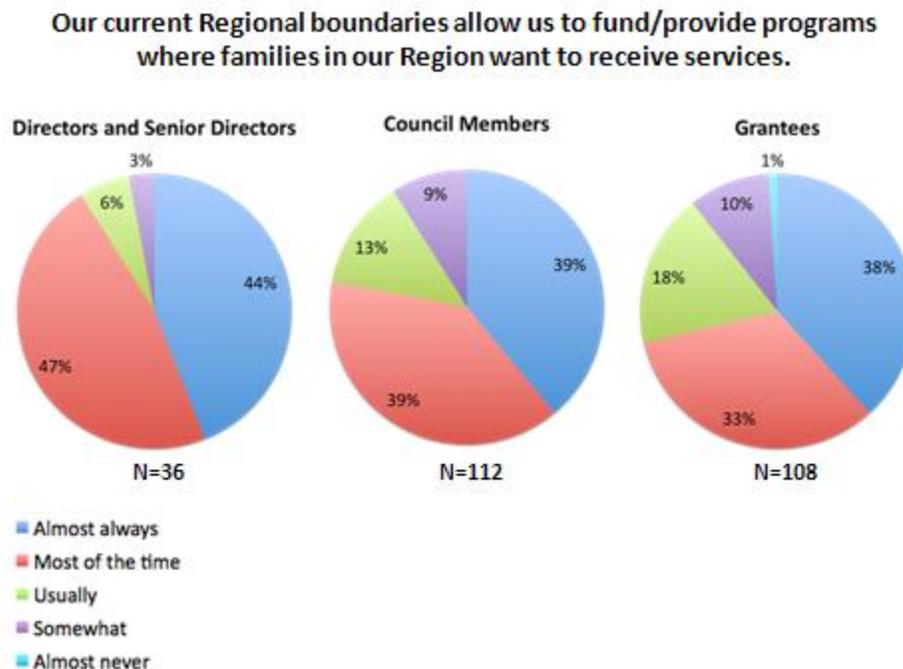
have introduced. We also attempted to minimize bias in our analyses by looking for multiple instances of concerns raised rather than giving considerable weight to a single report of a challenge faced. The voices of families were included only indirectly, through the council members who represent them, through those who work to provide them with services and through the Regional Needs and Assets Reports that we reviewed. Although having families directly represented would have added depth to the report, developing and implementing an appropriate method to assure that we include not only the families served by FTF, but those who might be experiencing barriers and so are not engaged with the system, was a task beyond the timeline and resources of the current review.

We were able to examine the geographic boundaries of the Regions, their population, and their strategic funding allocations, but detailed data on the numbers of children and families receiving services in any particular zip code were not available. Nor were data on the outcomes of these services, because of the early stage of development of the FTF system. Although population density at the boundaries of some of the Regions would have been helpful, Census data for 2010 were not fully released at the time of this report. Preliminary analyses of data that were available suggest that population numbers in some zip codes have changed considerably since the last census and since the last DES population estimates. Therefore, it would have been inappropriate to have used outdated data to conduct those analyses. It would be worth considering how some of these data might be planned for and gathered in advance of the next iteration of the review, however. This is addressed as part of the *Boundary Recommendations* section.

Findings

Finding 1: Regional structure is largely serving its mandate, but there are challenges in practice

Review participants were largely supportive of the First Things First regional structure. As one grantee noted, even after pointing out some challenges, it is a “great strategic endeavor which is well planned and executed.” A substantial majority of the stakeholders who responded to the online surveys reported that they felt that the current boundaries allowed them to fund (FTF Regional Council members and staff) or provide (grantees) services where families want to receive them. Over 90 percent of FTF Regional staff felt that they were able to do so ‘almost always’ or ‘most of the time;’ almost 80 percent of Regional council members felt so; and just over 70 percent of grantees endorsed that level of confidence that service provision was appropriately placed.



A similar 90 percent of Regional staff and 80 percent of Regional council members reported that they felt that their current Regional boundaries allowed them to make grants to the organizations and agencies that they need to in order to best serve families in their Region.

The idea of local ownership and local decision-making as a key value of First Things First was re-affirmed by many of the respondents. “Our regional councils are a strength. It makes sense as a mechanism to distribute funding with "local" input.”

Opportunities provided by this dispersed process that were noted included

- Serving families where they want to seek services
- Pushing resources to communities who have not been served before
- Responsive to local issues, provides localized services, local oversight

- Providing local control, leading to a sense of “ownership” and “championship” of early childhood issues in communities, a sense of civic engagement
- Involving a wide variety of representatives outside of typical early childhood players who know the community
- Regional members are local and aware of the needs and strengths of the community
- Without these boundaries, funding would likely get funneled only to the most populated areas and/or the areas closest to service providers

Although having dispersed, local decision-making is highly valued, there was a recognition by many that fragmentation of services is one potential by-product of such a structure. Respondents noted the “unevenness” of strategies funded across regions, resulting in a “patchwork of services,” whereby it is “hard to plan and coordinate complementary services across regions when every region can focus on different strategies.” In addition, it was noted that it is harder to support systems change in a highly dispersed environment with limited resources at the local level. Noted one community stakeholder who has been involved with FTF from its inception, “in hindsight, there were good intentions with concentrating funding at the regional level, but maybe we should have done more at the statewide level, so that it would be more equitable across the state...more consistency across regions would be helpful.”

A recurrent theme was that there may need to be a move toward more intentional coordination within the dispersed structure that still allows for meeting local needs. As one respondent pointed out, “Regions need to recognize that they may have some issues that are uniquely theirs, but that they, collectively, have common things that could be accomplished by working cross-regionally.”

Finding 2: County-based boundaries are understandable and useful

Most respondents affirmed that those Regions that are based on county boundaries seemed to be serving families well. Respondents commented that

- A number of other systems align with county boundaries
- County-based boundaries are “understandable” and “make sense”
- Counties align with peoples’ “sense of place” and so allow for a stronger council identity than those based on zip codes
- Helps in having demographic and indicator data available; it is extremely hard to get information when the boundary does not match the county

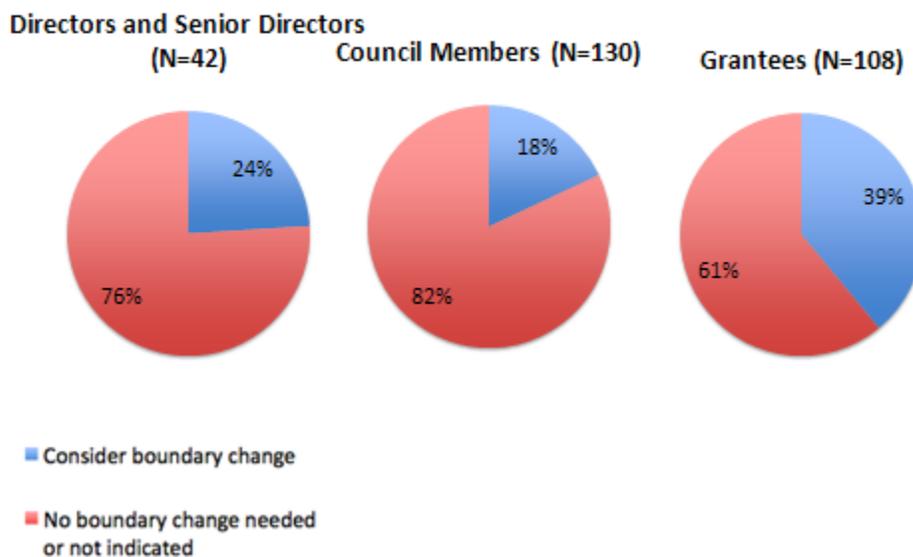
County-based boundaries do not resolve all of the challenges to serving children and families, though. Even where boundaries are county based, where data are not available at the zip code level (and many systems do not collect data at the zip code level), there are barriers to gathering useful data at the community level within Regions. Respondents point out that the same groups are consistently left out of effective data gathering: Tribal and rural areas. They recognize, though, that boundary changes would not affect this.

In addition to data gathering challenges, a number of different types of stakeholders acknowledged that there can be challenges to serving families at the boundaries of counties, that “the edges of counties are always problematic.” Families at some of the edges may be more

likely to seek services in the bordering Region, or a county line may cross through a city or town, causing challenges for grantees from each Region who grapple with how best to serve families when they may only be funded to work in one portion of the community. Where specific issues on the edges were raised, they are addressed below either as a boundary review, or as a recommendation for co-ordination between the two Regions to assure that the barriers are recognized and to determine if any action can be taken to mitigate them.

Of stakeholders responding to the online survey, about one in five Regional council members across the State, one in four Regional staff, and two in five grantees reported that a boundary change should be considered.

Boundary Change Recommendations



Finding 3: Flexibility for Tribes to choose to be part of a county-based region, or to become their own region, is seen as a strength of the First Things First system

Both Tribal and non-tribal stakeholders endorse the value of a system that recognizes that Arizona Tribes should have their own internal decision-making processes for deciding what best meets the needs of their children and families. Respondents described the options afforded to Tribes as “respectful;” showing “respect for Native partners;” and “the right thing.” They noted that FTF has shown an understanding of some of the barriers Tribal Regions face in establishing Regional Councils, and that this patience has built trust with Tribal Regions.

Positive statements came from stakeholders working within Tribal Regions, and from those working within Regions that include Tribes within their boundaries:

- I agree with the ability of Tribes to form their own regions. I think this works well as a way to provide services for Tribal communities

- Our Regional Council can provide more services for our tribal children in our own community. The Regional Council is represented by tribal members and others who are closely associated with the Community, which in my opinion, is relevant to more personal services and insight for the children of our community
- Our council has done an outstanding job of reaching out to the Tribal Governments within our region
- The Nation is our focus. The needs of that community/culture remain our main concern. Since the Nation's boundaries are so rural, defined and culturally relevant to us, these current, established boundaries presently serve the people well
- Committing to the Tribe's decision to be treated as a separate region is a strength, as is having the ability to address needs specific to the region. Families react very positively when knowing that local, community members are involved
- The regional boundaries closely align with many other service systems in Tribal regions. Our regions have worked collaboratively to reach across regional boundaries to enhance systems in neighboring regions.
- This region is a tribal region, and therefore, all services provided by/through the Tribe are in alignment with the regional boundaries. The disconnected parts of the system for families are with the services that are not provided through/by the Tribe
- Our FTF funded areas are available to both tribal and non-tribal grantees. Our Regional Council is also comprised of tribal and non-tribal representatives to ensure decisions across the board are culturally appropriate
- The current boundary is a result of the decision of the Tribe. The boundary aligns with other health and education providers serving the area
- The tribal government has oversight and leadership around building the EC system in the region. The regional council has a strong relationship/partnership with the tribal council and therefore the boundary is working for the region.
- Community boundaries align well with the systems on tribal lands

Stakeholders also noted, though, that because Tribal Regions tend to be smaller than others, that they face challenges based on the size of their allocation. However, respondents point out that some Tribal Regions are beginning to coordinate with bordering Regions to find a way to bring additional services to their communities.

It was also noted that about three-quarters of American Indians reside off reservations, and so are not living in Tribal Regions, and often not in Regions that contain Tribes within their boundaries. There were concerns raised that “tribal children living in off-reservation communities do not have access to FTF services.” It was noted that FTF should consider how well the American Indian population who reside off reservation are being represented on non-Tribal Regional Councils, to better assure that their needs are considered. In addition, the Pascua Yaqui Tribe Regional Council has been working with Central and South Pima Regional Councils in Pima County and Central Maricopa Regional Council in Maricopa County on behalf of the Pascua Yaqui Tribe children and families who reside in some of the other traditional communities where the Tribal government provides services.

