

North Phoenix Regional Partnership Council

Allocations and Funding Sources	SFY13	Board Approvals, 1/17-18, 2012 SFY13 Strategies and Amounts
FY Allocation	\$8,859,185	
Population Based Allocation	\$6,115,194	
Discretionary Allocation	\$1,361,991	
Other (FTF Fund balance addition)	\$1,382,000	
Carry Forward From Previous Year	\$5,741,330	
Total Regional Council Funds Available	\$14,600,515	
Strategies	Proposed Allotment	
Quality First (<i>statewide</i>)	\$1,658,589	Approved
Quality First Child Care Scholarships (<i>statewide</i>)	\$3,585,755	Approved
Scholarships T.E.A.C.H. (<i>statewide</i>)	\$49,500	Approved
Child Care Health Consultation (<i>statewide</i>)	\$231,840	Approved
Pre-Kindergarten Scholarships	\$719,280	Approved
Family, Friends & Neighbors	\$250,000	Approved
FTF Professional REWARD\$ (<i>statewide</i>)	\$75,000	Approved
Community Based Professional Development Early Care and Education Professionals	\$180,000	Approved
Home Visitation	\$1,000,000	Approved
Family Resource Centers	\$700,000	Approved
Court Teams	\$50,000	Approved
Parent Education Community-Based Training	\$514,000	Approved
Reach Out and Read	\$19,000	Approved
Mental Health Consultation (<i>statewide</i>)	\$369,000	Approved
Developmental and Sensory Screening	\$167,598	Approved
Health Insurance Enrollment	\$300,000	Approved
Parent Outreach and Awareness	\$375,000	Approved
Community Outreach (<i>FTF Directed</i>)	\$83,000	Approved
Media (<i>statewide</i>)	\$50,000	Approved
Community Awareness (<i>FTF Directed</i>)	\$21,000	Approved
Statewide Evaluation (<i>statewide</i>)	\$305,480	Approved
Needs and Assets	\$20,000	Approved
Proposed Allotment Total:	\$10,724,042	
Total Unallotted	\$3,876,473	



**NORTH PHOENIX
REGIONAL PARTNERSHIP COUNCIL**

**Regional Funding Plan
Three Year Strategic Direction
SFY 2013-2015**

NORTH PHOENIX REGIONAL PARTNERSHIP COUNCIL

**Regional Funding Plan
Three Year Strategic Direction
SFY 2013-2015**

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SFY 2013 -2015 Regional Partnership Council Budget

Section I.**Regional Allocation Summary**

Funds Available State Fiscal Years (SFY) 2012- 2015

North Phoenix Regional Partnership Council

Allocations and Funding Sources	2012	2013	2014	2015
FY Allocation	\$10,040,141	\$8,859,185	\$8,876,904	\$8,910,192
Population Based Allocation	\$7,129,663	\$6,115,194	<i>(fy14 and fy15 allocations are estimates only, for purposes of planning)</i>	
Discretionary Allocation	\$1,569,072	\$1,361,991		
Other (FTF Fund balance addition)	\$1,341,406	\$1,382,000	\$8,876,904	\$8,910,192
Carry Forward From Previous	\$8,965,443	\$5,741,330	\$3,876,473	\$2,049,335
Total Regional Council Funds	\$19,005,584	\$14,600,515	\$12,753,377	\$10,959,527

Section II.

Review of SFY 2012 Funding Plan

II A. SFY 2012 Regional Partnership Council Priorities

When the North Phoenix Regional Partnership Council made decisions for the SFY2012 funding plan, they thoroughly considered the priorities in the region, how services (both in the identified goal area and across goal areas) could work together better, how the appropriate scope and reach within these identified strategies and goal areas could be achieved to make an impact, and how the North Phoenix Council could lay a foundation that helped to develop a service delivery network that will ensure that all children enter school healthy and ready to succeed. Very intentional decisions were made regarding chosen strategies, funding levels, and expected impact in order to address the priority needs outlined below:

Priority Needs

- Limited access to affordable, quality early care and education opportunities for young children in the North Phoenix Region
- Limited access to training and professional development opportunities for early childhood care providers in the North Phoenix Region
- Limited access to parent education, information and support
- Limited access to and utilization of preventative health care
- Limited understanding and information about the importance of early childhood development and health, and limited support by the community around early childhood development and health efforts

In determining the appropriate strategies to address these priority needs, the North Phoenix Regional Partnership Council considered the fact that Regional system building efforts were still in the infancy stage, and thus determined that it would be most appropriate to maintain, and in some instances increase, funding to those goal areas deemed priorities in FY2011. As a component of the reassessment, the Regional Partnership Council revisited the mission, long-term vision, and objectives of the Council. The Regional Partnership Council reaffirmed that the Council's mission and shared vision was the establishment of an Early Childhood System that provided a continuum of services and supports, from universal to targeted to intensive. Most importantly, the Regional Partnership Council recognized the importance of building a sustainable Early Childhood System to ensure that all families have access to the diverse programs and services necessary to promote a child's optimal development and health.

The tables below provide a summary of the Regional Partnership Council's strategies for SFY 2012, as well as contracted service numbers, and information on awards made to date.

II B. SFY 2012 Strategies and Units of Service Review

North Phoenix Units of Service by Strategy		
Strategy	Fiscal Year 2012	
	Targeted Units	Contracted Units
Quality First Strategy		
Number of center based providers served	76	134
Number of home based providers served	10	38
Quality First Child Care Scholarships Strategy		
Number of children receiving scholarships	261	291
Scholarships T.E.A.C.H. Strategy		
Number of professionals receiving scholarships	223	211
Child Care Health Consultation Strategy		
Number of center based providers served	180	202
Number of home based providers served	56	64
Family, Friends & Neighbors Strategy		
Number of home based providers served	120	120
FTF Professional REWARD\$ Strategy		
Number of incentive awards distributed	95	85
Community Based Professional Development ECE Training Strategy		
Number of participating professionals	215	268
Home Visitation Strategy		
Number of families served	423	423
Community-based Literacy Strategy		
Number of books distributed	30,799	30,799
Number of children served	19,370	19,430
Number of participating adults	15,928	15,928
Family Resource Centers Strategy		
Number of families served	0	1,500
Parent Education Community-Based Training Strategy		
Number of participating adults	80	80
Mental Health Consultation Strategy		
Number of center based providers served	50	40
Number of home based providers served	20	16
Number of people receiving tuition reimbursements	0	0
Oral Health Strategy		
Number of children receiving oral health screenings	5,000	5,500
Number of fluoride varnishes applied	5,000	4,000
Number of participating adults	2,500	0
Number of participating professionals	25	35
Number of prenatal women receiving oral health screenings	0	530

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Strategy	Fiscal Year 2012	
	Targeted Units	Contracted Units
Developmental and Sensory Screening Strategy		
Number of children receiving hearing screening	1,890	3,600
Number of children receiving screening	0	0
Number of children receiving vision screening	0	0
Number of children screened for developmental delays	0	0
Health Insurance Enrollment Strategy		
Number of families served	1,700	2,000
Community Outreach		
No service units		
Media		
No service units		
Community Awareness		
No service units		
Statewide Evaluation		
No service units		
Needs and Assets		
No service units		

Notes:

Quality First Service Numbers: For this unique strategy, the Contracted Service Numbers typically show as twice as much as the Targeted Service Numbers. This is due to implementation of the strategy through two service contracts (one for QF Coaching/Incentives, and a second for QF Assessments). Please note that recent changes to the North Phoenix QF TSUs are not yet reflected in the Contracted Service Numbers.

Scholarships T.E.A.C.H. and Child Care Health Consultation (CCHC) Service Numbers:

The Scholarships T.E.A.C.H. strategy and the CCHC strategy have Target Service Numbers which reflect the strategy targets of “additional T.E.A.C.H.” or “additional CCHC”. The Contracted Service Numbers include the “additional T.E.A.C.H. (or additional CCHC)” in addition to the Service Numbers funded through the regionally funded Quality First package. Therefore, for many regions, the Target Numbers will appear lower than the Contracted Numbers.

Family Resource Centers: in FY12 this strategy was approved without defined TSUs.

II C. SFY 2012 Funding Summary Review

FY 2012 North Phoenix Funding Plan Summary		
Allocations and Funding Sources	2012	
FY Allocation	\$10,040,141	
Population Based Allocation	\$7,129,663	
Discretionary Allocation	\$1,569,072	
Other (FTF Fund balance addition)	\$1,341,406	
Carry Forward From Previous Year	\$8,965,443	
Total Regional Council Funds Available	\$19,005,584	
Strategies	Allotted	Awarded
Quality First	\$1,883,150	\$1,741,217
Quality First Child Care Scholarships	\$2,841,834	\$2,641,834
Scholarships TEACH	\$483,500	\$483,500
Child Care Health Consultation	\$944,000	\$944,000
Family, Friends & Neighbors	\$250,000	\$250,000
FTF Professional REWARD\$	\$200,000	\$200,000
Community Based Professional Development Early Care and Education Professionals	\$179,795	\$179,795
Home Visitation	\$1,546,000	\$1,520,006
Community-based Literacy	\$1,151,462	\$1,151,462
Family Resource Centers	\$700,000	\$297,826
Parent Education Community-Based Training	\$305,914	\$305,914
Mental Health Consultation	\$1,000,000	\$1,000,000
Oral Health	\$484,765	\$484,765
Developmental and Sensory Screening	\$167,598	\$167,598
Health Insurance Enrollment	\$380,056	\$380,056
Community Outreach	\$100,000	\$100,000
Media	\$300,000	\$300,000
Community Awareness	\$21,000	\$21,000
Statewide Evaluation	\$305,480	\$305,480
Needs and Assets	\$8,000	
Total Allotted/Awarded/Expended:	\$13,264,254	\$12,441,924
Total Unallotted/Unawarded/Unexpended	\$5,741,330	\$822,330

II D. Review of Progress

In order to complete the SFY 2012 Funding Plan process the North Phoenix Council reevaluated the prioritized needs of the region; reviewed the Regional Council's intent in the SFY 2011 funding plan and then thoughtfully determined whether changes were necessary for SFY 2012.

The Regional Partnership Council acknowledged the necessity of funding strategies that collectively built upon each other, and thus was deliberate in their decision-making to ensure that strategies funded within goal areas collaborated to achieve desired outcomes, enhanced/complimented Regional assets and each other, and increased regional capacity to meet the needs of families.

Family Support

The North Phoenix Regional Partnership Council believes that every parent, as a child's primary caregiver and first teacher, should feel supported in raising their children. To that end, a significant percentage of the funding in the North Phoenix Region has been allocated to family support strategies. The goal of these strategies is to increase available family support services and to coordinate and integrate with existing education and information systems which expand families' access to information and resources to support their child's optimal development.

The North Phoenix home visitation programs provide participating families of young children with information and education in parenting, child development, and health topics while assisting with connections to other resources or programs as needed. Several program models are being funded in the region including: Healthy Families and Nurse Family Partnerships. During this state fiscal year, 423 families are expected to receive services and Home visitation caseloads remain full as parents experience increased stress due to the downturn in the economy.