Finding 4: Capacity building is the biggest need in rural areas

Stakeholders saw the difficulties of providing services in rural areas as a barrier to best serving the families and children of Arizona. Yet, most recognized that boundary changes would not resolve this, but that “this tends to be more an issue of capacity, and of providing services across the distances involved in rural counties where the population density is too low to support many of the services that can be found in more densely populated areas.” This theme of struggling to meet needs in rural areas was consistent across Regional council members, staff, grantees, and community partners:

- In some areas (typically rural ones), they would like services, but there is no one available to provide them
- The real issue is that no services are available in rural areas
- We have had some difficulties in finding grantees in areas
- Distances to travel are a barrier for training
- Availability is a problem in some areas. There are concerns that services don’t exist in some places, particularly that there are shortages of service providers (e.g., professionals and facilities)
- Challenges tend to be an issue of capacity rather than boundaries. Some councils cannot get strategies off the ground because of the lack of service capacity in rural areas
- The primary challenges have come when RPCs have issued requests for proposals, and there are times when no one applies. This creates a domino effect that delays service delivery and impacts meeting goals.
- We know that more rural areas have challenges trying to get services, but boundary changes wouldn’t affect this—families would still live remotely, and that is the issue
- Rather than being an issue of alignment, the issue is that services are just not there in some areas
- The boundaries are primarily administrative and financial—these become irrelevant when capacity is the issue

Because of these challenges, some felt that “it is hard to get equity and parity to rural areas.” This is compounded in some Regions where there is a “tension between wanting local service providers and needing to look outside of a Region for services.” Respondents point to the need to work more collaboratively across Regions, and to leverage broader systems thinking to build capacity across Regions. Many recognize that First Things First appears to be moving in that direction:

- The major problem to address is capacity building, and to find a way to use systems thinking to develop and knit the services together
- We are addressing that through efforts at capacity building, through identifying where services exist and building on that
- It is important to focus on system building to think about how to infuse more people/professionals into the early childhood system

- Need to address the barriers within regions rather than necessarily restructuring them. For example, though Coconino serves a huge geographic area, they have found a way to work together collaboratively
- Need to build capacity, and we are starting to observe capacity improvement in some areas by being in a position to bring services to a previously under-served areas
- FTF is also trying to facilitate capacity building in areas where families aren't served in the Region because of capacity limitations
- The distance to services for the rural areas can be a problem, but with the growing knowledge of that the Board is always working to help bring the programs out into those communities and fill those gaps in communication.

Finding 5: FTF Regional Partnership Councils are seen as key players in promoting within-Region coordination

The regional delivery model is seen to promote and facilitate coordination among early childhood advocates and service providers, particularly in the more rural areas. This is reflected in respondent comments such as:

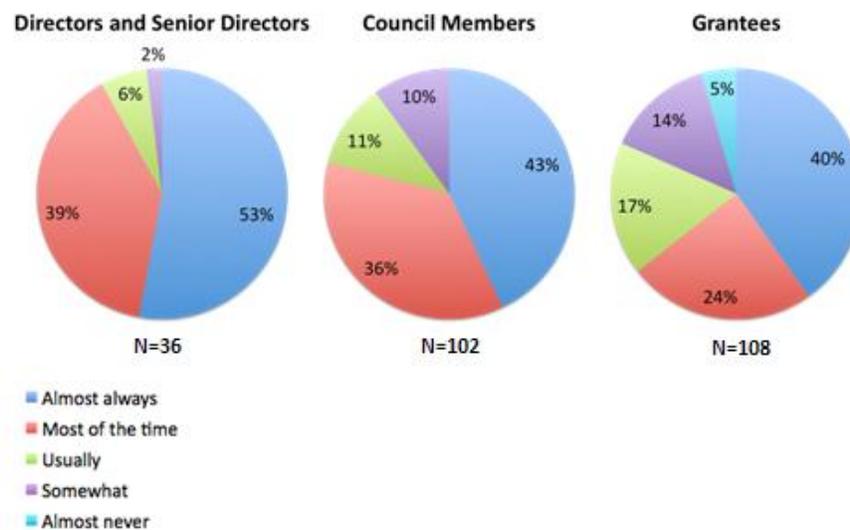
- Coordination is one of the shining successes of FTF
- Many councils are finding ways to bring new players to the table
- Regional council membership leads to phenomenal collaboration, with representation across service systems
- I believe the regions are small enough to manage and the organizations that serve the areas are able to coordinate efforts to best maximize funding available.
- Excellent job coordinating with existing entities in their Regions to maximize the impact of program dollars
- Coordination is a very positive strength of the boundaries. Have found that Councils are attempting to eliminate duplication and strengthen what is already there. Provides an opportunity to be creative and to maximize resources
- Geographic distance can be a hindrance, but many are finding ways to work around this challenge
- The Yavapai home visitation coalition was formed when the Yavapai council recognized that each home visitation service resided in discrete agencies with a different strategy for identifying and enrolling families
- Strong council leadership is key for facilitating coordination. When members can build personal relationships, it can provide a strong link to communities. I would like to see more opportunities for training

Although within-Region coordination is touted in many cases, others have pointed out that there are some challenges with coordinating across the State because of a lack of consistent core strategies leading to “some communication challenges with community stakeholders.” Some respondents did see efforts at cross-regional collaboration being made, noting that “Regions are recognizing the need to reach out to neighboring Regions to maximize resources.” However, a

number of stakeholders indicated that some councils are “not making as many relationships/partnerships as could be; I’m not as satisfied as I would like to be.” This was raised as a particular issue in Maricopa county, where Regions were seen as “not planning together as well as they might, resulting in silo-ing of strategies.”

The difference between the strength of within-Region coordination and the more challenging cross-Region coordination is reflected in online survey responses. About 90 percent of FTF Regional Council members and staff—who were reporting on one Region—stated that the current boundaries supported their ability to coordinate ‘almost always’ or ‘most of the time.’ In contrast, only 64 percent of grantees—the majority of whom served more than one Region—reported that the boundaries supported coordination to that level, with 19 percent saying that they ‘somewhat’ or ‘almost never’ support coordination.

Our current Regional boundaries support our ability to coordinate with other organizations, service systems, and local governments in our area.



Finding 6: Having multiple regions in urban areas present some barriers to service delivery and to communication

Although dispersed decision-making was repeatedly raised as a very important component of the First Things First system, stakeholders from each perspective articulated a number of challenges and barriers presented by having multiple regions in urban areas.

Maricopa County was often focused on because of the large number of Regions within a relatively small geographic area (8 non-Tribal and 2 Tribal). These challenges were also noted in Pima County, though to a lesser degree (3 non-tribal and 2 Tribal Regions). (see maps in *Appendix H: First Things First Regions—Pima County and Maricopa County*) Although Pima County encompasses an urban area, the three non-tribal regions of Pima County only have about one-fifth the population of children birth to five (about 85,000) as do the eight non-tribal Maricopa County regions (about 412,000)ⁱ .

ⁱ Source: FTF FY2012 Population Allocation data

This was a focal issue of many of the respondents, and so the points raised are categorized in some detail below.

Number of urban Regions

Although recognizing that the boundaries were originally drawn to provide what were seen as manageable numbers in the urban areas, and acknowledging that “Maricopa Regions line up pretty well with common-sense notions of what the communities are,” respondents tended to see the number of Regions in the urban areas as excessive. As one council member responding to a survey question about what boundary changes he/she might suggest stated, “Can't be specific but I believe we have too many regional councils. Having twice as many regional councils as we have counties in AZ makes little sense. The difference among and between regions, especially in Maricopa, is subtle at best. Let's get more efficient by consolidating these councils and using the money saved to help kids.”

Other respondents also raised the issue of the number of councils in the urban regions not being optimal:

- Too many councils in Maricopa
- Maricopa is huge, needs to be broken up, but are eight too many?
- Why split up Maricopa? What does that give us?
- Would like to see fewer regions, more closely aligned with the natural boundaries of Maricopa County
- Question the division within Maricopa
- Having fewer regions (or more consistency across regions) would help organizations to concentrate our resources
- I think there are too many regions. It gets confusing for consumers who wonder why they can't have a certain program in their region. I think there is a lot of duplication of programs that could be eliminated with fewer regions/boundaries.
- Pima County would be better served by combining all three regions into one region, with subcommittees to deal with the issues of the rural areas

When asked what might be a better solution to the current divisions, however, stakeholders generally stated that there were not obvious “joints” at which to carve Maricopa County. As one put it “I wouldn't know how to change it...not sure it would make anything better, unless it makes sense.” When suggestions were made, respondents generally proposed three to four Regions in Maricopa County; typically, East Valley, West Valley and Phoenix. Suggestions for Pima County included combining North Pima and Central Pima (see *Boundaries Reviewed*, below), or combining all three non-Tribal Regions.

Unclear to families

Respondents indicated that some of the problems with multiple Regions arise because there is not a clear sense of meaning around the zip code divisions that make up the Regional boundaries in urban areas. Such arbitrary boundaries can create “tumult and frustration,” and “confusion and resentment” for families who do not find it clear why they cannot access the same services as others in the community.

- Families don't relate to the boundaries at all

- People are confused by how many there are and where the boundaries are
- Need to go to map to understand boundaries; they are not automatically knowable
- From a consumer perspective, it is really confusing
- The boundaries are not something that people readily understand; they are pretty accustomed to county boundaries, but not to how services are sometimes constrained by the FTF boundaries
- The boundaries are hard to articulate to groups. For instance, it would be hard to tell groups of grandmas in the West Valley how their family can know if there are scholarships available to them and what the eligibility criteria are
- Providers and families are confused by how many there are and where the boundaries are
- Complex, and hard to understand
- The boundaries don't seem to be drawn to connect families with resources
- Regions are small—families don't understand why moving to the next town or zip code excludes them from services
- Without consolidation, as it is now, there is confusion about which programs are offered in which areas and how similar programs offered in the same area differ from one another
- Would like to see people coalescing around a common area or entity—zip codes lack that
- The reality of mobility leads to changes in eligibility
- People do not just stay in one area so sometimes it cuts people off from services
- Some communities are divided by the current regional structure
- Leads to ad hoc nature of how families get connected

Of particular concern were the effects that this may have when strategies are funded in one Region but are not available in an adjoining Region. A number of stakeholders mentioned families and professionals being eligible for a service that their neighbor “across the street” is not eligible for. They point out that this is also a problem for service providers or other community partners, who may hesitate to refer families for services that they may not be eligible for.

- Issues of consistency and equity between bordering Councils, particularly in urban areas
- Families/specialists in one area of Pima County may not be eligible for a service that another family/specialist in the county is eligible for—this leads to confusion and resentment
- In metro areas, cross the street and a different set of services is available
- [Having multiple regions]... is not a big problem in the rural areas, but is particularly a factor in the urban areas where it may be that services differ from one side of the street to the next. Have to draw a boundary line somewhere, but these are more apparent in more densely populated areas
- The boundaries cut through neighborhoods where someone on one side of the street might qualify for services, but the other side doesn't. Pima County works so well together and collaborates so well that I'm not sure 3 regions are necessary
- Cities may be cut in half or other subsections based on zip codes. It is sometimes difficult to explain this to potential clients who are in desperate need of services, especially if those services are not offered in their own region

- There are clients in need of our services who are not able to receive them due to zip code restrictions. Providers may be hesitant to speak with clients about programs if they are unsure if that program is available in their zip code
- Lack of continuity of services across the county because Regions are funding different strategies
- Sense of inequity, different things available

Barriers to collaboration

A number of respondents noted that by breaking up the urban counties into several Regions, the system may be “introducing silos where there weren’t silos before.” That is, many organizations and systems serving children are not as restricted in how they deliver services, and breaking up the county introduces restrictions in how they deliver services.

- Regional Boundaries limit collaborations and established partnerships because many organizations that serve children 0-5 are not limited to one region but the focus and funding of the different regional councils many times varies from region to region.
- For certain organizations, it is more logical to consider those who come to them eligible by other criteria. We are a health care organization. It puts us in a very difficult position if we can offer services to some but not others only by virtue of their address. This is not how we determine if someone needs services. There has been some flexibility by FTF on this which has been helpful.
- Creates less than positive atmosphere for collaboration. Other groups are not restricted by regional boundaries. It is hard to rein in their efforts, so they are less likely to integrate
- Arbitrary boundaries limit collaborative effort—providers can become “territorial,” sometimes see “turf talk”
- Arbitrary lines that are artificial keep people from coming together

In addition to affecting collaborations by service providers, it is hard for other community partners and for advocates to communicate and participate across multiple Regions. Concerns were raised about the difficulty of staying in touch with the activities of so many Councils. This makes it difficult for partners to communicate FTF activities to their stakeholders and other early childhood advocates.