The Teen Parent Coordination program provides family support services that wrap case management/care coordination, child care tuition scholarships, transportation assistance and parenting education services to nearly 100 teen parents residing or attending school in the North Phoenix region. Although the initial startup was slow, the program now has a waiting list of teens who would like to participate in the program.

The family literacy strategy is a universal strategy designed to reach a large number of families. This strategy is a success with outreach occurring throughout the region and early literacy programs being offered in various locations. Storytimes are offered at 5 libraries in the region and series of classes are held at apartment complexes. Families are also given information about the importance of early literacy during visits to the pediatrician's offices through Reach Out and Read. The strategy has shown excellent coordination in that families are accessing multiple programs to give families a more comprehensive experience.

The 2010 Needs and Assets Report revealed that 792 children were removed from their homes in the region by Child Protective Services due to suspected abuse or neglect, the highest number of any FTF region in Maricopa County. In response to this data, SFY2012, the North Phoenix Council added a Family Resource Center strategy as a preventative measure. Family Resource Centers provide resource and referral information to identify supports and services available to families with young children and provide each family with access to information and support on topics such as parenting skills, early childhood development including social emotional, language and literacy, cognitive, physical and motor development and child health.

The Council pursued the establishment of school-based Family Resource Centers in three different school districts: Paradise Valley Unified School District, Washington Unified School District, and Deer Valley Unified School District. In addition, the council decided to issue an RFGA for Family Resource Centers within a community hub which serves families facing crisis/in crisis/or with high predictors of family instability such as faith-based organizations, women and children's shelters, women's resource centers, or food banks for example. The Council also directed that community based parent education sessions be offered at resource center locations to build a more comprehensive, robust center. Through this effort, families can access programming while simultaneously building their own social connections.

Significant progress was made with the implementation of this strategy in SFY2012. The Family Resource Center in the Washington School District is now fully operational. The Family Resource Center in the Deer Valley School District is expected to open in January, 2012 and discussions continue as progress is made towards opening the Family Resource Center in the Paradise Valley School District in the spring of 2012. An RFGA issued for a Family Resource Center in a community hub has resulted in an award to a faith based organization which will operate 2 Family Resource Centers. The Family Resource Centers have been strategically located to provide easy access via public transportation to families throughout the entire region including a satellite office which will be open Anthem.

These strategies work in concert to provide a continuum of care for families. Family Resource Centers and literacy are gateways leading to a higher intensity of service delivery via Home Visitation and case management targeted at teen parents and at risk families. Families receive resources and the support that they need no matter where they enter the system.

In order to address the North Phoenix Regional Partnership Council's desire to provide the community with information about the importance of early childhood development and health, the Council is funding Community Awareness, Community Outreach, and Media. The Regional Partnership Council's Community Outreach and Community Awareness strategies are staff directed and are a part of the statewide, cross-regional communications campaign. The regional Community Outreach strategy employs community outreach staff to engage target audiences in conversations about early childhood health and education issues. Outreach staff attend community events, develop presentations for target groups, and interact with media with a goal of growing relationships in the community and identifying early childhood champions. Since joining First Things First in May of 2011, the Community Outreach Coordinator has distributed important information about First Things First, as well as information on child development, parenting and literacy. The Outreach Coordinator has recruited 114 Early Childhood Champions, represented First Things First at 13 community events and has provided 20 presentations in the community. The regional Community Awareness strategy is a comprehensive strategy developed by the Regional Partnership Council that includes sponsorships, event participation, educational materials distribution, and promoting the First Things First brand. The SFY12 Community Awareness Plan was recently approved for implementation and limited activities have been conducted.

In addition to supporting the staff directed Community Awareness and Outreach strategies, the Regional partnership is also investing in media. The Regional Partnership Council is partnering with those Regional Partnership Councils serving Maricopa to invest in a countywide media campaign.

Early Learning Quality and Access

In the area of early care and education, the Regional Partnership Council recognizes the need to build on the statewide investment in Quality First and expanded the number of programs participating in the Quality Improvement and Rating System, while helping the neediest families in the community to better afford quality care and education. An additional 25 centers and 7 homes were slated to be added to the program during this

fiscal year. Quality First enrollment is very successful with all 67 center slots filled and 21 providers remaining on the waiting list. The enrollment for homes has been below the anticipated number and adjustments have been made to include more centers in place of the homes.

With increased quality comes an increased cost, which often acts as a barrier to lower income families. In addition, the economic climate led to more families in need of assistance in order to finance early care and education for their children. In response to these needs, the Regional Partnership Council is heavily investing monies to expand access to high quality care through child care scholarships made available to almost 300 children.

In addition to the efforts to enhance the quality of regulated homes and centers, the North Phoenix Council also acknowledges that a substantial number of children in the region are cared for in informal arrangements which include family members, friends and neighbors. In the last three years, the Arizona Kith and Kin Project has provided training and support to 360 kith and kin child care providers in an effort to improve the quality of care provided to the children in their care. The program does this through the delivery of training-support group sessions and the distribution of safety materials and includes the following components: Training- Support groups, Injury Prevention and a Health and Safety Conference.

Health

The third impact area of the North Phoenix Regional Partnership Council is to allocate funding to support an additional mixture of best-practice services to more directly impact the health needs of families with young children in our Region, with a targeted focus on prevention and increased access.

Sensory screening services work with families in community settings and help to support early identification of hearing delays as well as improving parent/care giver knowledge regarding positive health practices. Increased access to early screening should not only help to identify possible delays, but also help to prevent any further delays through referral to follow up services.

The Regional Council provided sufficient funding to support nearly 25 percent of children without health insurance to receive this service consistent with its SFY 2011 allocations. Increased access to health insurance for at-risk families in the region is the focus of the Health-E Application strategy. Assuring that families who are eligible for public benefits in our region can successfully apply for them was the focus of this strategy. There are thirty sites established in North Phoenix providing enrollment assistance using the Health-E Application. The challenge to strategy implementation for health insurance outreach and enrollment is the changing policy landscape for AHCCCS and KidsCare in Arizona. As insurance eligibility, capacity and sustainability change, families encounter barriers to enrollment. The grantee is addressing these challenges by placing more of an emphasis on reenrollment in KidsCare and enrollment eligibility for other types of insurance (e.g. Medicaid).

There were challenges moving the oral health strategy to implementation. Initial RFGAs issued in SFY2011 were not awarded. However, the Council remained committed to this strategy and subsequently joined the Northeast Maricopa Regional Council and entered into a government to government with the Maricopa County Department of Public Health (MCDPH) to provide oral health screenings and fluoride varnishes at WIC and Immunization clinics. However, there were challenges with the implementation of services. Services are now scheduled to begin in January.

Child Care Health Consultants and Mental Health Consultants are recognized as a valuable resource and have been successful in engaging child care providers although the number of centers and homes served was lower than the target service numbers. It is the intent of the Council to make Child Care Health Consultation available

to 202 center based providers and 64 home providers. This represents a slight increase to the number of programs served in previous years and is based on the demand from the provider community for these services.

This combination of health services has been integrated into “where families already are” by offering these services in child care centers and other easily accessible community settings. It offers a continuum of services from universal to targeted covering the areas of access (health insurance enrollment), prevention (Child Care Health Consultation, Mental Health Consultation, Oral Health) and screening (hearing screening). These services work together to create a supportive network of services for children in the region and also complement those offered in the family support continuum.

Professional Development

To increase the capacity and quality of early education and child health professionals, the Regional Council has invested in professional development opportunities for those working in the early care and education sector. The professional development strategies for early care and education include: T.E.A.C.H., REWARD\$, and Community Based Professional Development. These strategies provide a continuum of training to early care and education professionals in the North Phoenix region.

The T.E.A.C.H. program, which provides scholarships for professionals working towards a degree has been a successful strategy, but it has had its challenges. The downturn in the economy has caused several child care centers and homes to close or decrease work hours. In addition, many early care and education professionals have been outside the formal education environment for years and do not recognize the need for enhanced certification or advanced degrees and the transition back to school can be challenging. The result was that T.E.A.C.H. scholarships within Quality First were not fully utilized and the additional scholarships designated for centers and homes not participating in Quality First were also underutilized.

The REWARD\$ program, which provides for wage enhancement and retention incentives, had a slow start in SFY2011, however, outreach efforts yielded an increase in the number of incentive awards distributed for a total of 85 this year.

The Community Based Early Care and Education strategy provided support and training for early care and education professionals in a more informal “Community of Learners” group which is facilitated by Paradise Valley Community College (PVCC). Each Community of Learners has had the opportunity to study and learn best practices in order to improve or maintain the quality of early childhood programming.

Through these strategies, the Council has built a continuum of service delivery which begins with an informal non-degree related series of courses to assist with licensure and offer continuing education. The T.E.A.C.H. program provides financial support for those Early Care and Education professionals who seek a formal degree or certification. Finally, the REWARD\$ program provides an incentive for retention through bonuses for those who continue to matriculate.

Coordination and Collaboration

The FTF statute which governs the program requirements and permitted objectives for First Things First indicates that is the intent of the citizens to provide coordination and funding for early childhood development and health programs in Arizona. The North Phoenix Regional recognized that in order to build an effective care and early education system in the region, coordination and collaboration are essential. This took place on several levels: strategy, grantee and Maricopa County-wide.

The North Phoenix Region has collaborated with other regions in the implementation of strategies. Because North Phoenix and Northeast Maricopa are contiguous regions and some families from Northeast Maricopa receive oral health services in the North Phoenix Region, the North Phoenix Council and Northeast Maricopa councils entered into a joint agreement for the provision of oral health screening and fluoride varnishes. Since so many families move within the Maricopa regions in terms of where they live and where they receive services, the North Phoenix Council also collaborated with the Northeast Maricopa and South Phoenix Councils on the selection of a vendor for the 2012 Needs and Assets report. One additional example of cross collaboration and coordination that occurred during SFY2012 was during the strategy implementation phase for Family Resource Centers in North Phoenix region. The Paradise Valley and Deer Valley Elementary School Districts toured Murphy School District Family Resource Centers, to assess the feasibility of implementing Family Resource Centers within their districts. This coordinated visit across North and South Phoenix Council regions was a deciding factor in the districts' decision to pursue the Family Resource Center strategy.

Grantee collaboration is essential to ensuring that families have access to the services that they need. For example, the Raising A Reader program collaborates with the Phoenix public library to ensure that program participants are aware of the story times at the library and that they obtain a library card which encourages increased use of the library services. The four home visitation programs refer to one another when their caseloads are full or when the family does not meet their eligibility criteria. Grantees serving the 4 FTF regions in the City of Phoenix have come together for joint grantee meetings giving them an opportunity to network and gain information on other FTF services being offered in the area. This networking opportunity has led to increased referrals for families being served in FTF funded programs.

To address coordination across all of Maricopa County, the Maricopa Regional Partnership Councils are engaged in discussions to identify a strategy that addresses cross regional coordination. With this strategy, the Regional Councils will work together to decrease duplication of services; allow communities to build on and enhance existing, high-quality services; improve data collection and information sharing; create planning problem solving opportunities; increase early childhood advocacy efforts; and leverage dollars for the highest return on the state's early childhood investment.