- The sheer number of Regions and number of strategies are hard for advocates—they can’t go to all the meetings, can’t keep track of what is happening; they have to rely on summaries, but those aren’t always available...it becomes cumbersome to communicate with all the Regions
- Keeping up with who has funded what has been challenging; it is almost impossible to keep up
- Hard for there to be real regular community stakeholder participation (beyond Council members) because of the need to attend more than one Council regularly. In most Councils, there is not a lot of community input on a consistent basis. Attendees are often grantees, and they are sometimes stretched
- FTF needs to help philanthropists and advocates identify how to support the system—8 to 10 different Regions coming to you for assistance doesn’t help foster that

As one council member noted, “the regional set up lets us address needs within our region, but doesn’t lend itself to looking at broader community issues.” Respondents noted that some efforts towards broader collaboration have begun. For instance, the Virginia G. Piper Trust recently

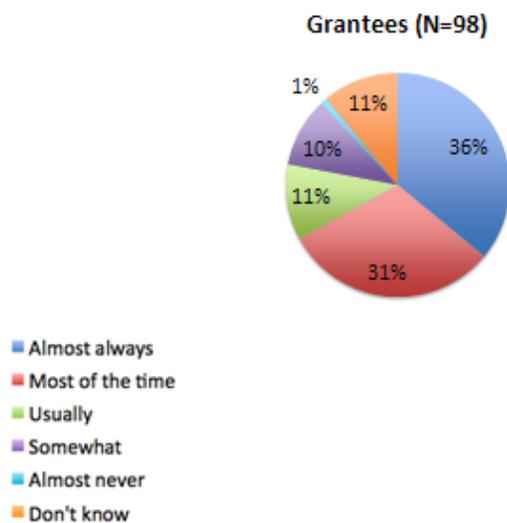
invited Maricopa County councils together to think beyond Regional bounds to ask whether expertise can be brought across Regions, rather than council by council.

Grantee challenges

Although for some grantees, especially smaller ones, dealing with a “smaller geographic area [in the metro region]...can be easier to serve,” many grantees and community stakeholders noted that attempting to serve multiple Regions placed a large time and resource burden on service providers. They noted challenges in responding to multiple RFGAs; tracking multiple eligibility criteria; attending multiple Council meetings; and managing multiple reporting demands for similar services. They also pointed to the difficulties providers—such as multi-site childcare centers—face in understanding and tracking the array of services across Regions and communicating them to families. Providers point out that consolidation could improve efficiencies, and may attract additional bidders on RFGAs because, for some, small contracts are “not worth it to us.”

In spite of these challenges, the majority of grantees (67%) reported that they could respond to RFGAs effectively ‘almost all’ or ‘most of the time’ (note, though, that this number includes those serving the rural regions, as well). Eleven percent of grantee respondents reported that they did not know if the boundaries affected responding to RFGAs, possibly because some were sub-grantees who had not applied for funding directly.

First Things First regional boundaries allow us to respond effectively to First Things First Requests for Grant Applications



Some of the challenges grantees reported facing include:

- Programs operating in multiple regions must duplicate reporting. Separate data collection, reporting, budgeting, etc. take a lot of time.
- Other organizations, service systems and local governments do not recognize the FTF boundaries. Health care centers, behavioral health providers, etc., serve clients across several regions. The FTF program I am promoting is available for a certain segment which is confusing for the providers and decreases their interest in promoting to their clients.

- Program staff have some trouble tracking what resources are available in which regions. Having fewer regions might be more efficient. Their staff are sometimes cautious or hesitant to make referrals to families because it's difficult to keep track of the service differences between regions. They don't want to recommend a program that may turn out to be unavailable because the family lives outside of the region that's funding it.
- It seems like we could do more with combined funding and that funding could be more fairly and evenly distributed across the populations. Regional Councils would just need to be specific about what areas of the region they wanted services to focus on.

The efficiencies and reach that may be gained by larger contracts across fewer Regions needs to be balanced against the desire of many Councils to also work with smaller, more local grantees who know their communities well but do not have the “big guns” behind them to guide a response to funding opportunities.”

Splitting school districts

There are a total of 193 elementary or unified school districts across Arizona; 49 of these are in Maricopa County and 14 in Pima County. It is inevitable that urban area boundaries will divide school districts. There were a wide range of responses from review participants about how important that issue is.

A number of grantees noted that it is difficult to provide services to only a portion of a school district (e.g., when providing pre-K scholarships, or when partnering with a district on school readiness), and that “it makes for very disjointed services.” Splitting a school district was mentioned to be a challenge not only to the provider, but to the school district staff who attempt to explain why families in only certain schools in the district are eligible; families were reported to call the district to complain, rather than FTF. This was seen as a potential strain on the relationship between school districts and FTF. One of the more frequent boundary changes suggested by grantees in Maricopa County was to have “less of a division of school districts where possible.” As one respondent put it, “it is inevitable boundaries will split districts, but need to be mindful of it.”

Although most respondents saw the importance of working closely with the school systems, others cautioned against putting too much emphasis on school districts as part of the boundary infrastructure. These respondents noted that school districts are primarily an issue for school-based services, which may not be a large portion of a Region's set of strategies, and that there are other partnering systems (health system, child care system) that need to be considered, as well.

Some community stakeholders also raised the issue of looking towards more of a tie-in to schools and school districts for broader reasons than service provision per se:

- School districts are a better indicator of sense of community than zip codes
- Schools are the ultimate partners for the important outcomes (“Ready for School. Set for Life”)
- Beyond health, outcomes can and will be found in schools based on the FTF input strategies

Even those who advocated more alignment or partnerships with school districts did so with the caveat that school districts are well-established and have their own missions and practices and we “don't want the school system to overwhelm the Early Childhood system.”

Consolidation concerns

As we have described, stakeholders are wrestling with several issues that arise in trying to provide services and develop a system of early childhood health and education that crosses the multiple Regions in the urban areas of the State. A number felt that consolidation of some urban Regions should be considered. But even those raising consolidation as a possibility acknowledged the difficulties in doing so, and cautioned against moving quickly.

- Any changes should be thoughtful, planned, based on logic, and with an expected outcome and goal
- What are we giving up? What are we gaining?"
- Need to recognize the importance of having a continuing structure in place that is just now hitting its stride, rather than taking time to re-create and design internal and external changes which would delay our work and effectiveness.

Concerns were raised that making urban Regions too large, both geographically and by population, could make them less manageable and threaten accountability. Others worried that consolidation might lose the local nuances that are a cornerstone of the current service model. There was particular concern that issues of the more densely populated areas would “envelope” the rural areas, because of their different priorities. By having to consider a larger service area, it might “become about who the money goes to, not what it should go to.”

Some stakeholders also pointed out that Regional Councils have put considerable time and effort into planning and relationship building and we “need to recognize the commitment and good will of those who have dedicated themselves to the system...would hate to see FTF alienate any of its committed supporters.”

All agreed that the key is to focus on the vision and mission of First Things First and move forward in a way that is best for children and families.

Intentional coordination

Because this review raised questions about the appropriateness of the Regional boundaries, many participants discussed boundary changes as the solution to the issues that arose. Some respondents, however, noted that some of the service and communication barriers may not require a boundary change, per se, but a different way of Regions working together:

- There are FTF-funded programs that we would like to collaborate with to serve our families but because they are not funded for our region, they cannot come present their program. I don't know if boundary change is needed so much as a "collaboration agreement" or "reciprocal services agreement" that would allow programs to cross boundaries for special programming.
- We have received many requests to provide services outside our regional boundaries. I think it would be beneficial for the community to allow grantees to provide services outside the boundaries if the boundaries aren't changed. Or it would be nice to have a grant that is funded by more than one boundary.
- Recommend a meeting with immediate surrounding regions to discuss commonalities, strengths and challenges.

Some Regions report already working collaboratively to align strategies, issue joint RFGAs and/or jointly fund strategies (e.g. Central Pima and South Pima have aligned professional development strategies, Northwest Maricopa and North Phoenix jointly fund an Oral Health strategy, etc.). These sorts of intentional collaborations may offer a promising way to address some of the barriers being raised, but they come with their own set of challenges. One constraint that needs to be taken seriously is the constraints on the time of volunteers. As council members point out:

- It would make sense to coordinate more with other Regional Councils in Phoenix and Maricopa County - but having the time is difficult. Perhaps sharing a brief version of all Regional Councils in our area to look for similarities and innovations would be helpful (I know they are all on the FTF web-site, but again - who has the time?). I personally think major changes in boundaries and/or consolidation of regions at this point is premature.
- Council members and local partners are stretched a little thin with their regular job duties and commitments, which can make it difficult to have work sessions for long-range strategic planning that will help better target and leverage FTF funding.

Planning for cross-Regional coordination also needs to take into account that Regions adjoin a number of other Regions (see *Appendix D: Numbers of Bordering Regions*), making it difficult to attempt planning individually with each neighbor. This is, again, especially an issue for the urban regions, who have more densely populated borders, but also has implications for serving the population who live at the edges of the more rural counties, as well (see *Finding 2*, page 11).

Need for more data

In attempting to assess what might, indeed, be best for children and families, it became clear that some data that could speak to that are not easily available. For instance, although a key criterion for FTF boundaries are that services are available where families wish to seek them, “we don’t really know where some families are seeking services.”

Respondents mentioned other important indicator data that are not readily accessible:

- No solid data have been collected on the “across the street” phenomenon—“may be more ‘theoretical’ than actual”
- Don’t have data on families who live on one side of the street versus another; don’t know if there is a substantial benefit to families
- Would not recommend changes without a fiscal benefit—don’t think we know what it would mean if we collapsed councils
- In order to make changes, would want to look more closely at the data—who is being served, who is turned away; who wants to access services that they are not able to—but it is not captured systematically
- Would want to assure that efforts would be made to reach out to the entire service population and that there is accountability for that
- They are just in the process of setting up systems for accountability and tracking. At this point, it shouldn’t be something that should be changed wholesale. Haven’t had enough chance to gather the needed information.

- Don't upset the applecart without strong data—what are the resources that aren't available? How are bifurcations affecting services? What are the indicators, benchmarks, outcomes for these changes?

Finding ways to gather or consolidate some of this information will be an important step in decision-making about whether adjusting Regional boundaries in urban areas is likely to improve the current Regional structure.

Boundary Recommendations

Recommendation 1: Maintain the current boundaries for 29 Regional Partnership Councils

We recommend that the current boundaries for the following Regions be maintained. Although included in this list, as part of their own review, the Arizona Tribes may opt to remain in (or join) a geographic Region, or may opt to become (or remain) their own Region.

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

Recommendation 2: Move the Glendale portions of zip codes 85302, 85304, 85306 from North Phoenix Region to Northwest Maricopa Region

Although they are primarily located in Glendale, the zip codes of 85302, 85304, and 85306 are part of the North Phoenix Region; the rest of the City of Glendale is in the Northwest Maricopa Region. In defining the boundaries in 2007, the recommendation was to establish the Maricopa Regions based on major cities and towns. However, these three zip codes were included in the North Phoenix Region “based on existing working relationships and partnerships” and “due to the large geographic area and population growth in the Northwest Maricopa Area.” In the 2009 review, these zip codes were considered for a boundary change, but a change was not recommended because resources in the zip code were seen as being shared by both Regions, and because of the early phase of service implementation.