In sum, the North Phoenix Council has worked diligently in SFY2012 to provide support and services to children and caregivers in the community. As a result, many of the same strategies employed in SFY2012 are continued in the 2013 funding plan. Collectively, not only do the all funded strategies build upon each other within specific goal areas to achieve desired outcomes, the strategies, in most instances, also build upon each other across goal areas to have a true system impact. It is the Council's intent to continue to coordinate and collaborate with other regions, community organizations and government agencies in order to enhance the early childhood systems in the North Phoenix region.

Section III.

Three Year Strategic Direction: SFY 2013-2015 Regional Funding Plan

III A. Overview

Setting the Strategic Direction

As the North Phoenix Regional Partnership Council made decisions for the SFY2013 funding plan, they thoroughly considered the priorities in the region, how services (both in the identified goal area and across goal areas) can work together better, how the appropriate scope and reach within these identified strategies and goal areas can be achieved to make an impact, and how the North Phoenix Council can lay a foundation that helps to develop a service delivery network that will ensure that all children enter school healthy and ready to succeed.

As a component of the reassessment, the Regional Partnership Council revisited the mission, long-term vision, and objectives of the Council. The Regional Partnership Council reaffirmed that the Council's mission and shared vision is the establishment of an Early Childhood System that provides a continuum of services and supports, from universal to targeted to intensive. Most importantly, the Regional Partnership Council recognized the importance of building a sustainable Early Childhood System to ensure that all families have access to the diverse programs and services necessary to promote a child's optimal development and health. Very intentional decisions were made regarding chosen strategies, funding levels, and expected impact.

In addition to reviewing data from the 2010 Regional Needs and Assets Report, the Council reviewed and invited community experts to share information around the needs of the families they work with. This information was supplemented by the observations provided by Council members who have intimate knowledge of the needs of the children in the community and the assets that are available for families of children birth through five.

In order to narrow its focus, the Regional Partnership Council had to clearly prioritize the needs of the community and decide which of the prioritized needs fell within the scope of responsibility of the Regional Partnership Council. In order to do this, the Council first reviewed the prioritized needs established in SFY2012. The discussion that followed revealed the fact that in essence, the needs of the families in the region had not changed. Therefore, the Regional Partnership Council identified the following priorities to guide their strategic planning discussions:

- Access to affordable, quality early care and education opportunities for your children
- Access to training and professional development opportunities for early childhood care providers and educators
- Access to parent education, information and support
- Promote availability of resources that lead to effective utilization of preventative health care
- Increase understanding and information about the importance of early childhood development and health, and enhance networking, coordination and support by the community around early childhood development and health efforts

After identifying the Regional Partnership Council's highest priorities, the Council then discussed how those priorities aligned with the Board approved School Readiness Indicators. Through discussion, it was established that by addressing the Region's priorities, the potential existed to have a significant impact on four of the School Readiness Indicators which are listed below:

- #/% children demonstrating school readiness at kindergarten entry in the development domains of social-emotional, language and literacy, cognitive, and motor and physical
- #/% of children enrolled in an early care and education program with a Quality First rating of 3-5 stars
- #/% of children receiving timely well child visits
- % of families who report they are competent and confident about their ability to support their child’s safety, health and well being

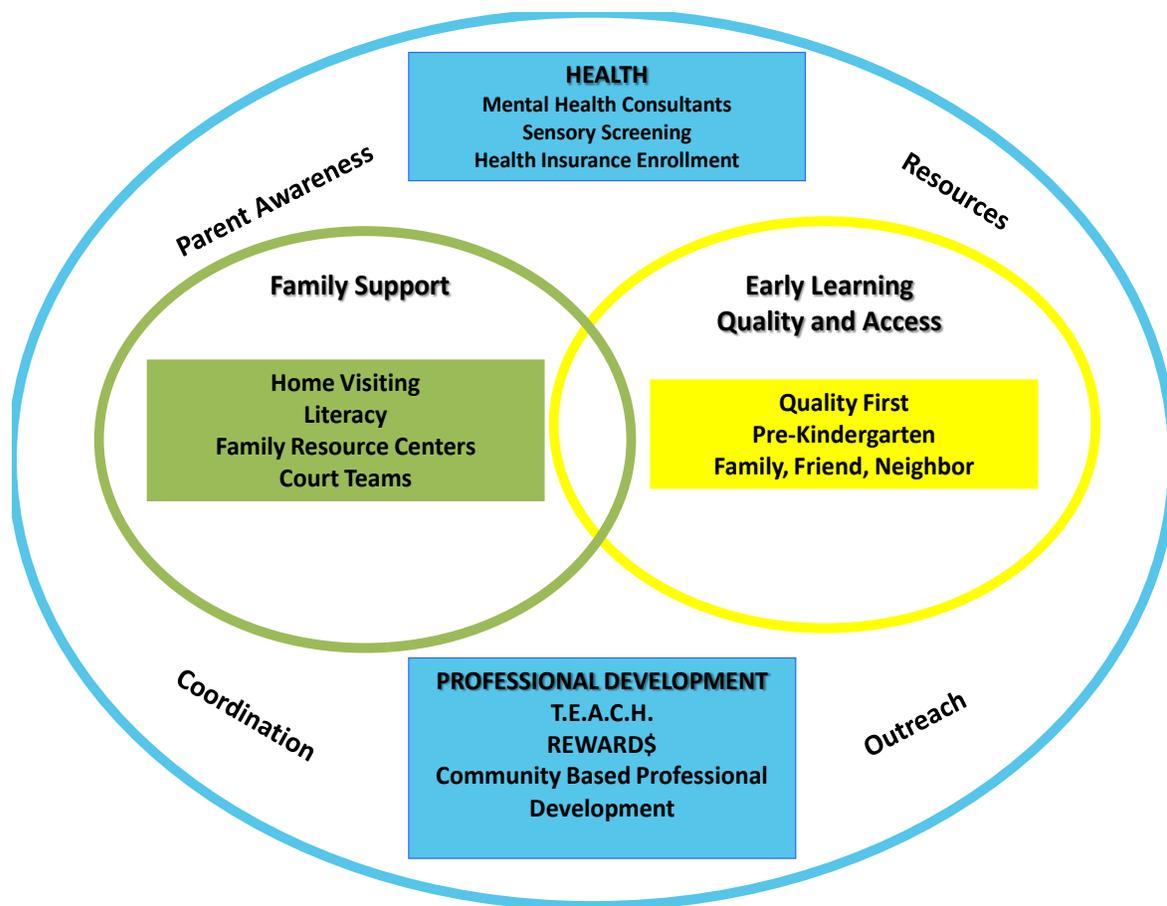
It is the Council’s belief that the positive movement of these indicators will provide an opportunity to achieve measurable and long-term results for children.

Strategic Approach to System Building

The Regional Council made some difficult decisions related to the next three-year funding cycle. All current strategies could not be continued at the same funding level and sustained through FY 2015. The council reviewed the effectiveness of the current strategies to meet the prioritized needs and elected to retain those strategies that have had the greatest impact or have the potential to have the greatest impact. Scope and reach were considered for the strategies.

The Council then selected strategies that would intentionally develop a network of service delivery that starts with a universal appeal and lays the foundation to a more targeted approach – both in service area and by intensity of service delivery. The graphic below depicts the delivery network that the Council is striving to build.

North Phoenix Service Delivery Network

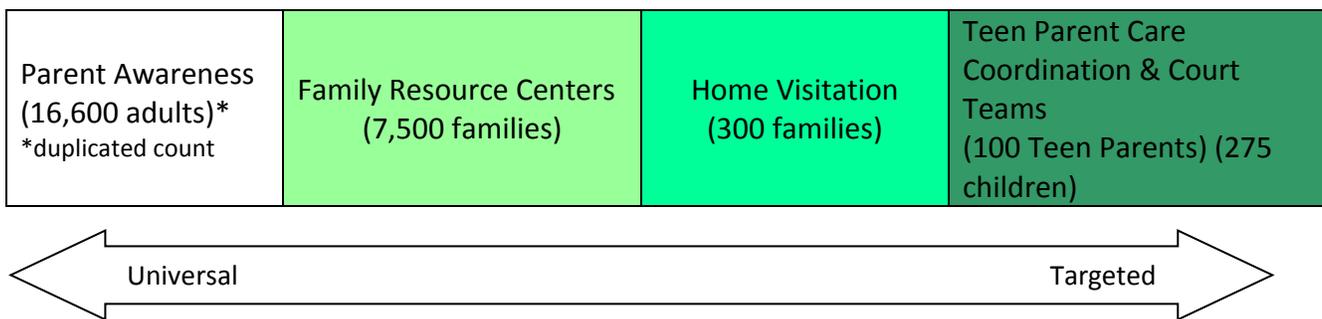


Family Support

This network of evidence-based practices begins with the universal, family literacy services and increases in intensity and focus to families in crisis. This network of services not only builds on organizations in the region, but also lays a solid foundation of support to all families with young children. There is not one single strategy that can sufficiently meet all of the needs of this diverse community, but a network of coordinated services can make a difference in the numbers of families moving into levels of support that are foundational rather than interventional.

It is understood that some parents in our region need a substantial amount of support as they may possess several risk factors such as low education levels, low income, raising children alone, becoming a parent when still a teenager, and so on. Some parents in our region just need and/or want a gentler push to learn more about appropriate child development practices and to incorporate those into their parenting styles. The North Phoenix Regional Partnership Council intentionally developed a continuum of family support strategies that start with a universal appeal for those wanting the gentler push, and gravitates to a more targeted approach – both in geographic area and by intensity of service delivery. This continuum of evidence-based practices starts with the universal, multi-age story times in the public library and increases in intensity and focus to comprehensive, targeted teen parent care coordination. This continuum of services not only builds on strengths in our community, but also lays a solid foundation of support to all families with young children. There is not one single strategy that can sufficiently meet all of the needs of our diverse community, but a continuum of related services that are well-coordinated, can have that impact. The graphic below depicts the continuum of services for the Family Support Strategy and indicates the target service unit.

North Phoenix Regional Partnership Continuum of Family Support Strategies:



Family support means family/parent empowerment and that begins with parent awareness. The North Phoenix Regional Council believes that when we support parents of young children early, we will be more effective in reaching our goals. Any family living in the North Phoenix Region with a child aged 5 and younger may receive that gentle push and avail themselves of the family literacy services provided through all of the local libraries located in the North Phoenix Region and/or through services offered in several pediatric offices with the Reach Out and Read Program. More intense literacy programming to families with young children will be offered in additional community settings (such as child care centers or apartment community rooms). Through these services, North Phoenix families can be empowered to learn how to help their children learn, what is appropriate behavior in each developmental stage, how a child’s brain develops, and even specific skills to increase school readiness for preschoolers.