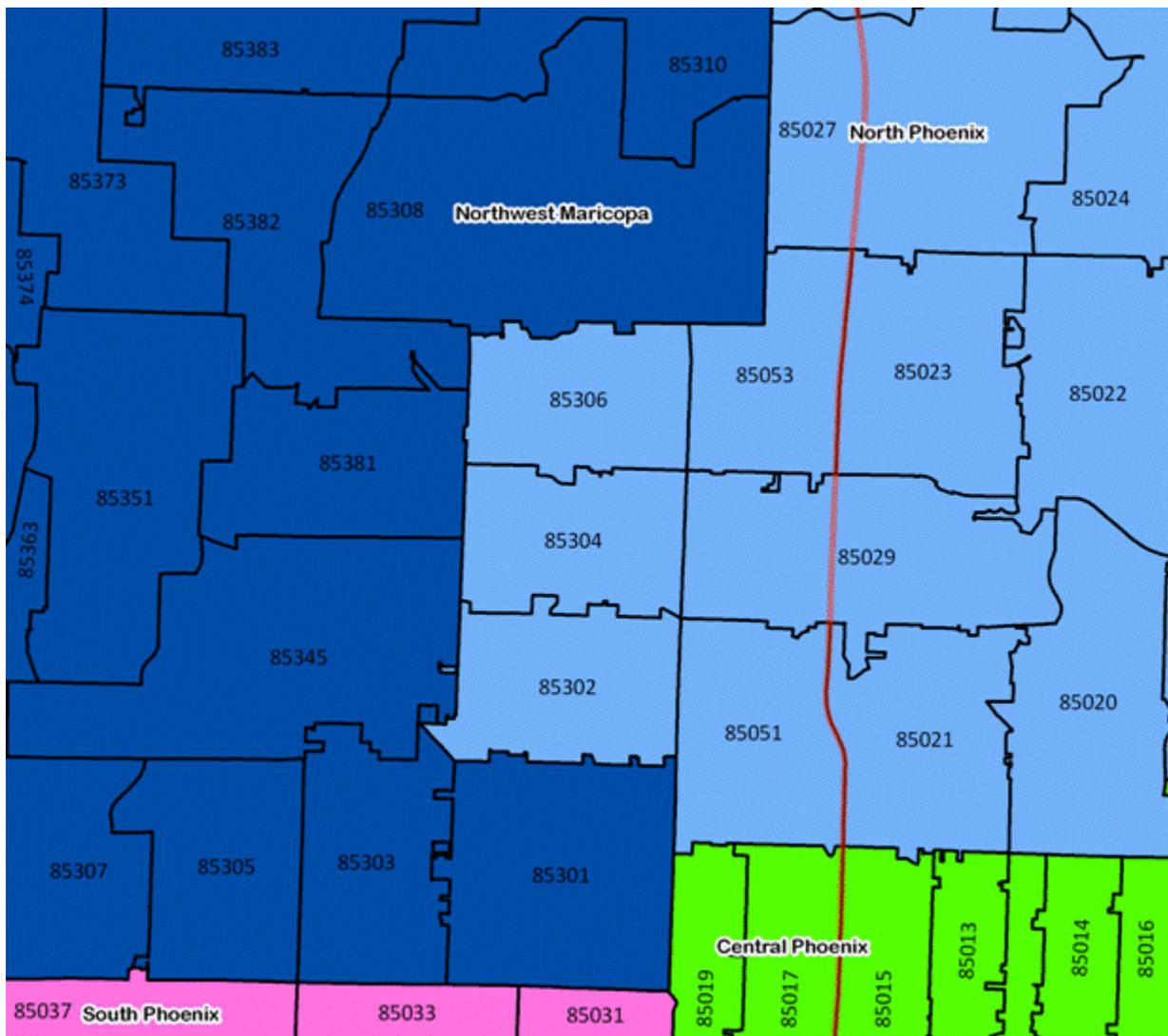


Figure 1. FTF Regions and Zip Codes—North Phoenix and Northwest Maricopa

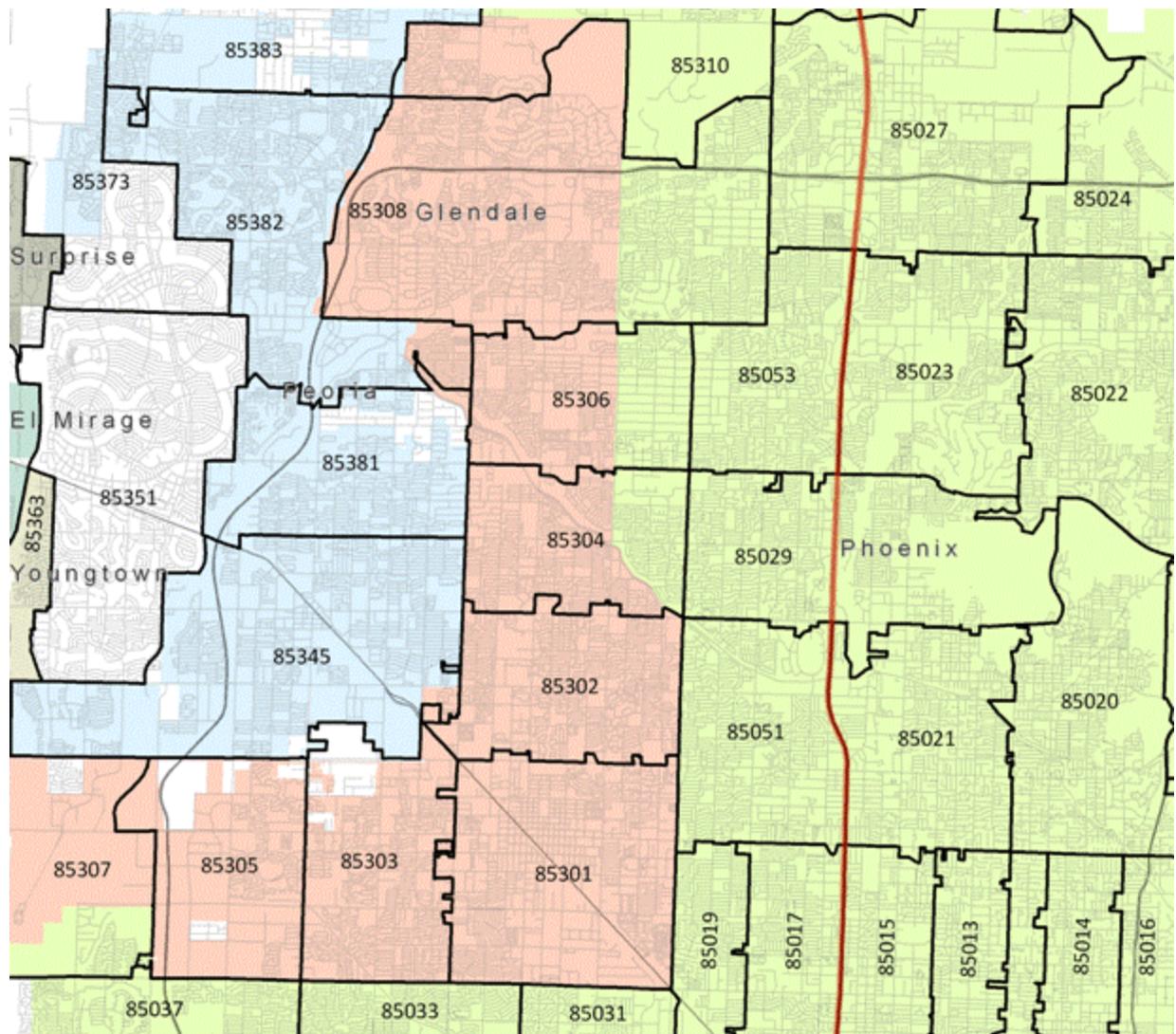


Figure 2. City Limits and Zip Codes—North Phoenix and Northwest Maricopa

For this review, a number of issues were raised supporting the move of these zip codes from North Phoenix to Northwest Maricopa.

- Grantees and staff report that many families living in and organizations serving the Glendale Community do not understand why they are not eligible for services/funding from the Northwest Maricopa Region. They report that this is especially true with respect to Child Care Scholarships and Pre-k Scholarships.
- Current boundaries exclude resources utilized by families living within the Northwest Maricopa Region from funding. Specific community partners identified were
 - Preschool classrooms in the Glendale Elementary (2/16 schools) and Peoria Unified School Districts (10/37 schools)
 - Peoria Unified School District Administration Offices
 - Glendale Main Library

- Thunderbird Medical Center
- Glendale Community College Main Campus;
- ASU West
- Sahuaro Park
- The split in the Peoria and Glendale school district was mentioned as particularly challenging, given the Regional Councils utilization of pre-kindergarten scholarships as a strategy. This was mentioned by council members, grantees and staff. This is reported to cause conflict at the local level, with district personnel having to explain a policy they do not understand clearly to families who ask why families at only certain schools are eligible for scholarships.
- Stakeholders report that the exclusion of the Thunderbird Medical Center from the Northwest Region results in the locally funded Teen Pregnancy Prevention and Resource Centers Projects unable to partner / coordinate with health services that are utilized and familiar to the clients they service.

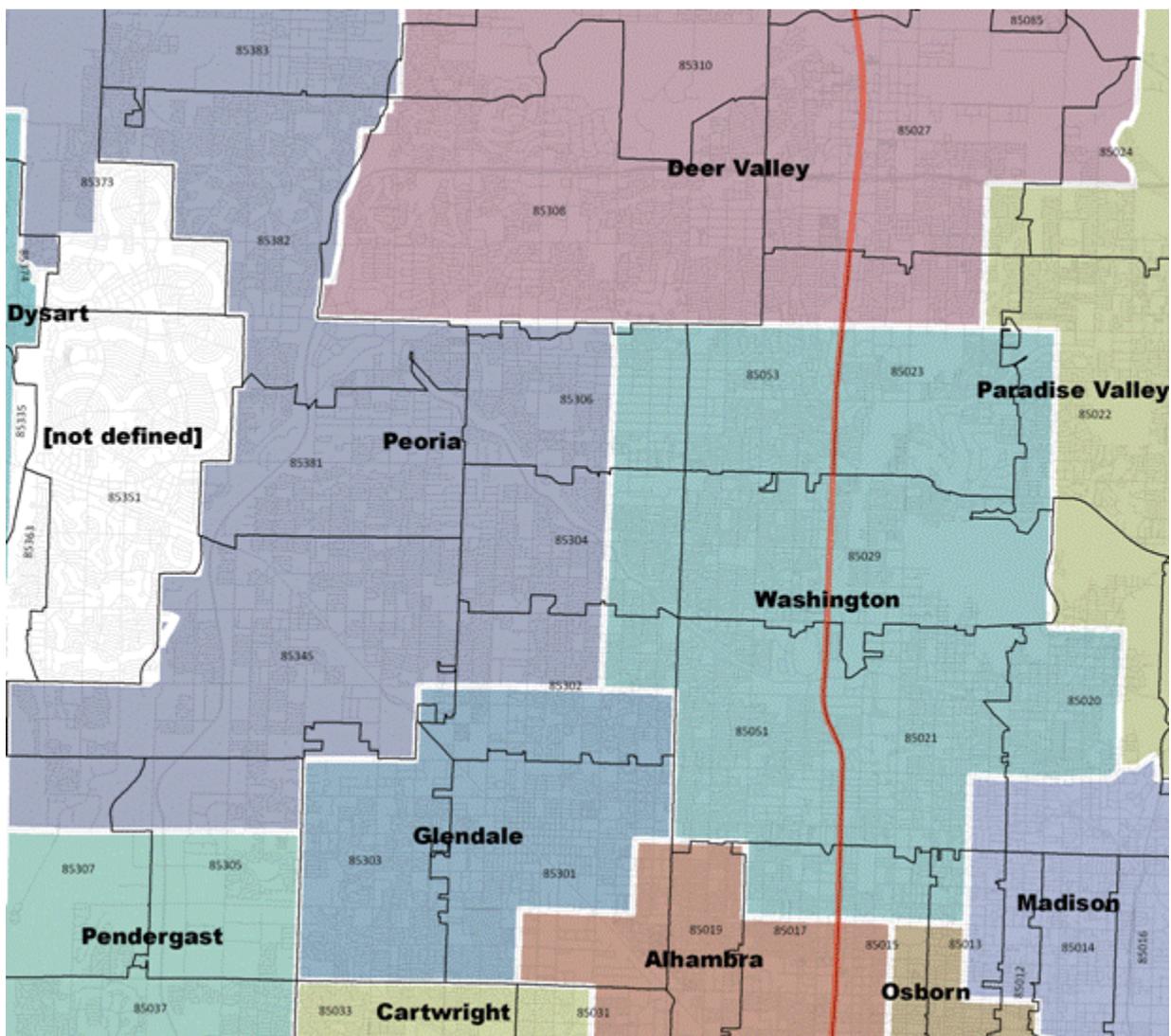


Figure 3. School Districts and Zip Codes—North Phoenix and Northwest Maricopa

Unfortunately, there is not solid data available about the number of families and professionals currently being served by North Phoenix in those zip codes in order to know how many families would be directly impacted by a change in zip codes. There is, however, a large overlap in strategies currently being funded between the two Regions (see *Appendix E: Maricopa Regions Strategy Matrix*).