Family Resource Centers in North Phoenix will provide an estimated 7,500 families with young children access to information and/or education on a variety of child development and health topics; and act as a central location for engaging local community organizations in the resolution of community concerns. North Phoenix's Family Resource Centers have been designed to provide families with information and/or referrals to educational resources and support necessary to reduce stressors impacting the family as well as enhance the healthy growth and development of children.

To provide more support for community families, and to focus that support on families with younger children – most typically ages 3 and younger, the North Phoenix Regional Council continues with services on the family support continuum by providing home visitation services. This strategy intentionally targets a smaller group of families in our region who are more at risk – by age, socioeconomic level and education level.

As teen parenthood affects both the child and the teen parent, the most targeted and intensive services on our family support continuum will need to address the needs of both. Research has shown that this wrapping of comprehensive services will serve to have an impact on reducing risk factors and strengthening protective factors in these most vulnerable families.

A needs and assets assessment of the region shows a need to provide additional support to infants and toddlers in foster care or that are under the jurisdiction of the juvenile court system. In 2009, 729 children in the region were removed from their homes by Child Protective Services due to abuse or neglect. This was the highest number of any First Things First Regions in Maricopa County. An increasing number of infants and toddlers with complicated and serious physical, mental health, and developmental problems are in foster care. Very young children in the child welfare system are at greater risk for long-term developmental delays because, like all other children, their brains are developing more rapidly than at any other time in their lives and foster parents and others who work regularly with this vulnerable population frequently do not have the necessary knowledge and expertise to help them address the unique social and emotional needs of babies and very young children in distress. Foster children are in need of a loving, supportive home where they are able to develop with the assistance of devoted parents. It is the intention of the North Phoenix Council to provide support to foster parents by providing them with information and resources that will aid in the child's development (social, emotional, language, physical and motor development).

In addition to the support provided to foster parents, the North Phoenix Council will partner with the South Phoenix council in the implementation of a Court Team strategy. This strategy will provide the mechanism for professionals working in the child welfare system to coordinate services, and to make decisions regarding programs and policies that are recommended by the science of early childhood. Court Teams will accomplish this through the application of several identified key components. The core components include: judicial leadership, formation of a community team, inclusion of child development/mental health experts, availability of training/technical assistance, and analysis of case issues. It has been found that judicial leadership plus community partners result in enhanced and more coordinated services for infants and toddlers in the court system.

Recent census figures tell us that in Arizona, 11.2 percent of children under the age of 6 live in the care of their grandparents. This rate in Arizona has doubled since 2000, while the nationwide percentage has remained fairly constant. In the city of Phoenix, the rate is slightly lower with 10 percent of children under the age of six living with their grandparents. Grandparents step in to raise their grandchildren because the parents are disabled or have died, are in prison, or perhaps suffer from mental illness, substance abuse or other issues that make them unable to care for their children. Grandparents become parents all over again to keep their families together

and to keep their grandchildren out of the costly foster care system. Many grandparents face challenges with housing, transportation, child care, after-school care, and health care for themselves and their grandkids. Recent state budget cuts in Arizona have made it harder for grandparents to get basic assistance to keep their grandchildren thriving and their families intact. The North Phoenix Council has identified grandparents raising grandchildren as a segment of the parenting population that they wish to target to receive family support services. Parent Awareness, Family Resource Center and Home Visitation grantees will be expected to develop outreach efforts which will target both foster grandparents raising grandchildren and foster parents.

Family Support strategies were intentionally developed along a continuum of universal to targeted to offer a level of support to all families in the region while offering more intensive services to populations which are considered more at risk. The Regional Council understands the importance of this family support model building on existing parent support programs within the community and developing mechanisms to coordinate with assisting families with health issues, and access to health information, so that there is a seamless flow of services for families with children ages 0-5 in North Phoenix.

Health

In order to address the North Phoenix Regional Partnership Council's need to promote the availability of resources that lead to effective utilization of preventative health care, the Council has chosen to invest funding to support three distinct health strategies including: Health Insurance Enrollment, Developmental and Sensory Screening and Mental Health Consultation.

The Health Insurance Enrollment strategy will provide assistance to families in obtaining health care coverage. Evidence has shown that insured children are more likely to have a primary source of health care for preventative care and when they are ill. When insured and receiving appropriate health care services, children experience fewer absences from early care and education sites due to delayed treatment and illness. Funding has been allotted for 2,000 families to receive health insurance assistance in the next year. Although the Council is maintaining its commitment to this strategy, funding for this strategy has been reduced due to budgetary considerations.

As part of the comprehensive system of services to families, the administration of developmental screening will assist parents and other caregivers in identifying children who may be in need of additional intervention or support services and the Mental Health Consultation strategy will build the capacity of early care and education providers in licensed centers and homes to nurture the social-emotional development of young children.

As the Council considered the effectiveness of the strategies being funded, there were questions raised regarding the effectiveness of the Oral Health strategy as it was being implemented in SFY2012. Specifically, there was a concern that about the lack of a formal referral network for children who were identified as having dental problems during the screening process. Therefore, the Council has decided not to fund this strategy going forward.

The Council remains committed to offering a continuum of services from universal to targeted covering the areas of access (health insurance enrollment), prevention (Child Care Health Consultation, Mental Health Consultation) and developmental screening (hearing screening). These services will work together to create a supportive health network for children in the region.

Early Learning Quality And Access

Supporting families completely is accomplished by supporting them in different settings, with different levels of intensity. More than two thirds of households in most of the region had all parents in the workforce, indicating a high need for child care. If a child is not being cared for by his/her parents or extended family, the next most likely place for that child to receive care is in a regulated or unregulated child care facility or home. A significant number of licensed child care centers and homes (180 centers and 22 homes) are located within the North Phoenix Region, and the Regional Council has attempted to make funding allocation decisions based not only on achieving a desired outcome, but by also complementing these assets that already exist within the region.