We recommend taking the opportunity to adjust these boundaries so that all of the city of Glendale is served by the Northwest Region, because

- Northwest Region council members, grantees, staff and partners have raised this issue as a serious and on-going barrier to community engagement and service for the past two rounds of boundary review
- The importance of establishing meaningful boundaries where possible to reduce barriers to service delivery and use was raised time and again by multiple and diverse stakeholders; consolidating Glendale establishes a meaningful entity for families in that area
- A systematic review of Maricopa County Regions is unlikely to split the Glendale community in the future

Glendale includes all of 85302, but only part of the 85304 and 85306 zip codes. In order to minimize the disruption to City of Phoenix families, we propose that rather than move the entire zip code, the zip + four codes are used. Currently, seven other zip codes are split by First Things First Regions. The Regions that are currently split are divided at either a tribal boundary or county boundary. Splitting 85304 and 85306 at the Phoenix-Glendale city boundary would similarly be using a common-sense boundary to facilitate communication for families, providers and other stakeholders. Based on 2010 Census data the estimated number of children 0-5 affected would be:

Zip code	Total Population 0 to 5	Population 0 to 5 in Glendale	Population 0 to 5 in Phoenix
85302	3,053	3,053	0
85304	1,710	1,338	372
85306	1,682	1,126	556
Total	6,445	5,517	928

Recommendation 3: Convene cross-regional discussions to address issues raised for which collaboration or coordination appeared the most appropriate mechanism

Because boundary realignment is a disruptive approach, it was considered as a recommendation only when stakeholders from a number of perspectives, or multiple stakeholders, or stakeholders

from both affected Regions raised the issue. However, some issues were raised that, although they did not seem appropriate for convening a full review at this time, would definitely benefit from discussions between the staff and councils of the involved Regions, in order to bring attention to the issue and to consider if there are collaborative opportunities to address it. In some cases, it may be a matter of having further discussions with grantees to assure that all parties are clear about how cross-regional collaborations are to be addressed.

We recommend convening discussions between the following pairs of Regions to consider whether there are opportunities through collaboration or coordination between their Regions to better serve children and families.

Central Maricopa, South Phoenix

85042 was moved from Central Maricopa to South Phoenix in 2009 boundary adjustment

Rationale for the change at the time was that it is traditionally more part of South Phoenix, based on defined service areas of organizations such as YWCA, churches, Mountain Park Health Center and South Mountain Business Alliance. It was recognized that one school, Nevitt Elementary in the Tempe School District, was in 85042, but at the time it was seen as a “collaborative opportunity”.

In this review, grantees requested a return of 85042 based on that school saying “The majority of relationships that the school has are within Central Maricopa, not south Phoenix. This change has resulted in isolation of this one piece of the community.” Central Maricopa Council members also mention the need to better align with school districts. However, moving 85042 would split the Roosevelt district. Revisiting the possibility of seeing Nevitt Elementary as a collaborative opportunity may help better serve that piece of the Central Maricopa community.

Central Phoenix, South Phoenix

A recommendation to include Central City South, a Central Phoenix neighborhood (<http://phoenix.gov/planning/zovmap06.pdf>), into the South Phoenix Region was not pursued as a boundary change because it was brought up by only one respondent. In addition, it would split 3 zip codes (85003 85007 and 85009), and further divide the Phoenix school district. However, the respondent shows that this is an area being looked at as a cohesive neighborhood by the City of Phoenix, and notes that there are many families who utilize services in both Regions. This may be an opportunity to creatively serve this emerging area.

San Carlos Apache, Gila; San Carlos Apache, Graham/Greenlee

Families in the San Carlos Apache Region are reported to share a number of resources with families in the Graham/Greenlee Region and with those in the Gila Region where the San Carlos Apache reservation overlaps with the Counties. Families in all these Regions may benefit from discussions about service collaboration and coordination among Regional Councils, staff and grantees.

Gila, Pinal

Respondents noted that families from the Northeast side of Pinal County may have easier access to services in the Gila Region. For instance, the nearest town to Kearny (Pinal) is Hayden/Winkelman (Gila), and Superior (Pinal) families are likely to be using services in Globe

(Gila). Discussion between the Regions on how to best serve these communities would be useful.

Southeast Maricopa, Pinal

The community of Queen Creek is split between the Southeast Maricopa Region and Pinal Region. In 2009 there was a request to align Queen Creek entirely within Pinal Region, stating that the rural population of the area is more aligned with Pinal County. In 2011 there was a request was to align Queen Creek entirely within Southeast Maricopa Region, stating that grantees have had requests to serve the Pinal portion of the town, and that families are likely to be accessing services in Southeast Maricopa. In addition, it was pointed out that Apache Junction families are also likely to access services in the Southeast Maricopa Regions. Discussions between the two Councils concerning the best way to assure that children and families in these areas are appropriately served would be beneficial.

South Pima, Southwest Maricopa, Tohono O’odham Nation

The town of Ajo is in the extreme west of Pima County. The nearest communities are Gila Bend, in the Southwest Maricopa Region, and nearby Tohono O’odham communities. Stakeholders noted that services to these areas might be improved by collaborative planning and coordinated delivery.

La Paz/Mohave, Coconino

Both La Paz/Mohave and Coconino provide services to communities in the Arizona Strip north of the Colorado (e.g., Beaver Dam/Littleton, Colorado City, Cane Beds, Kaibab Paiute Tribe, Moccasin, Fredonia, and Page). Council members and grantees from both Regions noted that these communities are difficult to serve because of their very isolated situation. They may benefit from discussions and coordination of services and strategies between the two Regions.

Yavapai, La Paz/Mohave; Yavapai, Coconino; Yavapai, Northeast Maricopa

Both council members and staff from the Yavapai Region noted that there are three communities on their borders who may be seeking services in other Regions. Families in the Seligman area, near the Mohave border, are likely to seek services in Kingman; families in Ashfork may be going to Flagstaff, in the Coconino Region; and families in the Black Canyon City may be entering Maricopa County for services (with Northeast Maricopa being the closest Region). Those children and families may be better served through collaborative approaches between those Regions to assure that they are appropriately informed and served.

Recommendation 4: Assess more closely and systematically the desirability and feasibility of consolidating urban Regions for SFY15

“Is the system in bad shape? No. Could it be in better shape? Maybe.” As discussed in *Finding 6*, a strong theme across stakeholder types was that the number of regions in Maricopa County currently presents a barrier to efficiently implementing services, creates additional costs for grantees, muddies communication and consistent messaging, and creates confusion among some families. These issues also arose, but to a lesser degree, regarding Pima County, where respondents noted that a long history of cross-county collaboration pre-dating First Things First tempered some of the effects of having multiple Regions.

Although consolidation of Regions was proposed by some, others felt the timing was not right, or that there was not enough data to make informed decisions about the impact of consolidation, or about how to mitigate any potential negative or unintended consequences of consolidation. Many felt that councils and communities need a more integrated voice in the process. None had specific suggestions for what the adjusted boundaries in Maricopa County should look like.

In order for First Things First to be better placed to address these concerns—and to make considered decisions about whether consolidation can improve communication and service, increase efficiencies, and reduce bureaucracy, while retaining some sense of local control—we recommend developing a longer-range plan for data gathering and monitoring to examine these issues.

Possible elements to consider in planning include:

1. Quantify services available across areas. We have produced rough matrices aligning the funded strategies across the non-tribal urban Regions (see *Appendix E: Maricopa Regions Strategy Matrix*, *Appendix F: Phoenix Regions Strategy Matrix*, and *Appendix G: Pima Regions Strategy Matrix*). Including information on the Tribal Regions, and developing a more detailed cross-walk of services (e.g., including eligibility criteria, and service definitions), may help identify where there could be more coordination of strategies
2. Examine population density around boundaries, especially those where there is less alignment of strategies, to have a better sense of where services might be more likely to differ “across the street”
3. Document patterns of service use. Consolidated information of the location of service providers and service recipients would allow for better identification of the potential impacts of boundary changes
4. Identify and disseminate successful mechanisms for cross-regional collaboration (e.g. use of memorandum of understanding (MOU); alignment of strategies; joint funding of strategies; joint RFGAs)
5. Document cases of cross-regional collaboration and their outcomes
6. Develop systematic measures of stakeholder satisfaction and barriers to service
7. Consider area case studies of who is being served, who is turned away, and who wants to access services that they are not able to
8. Consider a cost study to describe the resource costs of multiple regions (e.g. estimates of administrative and other costs, service provider costs)
9. Consider including some data elements that may speak to boundary issues as part of the biannual Regional Needs and Assets Assessment

Boundaries Reviewed - No Recommended Boundary Changes

Review 1: Pima County

A. North Pima and Central Pima

The boundary change under consideration was to consolidate North Pima and Central Pima Regions. Participants in the review discussions felt that the review process showed that there were certain concerns in the County related to equity, communication, coordination, and differential access to services. At this point, Regional Council leadership for both Regions felt that there was not enough concrete evidence that consolidation would be the most effective mechanism to address these concerns, nor that it would better serve families. They decided that they would prefer to work toward more intentional joint strategy development in the County. They intend to examine their current strategies, and to address whether the variation in services is needed and justified, recognizing that the cost of too much variation is fragmentation. They intend to pursue collaborative mechanisms such as periodic joint council meetings and possible joint funding.

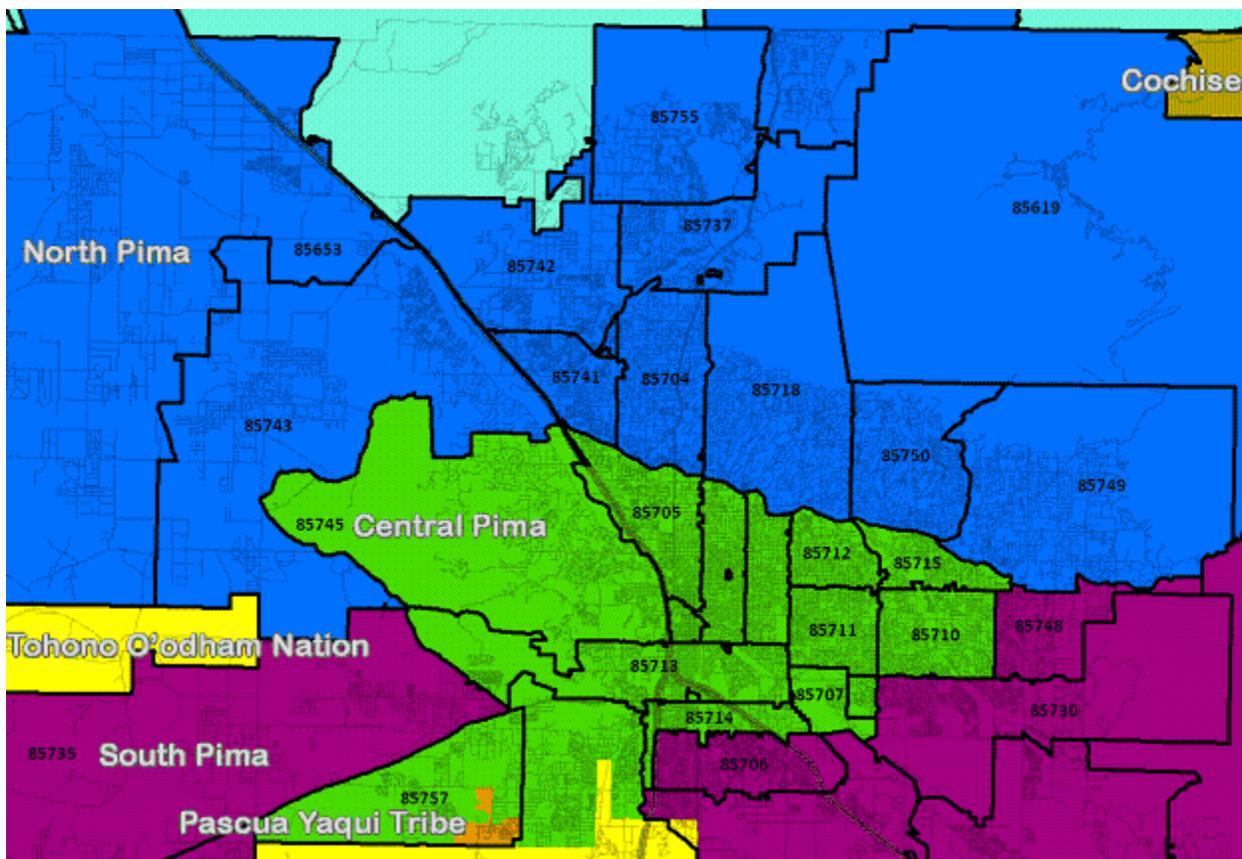


Figure 4. FTF Regions and Zip Codes—North Pima and Central Pima

Issues leading to the review had been raised by council members, grantees and community stakeholders, and included:

- Funding level in North Pima does not give the leverage to effect the change would like to see, to serve families who need it, or to collaborate on strategies across Regions
- Residents have access to few childcare centers in North Region (8 accredited centers per 2010 Needs and Assets Report)
- Lack of continuity of services across the county because are funding different strategies
- Confusion among families about “arbitrary” boundaries; not clear to them why they can’t access same services as others in community
- Breaks up school districts (schools in North Pima, but not administrative offices)
- Divides Pima County, which has worked well as a unitary force
- Recruiting members for 5 Pima County Regional Councils has been difficult

Concerns that were raised about consolidation included:

- The larger area could be less reflective of the differences that are seen across communities
- How to assure that rural areas of North Pima would still have a voice and that resources are pushed out to them
- Change would be disruptive
- There would still be a need for continued close collaboration with South Pima to mitigate continued strategy/service differences in county

B. Central and South Pima zip codes

The boundary change under consideration was to move Central Pima zip codes (85746, 85757) to South Pima; South Pima zip codes (85748, 85730) to Central Pima. Concerns were raised about how the change in zip codes might impact families. Based on currently funded strategies, it appeared as though there may be some possible impacts regarding Quality First providers and scholarships (i.e., that families and providers currently funded would not easily have access to those services with a change in boundary). Instead of moving forward with a boundary change at this time, the two councils will begin a dialogue about how families in these four zip codes can best be served, as part of their strategic planning processes. When the next boundary review is conducted, the councils will have had time to examine this issue and may have a recommendation for how to proceed (e.g., they will develop a transition plan so that a change can be made without too much disruption, or may decide that a boundary change is unnecessary, etc.)

Issues leading to the review had been raised by FTF Regional staff and grantees, and included:

- Most of 85748 and 85730 (currently in South Pima) tend to be recognized as Central or urban, with families accessing services more in the Central Pima region.
- The Central Pima zip codes 85746 and 85757 fall between two other South Pima zip codes. It is a challenge to be funding services in some zip codes and not being able to provide the services to families and children living in the zip codes that fall in between.

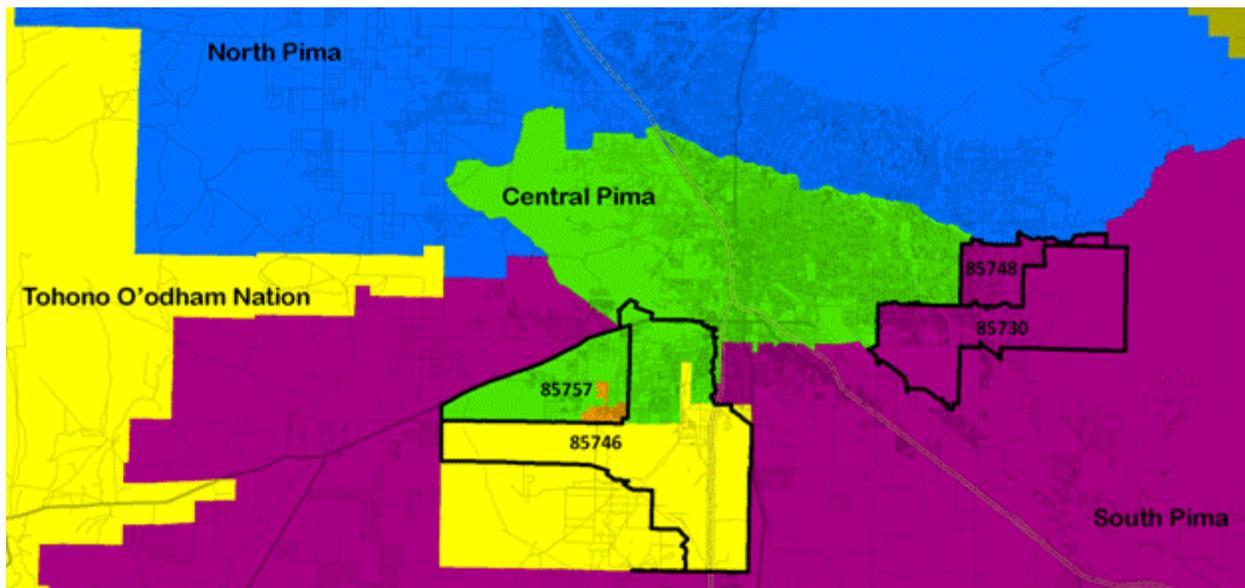


Figure 5. FTF Regions and Zip Codes—Central Pima and South Pima

Review 2: Winslow

The boundary change under consideration was to move Winslow from Coconino Region to Navajo/Apache Region. Regional Council leadership for both Regions felt that the service barriers raised were primarily “bureaucratic issues” and that service to this community could be improved by actively engaging in strategy coordination and other collaborative mechanisms, such as joint contracting. They felt that this was an opportunity to provide a “test case” for cross-Regional cooperation, and so consensus was to move forward without a boundary change at this time.

Issues leading to the review had been raised by Regional council members, Regional staff, grantees and community partners. They included

- Service agencies providing services in Winslow are not currently able to serve Winslow families (including Government grantees (Library, District, Health Department, and School Superintendent) and Northland Pioneer College)
- Foster children in Winslow are not able to be transported into Joseph City or Holbrook for services funded by Navajo/Apache
- Government agencies (e.g. Health Departments, School Districts) have difficulty working across county lines, and it would be more efficient to maintain the county boundaries where possible
- Programs are difficult for Coconino Region to deliver due to differences between Region and County boundaries
- Grantees, Council members from both Councils, and Community stakeholders all express a lack of connection between the Winslow area and the Coconino Region, and express a sense that families and community members may be more engaged with the Navajo/Apache Region

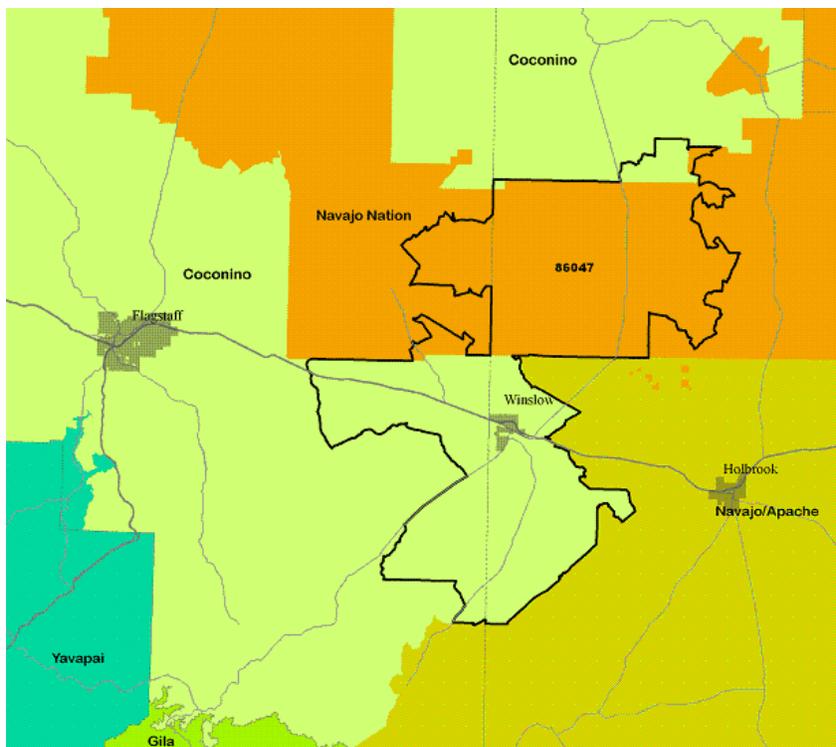


Figure 6. Winslow area—Coconino and Navajo/Apache Regions

Review 3: Phoenix zip code 85037

The boundary change under consideration was to move South Phoenix Region zip code 85037 to Southwest Maricopa Region. Although 85037 is a City of Phoenix zip code, review participants agreed that residents tend primarily to identify as “West Valley” in culture and identity. It was recognized, though, that there is also a history in the area of identifying as “West Phoenix” or “West Side.”

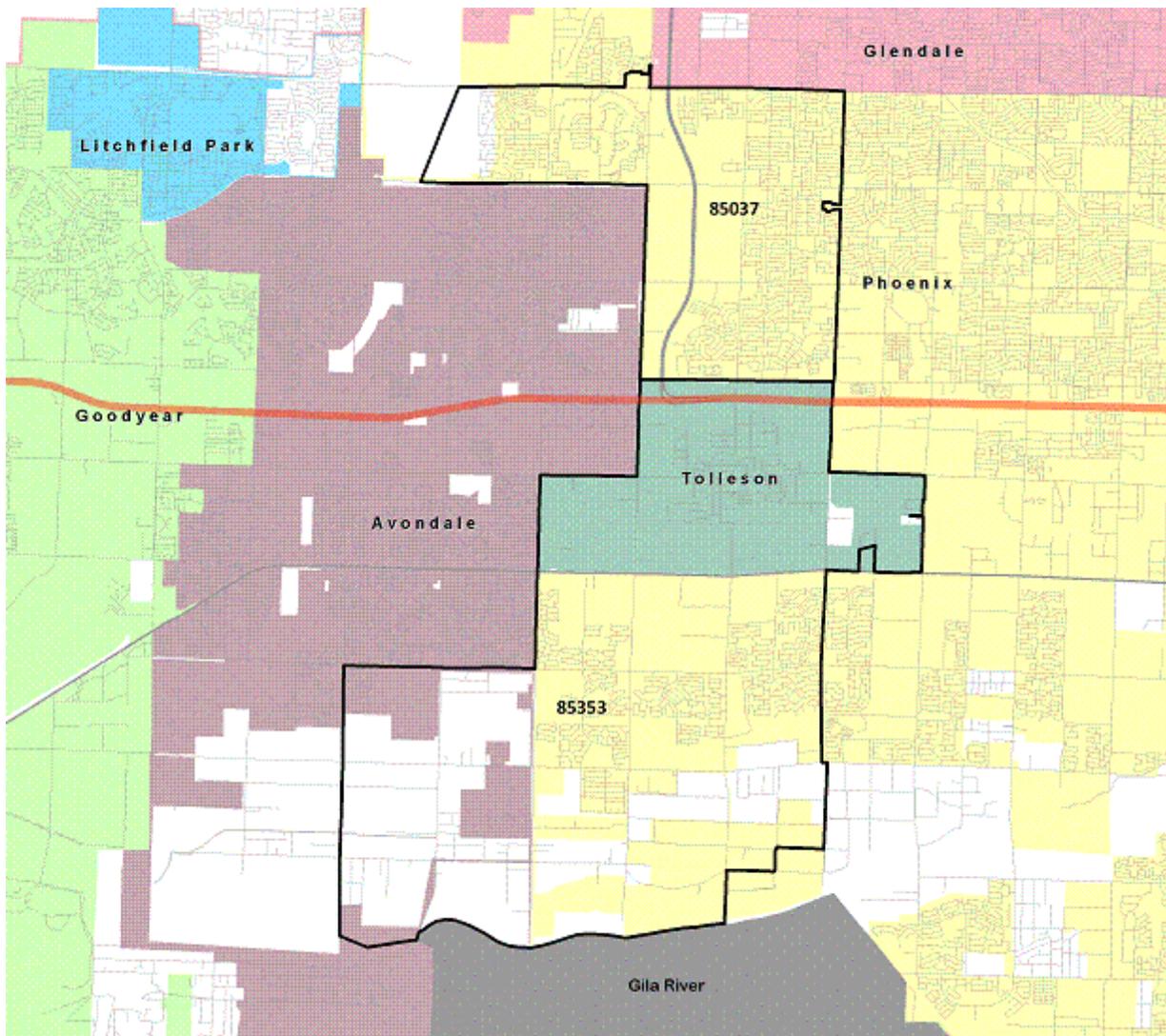


Figure 7. 85037 zip code—South Phoenix and Southwest Maricopa

Council leadership from both Regions agreed that transitioning that zip code into the Southwest Region may be appropriate, but there was consensus that doing so in this review cycle would be premature. Because of their economies of scale, South Phoenix currently has a strong emphasis on health strategies relative to the Southwest Maricopa Region (see *Appendix E: Maricopa Regions Strategy Matrix* and *Appendix F: Phoenix Regions Strategy Matrix*); there was concern that by moving the zip code in this cycle, 85037 families being served by those and by

quality and access strategies might “fall into gaps.” Instead, review participants felt that families would be best served, and would experience the least amount of disruption, if the two Regional Councils worked together to develop a transition plan for a recommended boundary change in the review cycle of FY14. Council leadership agreed that this plan would consider strategy alignment between the Regions, and would look toward identifying and engaging additional assets in the community that could assist Southwest Maricopa in expanding their service reach. The goal would be to coordinate so that “families don’t miss a beat for services,” and to respect the culture of the area so that families can continue to be “mobile in the Avenues” of the western part of the Valley of the Sun.

Issues leading to the review had been raised by grantees, council members and staff and included:

- 85037 borders Litchfield Park, Avondale and Tolleson which are all cities included in the Southwest Maricopa Region. It is perceived that families living in this zip code access services mostly from the Avondale and Tolleson areas, including elementary schools from the Pendergast and Tolleson Elementary School Districts which are part of the Southwest Maricopa Region. Because of this, it was felt that services may be better coordinated from the SouthWest Maricopa network than from South Phoenix area.
- Changing the zip code would put all of Tolleson school district in Southwest Maricopa, and would split Pendergast school district across two (Southwest Maricopa and Northwest Maricopa) instead of 3 Regions

Additional boundary change suggestions raised by respondents

These issues were only touched on by respondents, but are included here for completeness and to document for comparison to future boundary reviews:

La Paz/Mohave

Although some respondents raised the possibility of splitting the La Paz/Mohave Region because of its very large area and highly dispersed population, Regional Council members and staff cite many reasons to maintain its current boundaries:

- La Paz and Mohave counties are combined as a single service area for many programs the serve their population including the DES Division of Developmental Disabilities (DDD), the DHS Enhanced Dental Teams program, the Arizona Early Intervention Program (AzEIP), the Western Arizona Council of Governments (WACOG), Head Start, and Western Arizona Area Health Education Centers, and Healthy Families.
- Most families in La Paz County give birth at Lake Havasu Regional Medical Center and people commonly commute for work between Lake Havasu (Mohave County) and Parker (La Paz County).
- There are a number of working programs and strong partnerships in both counties. Serving rural communities like Wenden and Quartzsite was prioritized by the Regional Council, so the amount invested in La Paz County with the current boundaries exceeds what the county would receive from the FTF population-based allocation formula if it were a separate region without CRIT

(where about 60% of the population under 5 reside in La Paz County). In that way it benefits La Paz County to be aligned with a larger county.

Gila

Respondents note that the Gila Region has two main population centers (Payson area in the north and Globe area in the south) that are at some distance from each other and with few connections between them, “making it somewhat hard to serve both northern and southern Gila County in a proficient manner.” Although a boundary change would not be appropriate at this time, it is important for this issue to be on the radar screen.

Crossing State Lines

(Arizona strip bordering Utah; the Western Regional Area bordering California and Nevada; the Navajo Nation in Utah and New Mexico)

This issue was also raised in the 2009 review. Respondents note that it is difficult for those communities who straddle state lines to be served appropriately because some families are able to access services, and others cannot. Grantees also stated that it is difficult to serve families in the northern areas who are served by agencies and programs out of Utah/Nevada.

Appendix A. First Things First Board Member Participants

Board Members

- Nadine Mathis Basha
- Gayle Joy Burns
- Steven W. Lynn (chair)
- Hon. Cecil Patterson
- Dr. Pamela Powell
- Vivian Saunders
- Dr. Eugene Thompson

Non-Voting Ex Officio Members

- Mary Ellen Cunningham for Will Humble, Arizona Department of Health Services
- Brad Willis for Clarence H. Carter, Arizona Department of Economic Security
- Superintendent John Huppenthal, Arizona Department of Education

Appendix B. Community Partner Participants

Stakeholders Interviewed

- Kerry Blume, United Way Flagstaff
- Molly Bright, Arizona Department of Economic Security—AZ Early Intervention Program
- Marilee Dal Pra, Virginia G. Piper Trust
- LaVonne Douville, United Way of Tucson and Southern Arizona
- Toni Garvey, Phoenix Public Library System
- John Lewis, Inter Tribal Councils of Arizona
- Bruce Liggett, Arizona Child Care Association
- Dana Naimark, Children’s Action Alliance
- Rebecca Nevedale, American Academy of Pediatrics
- Karen Ortiz, Helios Education Foundation
- Becky Ruffner, Prevent Child Abuse (AZ)
- Brian Spicker, Valley of the Sun United Way
- Ginger Ward, Southwest Human Development
- Bonnie Williams, Arizona Head Start Association

Appendix C: Regional Council Member Distribution

Regional Council	Number of Surveys Completed
Central Maricopa	4
Central Phoenix	10
Central Pima	4
Cochise	4
Coconino	5
Cocopah Tribe	0
Colorado River Indian Tribes	1
Gila	4
Gila River Indian Community	0
Graham/Greenlee	7
Hualapai Tribe	0
La Paz / Mohave	6
Navajo Nation	0
Navajo / Apache	2
North Phoenix	3
North Pima	6
Northeast Maricopa	7
Northwest Maricopa	3
Pascua Yaqui Tribe	3
Pinal	8
Salt River Pima Maricopa Indian Community	3
San Carlos Apache	1
Santa Cruz	3
South Phoenix	3
South Pima	7
Southeast Maricopa	3
Southwest Maricopa	4
Tohono O'odham Nation	1
White Mountain Apache Tribe	2
Yavapai	4
Yuma	2

Appendix D: Numbers of Bordering Regions

Regional Area	Regional Partnership Council	N Regions Bordered	Regions Bordered
Central East	Cochise	3	Graham / Greenlee, South Pima, Santa Cruz
	Gila	7	Yavapai, Coconino, Navajo / Apache, White Mountain Apache Tribe, San Carlos Apache Tribe, Pinal, Northeast Maricopa
	Graham/Greenlee	6	Navajo / Apache, White Mountain Apache Tribe, San Carlos Apache Tribe, Pinal, South Pima, Cochise
	Pinal	9	Gila, San Carlos Apache Tribe, Graham / Greenlee, South Pima, North Pima, Tohono O'odham, Gila River Indian Community, Southeast Maricopa, Northeast Maricopa
	San Carlos Apache	4	Gila, White Mountain Apache Tribe, Graham / Greenlee, Pinal
Maricopa	Northwest Maricopa	6	Yavapai, La Paz / Mohave, Southwest Maricopa, South Phoenix, Central Phoenix, North Phoenix
	Southwest Maricopa	8	Northwest Maricopa, South Phoenix, Yuma, South Pima, Tohono O'odham Nation, Pinal, Gila River Indian Community, La Paz / Mohave

Regional Area	Regional Partnership Council	N Regions Bordered	Regional Area
Maricopa, cont.	Central Maricopa	6	South Phoenix, Central Phoenix, Northeast Maricopa, Salt River Pima Maricopa Indian Community, Gila River Indian Community, Southeast Maricopa
	Southeast Maricopa	5	Central Maricopa, Salt River Pima Maricopa Indian Community, Northeast Maricopa, Pinal, Gila River Indian Community
	Northeast Maricopa	8	Salt River Pima Maricopa Indian Community, Southeast Maricopa, Central Maricopa, Central Phoenix, North Phoenix, Yavapai, Gila, Pinal
	Salt River Pima Maricopa Indian Community	3	Southeast Maricopa, Central Maricopa, Northeast Maricopa
Northeast	Coconino	7	La Paz / Mohave, Hualapai Tribe, Navajo Nation, Navajo / Apache, White Mountain Apache Tribe, Gila, Yavapai
	Navajo Nation	2	Coconino, Navajo / Apache
	Navajo/Apache	4	Coconino, Navajo Nation, White Mountain Apache Tribe, Gila
	White Mountain Apache Tribe	4	Gila, Coconino, Navajo / Apache, Graham / Greenlee, San Carlos Apache Tribe

Regional Area	Regional Partnership Council	N Regions Bordered	Regions Bordered
Phoenix / Yavapai	Central Phoenix	5	North Phoenix, Northeast Maricopa, Central Maricopa, South Phoenix, Northwest Maricopa
	North Phoenix	4	Northeast Maricopa, Central Phoenix, Northwest Maricopa, Yavapai
	South Phoenix	5	Central Maricopa, Central Phoenix, Northwest Maricopa, Southwest Maricopa, Gila River Indian Community
	Gila River Indian Community	5	Pinal, Southwest Maricopa, South Phoenix, Central Maricopa, Southeast Maricopa
	Yavapai	7	La Paz / Mohave, Hualapai Tribe, Coconino, Gila, Northeast Maricopa, North Phoenix, Northwest Maricopa
Southeast	Central Pima	4	North Pima, Tohono O'odham Nation, South Pima, Pascua Yaqui Tribe
	North Pima	4	Tohono O'odham Nation, Pinal, Central Pima, South Pima
	South Pima	10	Santa Cruz, Cochise, Graham / Greenlee, Pinal, North Pima, Central Pima, Pascua Yaqui Tribe, Tohono O'odham Nation, Yuma, Southwest Maricopa
	Pascua Yaqui Tribe	2	South Pima, Central Pima

Regional Area	Regional Partnership Council	N Regions Bordered	Regions Bordered
Southeast, cont.			
	Santa Cruz	2	Cochise, South Pima
	Tohono O'odham Nation	5	South Pima, Southwest Maricopa, Pinal, North Pima, Central Pima
West	Cocopah Tribe	1	Yuma
	Colorado River Indian Tribes	1	La Paz / Mohave
	Hualapai Indian Tribe	3	La Paz / Mohave, Coconino, Yavapai
	La Paz/Mohave	7	Colorado River Indian Tribes, Hualapai, Coconino, Yavapai, Northwest Maricopa, Southwest Maricopa, Yuma
	Yuma	4	La Paz / Mohave, Southwest Maricopa, South Pima, Cocopah Tribe

Appendix E: Maricopa Regions Strategy Matrix

	SW Maricopa	NW Maricopa	Central Maricopa	SE Maricopa	NE Maricopa
Population-Based Allocation	1.68 million	5.83 million	5.25 million	7.74 million	2.27 million
Discretionary Allocation	0.46 million	1.34 million	1 million	1.46 million	0.27 million
Total Regional Council Funds Available	2.71 million	10.12 million	9.81 million	13.92 million	3.89 million
Strategies					
Community Awareness					
Community Awareness	\$15,000	\$220,000	\$175,000	\$180,000	\$10,000
Community Outreach	\$25,000	\$75,000	\$100,000	\$100,000	\$50,000
Coordination					
Capacity Building	--	--	--	--	--
Community Partnerships	--	--	--	--	--
Court Teams	--	--	--	--	--
Service Coordination	\$55,000	\$189,863	\$75,000	\$200,000	--
Family Support					
Center-based Literacy	--	--	--	--	--
Community-based Literacy	--	\$500,000	--	--	--
Crisis Intervention	--	--	--	--	\$297,000
Curriculum Development - Parent Education	--	--	--	--	--
Family Resource Centers	\$600,000	\$574,100	\$1,300,000	--	--
Family Support - Children with Special Needs	--	--	--	--	--
Family Support Coordination	--	--	--	--	--
Food Security	--	100,000	\$150,000	\$60,000	\$6,500
Home Visitation	\$300,000	\$499,883	\$750,000	\$4,933,831	\$212,500
Native Language Enrichment	--	--	--	--	--
Parent Education Community-Based Training	\$240,000	\$550,000	\$400,000	\$534,638	\$250,000
Parent Outreach and Awareness	--	--	--	--	--
Reach Out and Read	--	--	--	--	--

	SW Maricopa	NW Maricopa	Central Maricopa	SE Maricopa	NE Maricopa
Resource Distribution - other	--	--	--	--	--
Health					
Care Coordination / Medical Home	--	--	\$851,000	\$563,000	--
Child Care Health Consultation	\$68,000	\$140,000	\$352,000	\$204,000	\$44,000
Comprehensive Preventative Health Programs	--	--	--	--	--
Developmental & Health Screening	--	\$500,000	--	--	--
Health Insurance Enrollment	--	--	--	\$500,000	--
Health Professionals Education and Outreach	--	--	--	--	--
High Risk Newborn Follow Up	--	--	--	--	--
Injury Prevention	--	\$855,991	--	--	--
Mental Health Consultation	--	\$250,000	\$250,000	\$625,000	\$375,000
Mental Health Education & Credentials	--	--	--	--	--
Nutrition / Obesity / Physical Activity	--	--	--	--	--
Oral Health	\$200,000	\$500,000	\$400,000	\$315,128	\$200,000
Physician Education & Outreach	--	--	\$165,000	\$94,000	--
Prenatal Outreach	--	--	--	--	--
Recruitment - Stipends / Loan Forgiveness	--	\$49,500	--	--	--
Professional Development					
Community-Based ECE training	--	\$249,634	\$490,000	--	--
Conference Scholarships	--	--	--	--	--
Consultation: Language and Communication	--	--	--	--	--
Director Mentoring / Training	\$54,000	--	\$22,500	--	--
FTF Professional REWARD\$	--	--	\$300,000	\$500,000	--
High School Tech PD	--	\$220,000	--	--	--
Learning Labs	--	--	--	--	--
Recruitment into Field	--	--	--	--	--
Scholarships non-TEACH	\$76,500	\$220,000	\$240,000	--	--
Scholarships TEACH	\$99,100	\$173,700	\$342,000	\$271,600	\$36,300
Quality and Access					
Expansion: Increase Infant/Toddler	--	--	\$417,000	--	--

	SW Maricopa	NW Maricopa	Central Maricopa	SE Maricopa	NE Maricopa
Expansion: Increase slots and/or capital expense	--	--	--	--	--
Family, Friends, & Neighbors	\$175,000	--	--	--	--
Inclusion of Children with Special Needs	--	--	--	--	--
Other Quality Support	--	--	--	--	--
Pre-Kindergarten Scholarships	--	\$1,275,000	\$900,000	\$1,160,000	\$478,000
Quality First	\$346,250	\$744,000	\$586,500	\$1,024,250	\$247,500
Quality First Childcare Scholarships	--	\$1,155,000	\$500,000	\$850,000	\$1,100,000

Data Source: *First Things First FY12 Allotments, Awards, Expenditures by Strategy (Tobacco Tax Program) as of June 30, 2011*

Strategies Not Included In Matrices
Media
Child Care Study
ECE Study
Evaluation
Needs and Assets
Parent Kits - Study
Helpline
Parent Kits - Statewide
Workforce Capacity - Therapist Scholarships

Appendix F: Phoenix Regions Strategy Matrix

	South Phoenix	North Phoenix	Central Phoenix
Population-Based Allocation	10.1 million	7.24 million	10.5 million
Discretionary Allocation	3.21 million	1.61 million	3.52 million
Total Regional Council Funds Available	19.07 million	14.02 million	20.28 million
Strategies			
Community Awareness			
Community Awareness	\$20,000	\$100,000	\$16,645
Community Outreach	\$100,000	\$100,000	\$105,000
Coordination			
Capacity Building	--	--	--
Community Partnerships	--	--	--
Court Teams	\$200,000	--	--
Service Coordination	--	--	--
Family Support			
Center-based Literacy	--	--	--
Community-based Literacy	--	\$1,223,600	\$520,056
Crisis Intervention	--	--	\$351,809
Curriculum Development - Parent Education	--	--	--
Family Resource Centers	\$1,115,142	\$700,000	--
Family Support - Children with Special Needs	--	--	--
Family Support Coordination	--	--	\$1,000,000
Food Security	--	--	\$800,000
Home Visitation	2,250,644	\$1,546,000	\$1,320,000
Native Language Enrichment	--	--	--
Parent Education Community-Based Training	--	\$306,000	--
Parent Outreach and Awareness	--	--	--
Reach Out and Read	--	--	--
Resource Distribution - other	--	--	--
Health			
Care Coordination / Medical Home	\$1,300,000	--	\$928,269
Child Care Health Consultation	\$1,056,000	\$944,000	\$152,000
Comprehensive Preventative Health Programs	\$400,000	--	--
Developmental & Health Screening	\$400,000	\$175,000	\$387,826
Health Insurance Enrollment	--	\$440,000	\$479,842
Health Professionals Education and Outreach	--	--	\$521,837
High Risk Newborn Follow Up	--	--	--
Injury Prevention	--	--	\$550,000
Mental Health Consultation	\$600,000	\$1,250,000	\$625,000
Mental Health Education & Credentials	--	--	--

	South Phoenix	North Phoenix	Central Phoenix
Nutrition / Obesity / Physical Activity	--	--	--
Oral Health	\$580,000	\$493,000	--
Physician Education & Outreach	--	--	--
Prenatal Outreach	\$550,000	--	\$651,613
Recruitment - Stipends / Loan Forgiveness	\$500,000	--	--
Professional Development			
Community-Based ECE training	--	\$200,000	--
Conference Scholarships	--	--	--
Consultation: Language and Communication	--	--	--
Director Mentoring / Training	\$311,194	--	--
FTF Professional REWARD\$	\$200,000	\$200,000	\$247,500
High School Tech PD	--	--	--
Learning Labs	--	--	--
Recruitment into Field	--	--	--
Scholarships non-TEACH	--	--	--
Scholarships TEACH	\$375,960	\$483,500	\$357,800
Quality and Access			
Expansion: Increase Infant/Toddler	--	--	--
Expansion: Increase slots and/or capital expense	--	--	--
Family, Friends, & Neighbors	\$650,000	\$250,000	\$550,000
Inclusion of Children with Special Needs	--	--	\$808,148
Other Quality Support	--	--	--
Pre-Kindergarten Scholarships	\$2,400,000	--	--
Quality First	\$1,485,250	\$1,797,250	\$826,000
Quality First Childcare Scholarships	\$1,400,000	\$2,641,834	\$4,129,400

Data Source: First Things First FY12 Allotments, Awards, Expenditures by Strategy (Tobacco Tax Program) as of June 30, 2011

Strategies Not Included In Matrices
Media
Child Care Study
ECE Study
Evaluation
Needs and Assets
Parent Kits - Study
Helpline
Parent Kits - Statewide
Workforce Capacity - Therapist Scholarships

Appendix G: Pima Regions Strategy Matrix

	South Pima	North Pima	Central Pima
Population-Based Allocation	3.09 million	1.45 million	6.24 million
Discretionary Allocation	1.82 million	0.18 million	1.77 million
Total Regional Council Funds Available	7.31 million	2.44 million	11.16 million
Strategies			
Community Awareness			
Community Awareness	\$18,961	\$2,000	\$23,444
Community Outreach	\$46,564	\$13,000	\$69,837
Coordination			
Capacity Building	--	--	--
Community Partnerships	--	--	\$300,000
Court Teams	--	--	--
Service Coordination	\$150,000	--	--
Family Support			
Center-based Literacy	\$112,090	--	\$86,350
Community-based Literacy	--	--	--
Crisis Intervention	--	--	--
Curriculum Development - Parent Education	--	--	--
Family Resource Centers	--	--	--
Family Support - Children with Special Needs	--	--	--
Family Support Coordination	--	--	--
Food Security	--	--	--
Home Visitation	\$973,046	\$350,000	\$2,423,000
Native Language Enrichment	--	--	--
Parent Education Community-Based Training	\$48,400	\$150,000	\$161,700
Parent Outreach and Awareness	--	--	--
Reach Out and Read	--	--	--
Resource Distribution - other	--	--	--
Health			
Care Coordination / Medical Home	--	--	--
Child Care Health Consultation	\$432,000	\$220,000	\$136,000
Comprehensive Preventative Health Programs	--	--	--
Developmental & Health Screening	--	--	--
Health Insurance Enrollment	\$188,295	\$100,000	--
Health Professionals Education and Outreach	--	--	--
High Risk Newborn Follow Up	--	--	--
Injury Prevention	--	--	--
Mental Health Consultation	--	\$125,000	\$500,000
Mental Health Education & Credentials	--	--	--
Nutrition / Obesity / Physical Activity	--	--	--

	South Pima	North Pima	Central Pima
Oral Health	\$224,998	--	--
Physician Education & Outreach	--	--	--
Prenatal Outreach	--	--	--
Recruitment - Stipends / Loan Forgiveness	--	\$57,195	\$61,500
Professional Development			
Community-Based ECE training	\$200,000	--	\$771,540
Conference Scholarships	--	--	--
Consultation: Language and Communication	--	\$135,000	--
Director Mentoring / Training	--	--	--
FTF Professional REWARD\$	\$211,500	\$94,000	\$528,750
High School Tech PD	--	--	--
Learning Labs	--	--	--
Recruitment into Field	--	--	--
Scholarships non-TEACH	\$50,000	--	\$100,000
Scholarships TEACH	\$446,200	\$209,300	\$478,700
Quality and Access			
Expansion: Increase Infant/Toddler	--	--	--
Expansion: Increase slots and/or capital expense	\$873,682	\$100,000	\$636,000
Family, Friends, & Neighbors	--	--	--
Inclusion of Children with Special Needs	--	--	--
Other Quality Support	--	--	--
Pre-Kindergarten Scholarships	\$300,000	--	--
Quality First	\$1,937,000	\$533,500	\$692,500
Quality First Childcare Scholarships	\$500,000	--	\$2,450,000

Data Source: *First Things First FY12 Allotments, Awards, Expenditures by Strategy (Tobacco Tax Program) as of June 30, 2011*

Strategies Not Included In Matrices
Media
Child Care Study
ECE Study
Evaluation
Needs and Assets
Parent Kits - Study
Helpline
Parent Kits - Statewide
Workforce Capacity - Therapist Scholarships

Appendix H: First Things First Regions—Pima County and Maricopa County

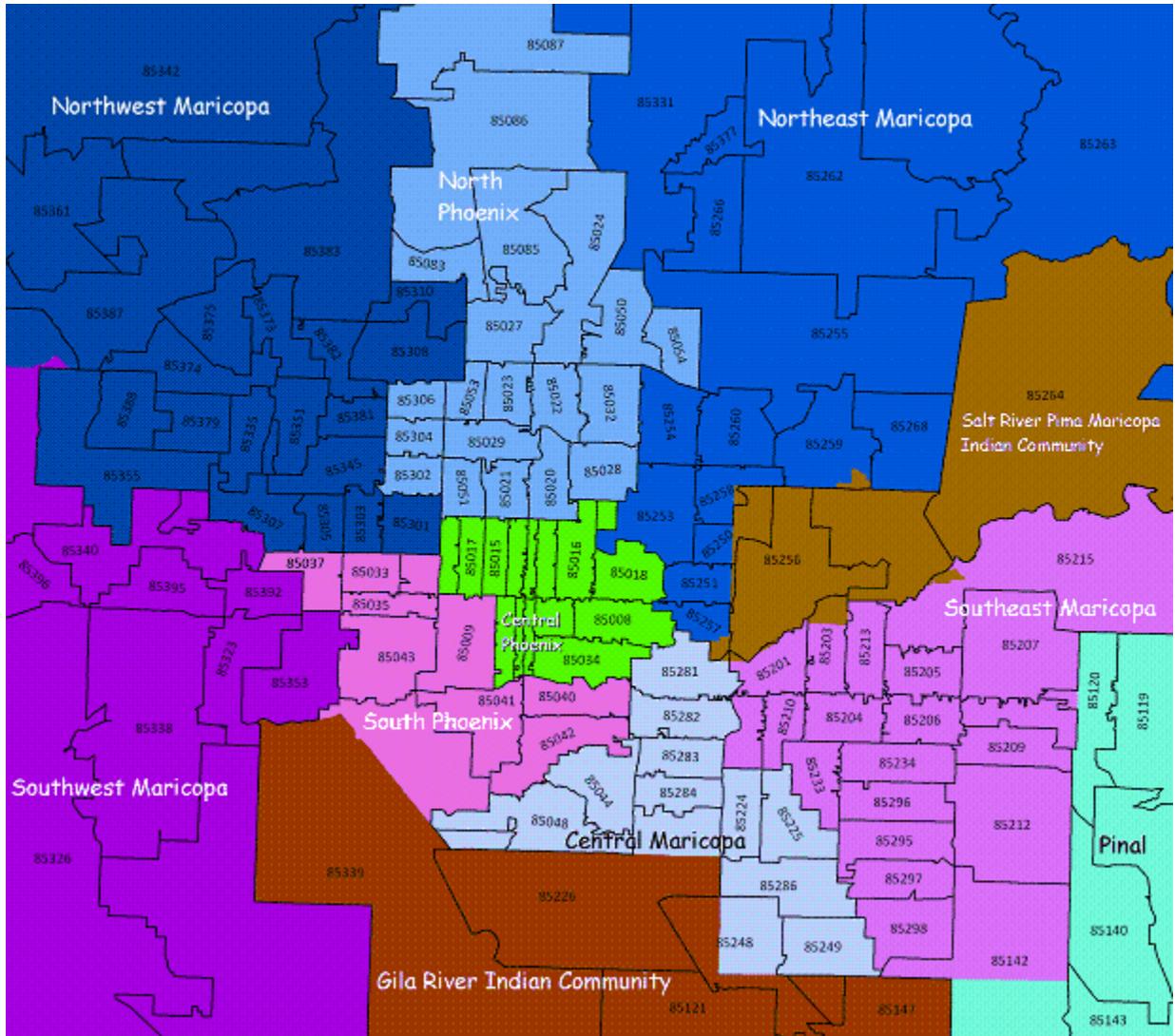


Figure 8. FTF Regions and Zip Codes—Maricopa County