The North Phoenix Regional Partnership Council has made a significant investment in improving the quality of programs for young children. It clearly understands the research that indicates a high quality early learning program is much more likely to impact a child's readiness for school. The Regional Council identified the importance of the Quality Improvement and Rating System in impacting the quality of early learning experiences and committed to providing funding. With changes to the Quality First flagship program, the structure, and package components had several adjustments and the addition of child care scholarships to the package increased the cost of Quality First for the North Phoenix region. However, the Regional Council has appropriate levels of funding to sustain Quality First investments for the enrollment of the 81 centers and 11 homes in the North Phoenix region that are currently participating in the Quality First Program. (Note: This number has been adjusted to reflect the impact of the regional boundary change resulting in several centers and homes becoming part of the Northwest region).

With increased quality comes an increased cost, which often acts as a barrier to lower income families. To address this issue, the Regional Partnership Council has invested monies to expand access to high quality care through scholarships. Quality First Scholarships and Pre-Kindergarten Scholarships will provide access to high quality affordable early care and education programs to 676 lower income children living in the region.

As part of the SFY 2013 funding plan development process, a decision was made by the Regional Council to implement a Pre-Kindergarten strategy which will address the important issue of access, affordability and quality within North Phoenix for Pre-K programs. It is the Regional Council's desire to increase the availability and affordability of Pre-K programs that provide high quality education and preparation for children to enter school ready to learn. The implementation of a Pre-Kindergarten strategy expands quality, access and affordability for up to 108 pre-kindergarten students for a full year.

Although a significant amount of funding is designated for quality improvements in child care centers/homes and Pre-K classrooms, the North Phoenix Regional Partnership Council also recognizes the imperative need to provide services to children who are not in licensed or regulated care, but who are cared for by family, friend and neighbor care providers. Through the Family, Friends and Neighbor strategy, funding has been allocated to provide support, training, resources and referral for unregulated providers caring for children in their homes in order to increase quality of care provided. Strategies in the goal areas of Health and Family Support will also be available to those caregivers who are caring for the children outside of a regulated setting.

Strategies funded in the area of early care and education will provide a continuum of care which includes universal infrastructure development programs such as Quality First and Pre-Kindergarten that focus on center/home quality improvement as well as the Family, Friend and Neighbor strategy. These combined strategies are designed to increase the quality of care for children in the region whether they are cared for in a home, child care center or classroom environment.

Professional Development

Research indicates that one of the highest correlating factors of quality is the educational level of the staff. The Regional Council strongly believes in investing in the improvement of the quality of care provided by those paid providers for our region's most precious resource. The Regional Council prioritized a combination of retention and professional development strategies to ensure an increase in the number of highly qualified early care and education workforce serving young children.

The Quality First strategy (including the T.E.A.C.H. and Child Care Health Consultation), the Professional REWARD\$ strategy, the Family, Friend and Neighbor strategy, the Mental Health Consultants strategy, and the Community-Based Training strategy all work together to provide options for providers to receive additional training, improve quality, feel supported in their important work, and improve relationships with both the children they care for and their parents/families. These strategies which are aimed at the secondary caregiver complement and extend the impact of the vast array of family support strategies provided for primary caregivers. The North Phoenix Regional Partnership Council believes that while the Professional Development goal area represents a small percent of the total budget in SFY2012, it will help to create some of the largest impacts for children and families in the region. Overall, a minimum of 268 professionals will receive community based training in early care and education, T.E.A.C.H. will provide scholarships to aspiring early educators and retention of early care and education teachers will be improved through the distribution of incentives through the REWARD\$ program.

The Regional Council will employ a continuum of Professional Development strategies that begins with community based professional development designed to enhance classroom skills and knowledge in the early care and education field and leadership and administration skills. The community based professional development activities are designed to encourage meaningful, higher education tied to college credit and credentials through the implementation of T.E.A.C.H. In recognition of the fact that retention in the Early Care and Education field has been a challenge, the Council will provide retention incentives through the FTF Professional REWARD\$ program. Together, these strategies will ensure that more early care and education professionals have access to education and training to achieve degrees, credentials and specialized skills to promote children's cognitive, social, emotional and physical development. As a result of higher educational attainment and specialized in-service training, professional compensation will increase and more staff will remain in the field of early care and education.

Coordination and Collaboration

The North Phoenix Regional Partnership Council has identified the need for continued relationship building with community partners as a priority in the upcoming months. Previously, the emphasis of coordination in the North Phoenix Region was on its grantees – specifically, to avoid duplication of services and to ensure there are linkages between providers. While this continues to be an important component of coordination, the emphasis has been expanded to include councils in contiguous regional areas. Regions are working together, to identify ways to coordinate inter-regionally. During the next funding cycle the North Phoenix Regional Partnership Council will continue to review what is working well with existing grantees and will continue to coordinate with other regional councils within Maricopa County.

Closing Commitment

The North Phoenix Regional Partnership Council has worked diligently to identify needs in the North Phoenix Region and develop strategies that will best meet these needs. The mix of strategies within the focused areas of family support, early learning quality and access, health and professional development are carefully aligned to achieve desired outcomes for this community by helping to build an effective early childhood development and health system. It is the goal and vision of the Regional Council to continue to refine the quality and delivery of current programs and services. It will be the combined strength of the strategies funded through the North

Phoenix Regional Partnership Council and existing community resources that form a stronger, more capable community to meet the needs of young children and their families.

III B.

Strategic Plan for SFY 2013 – 2015

Regional Priorities, Selected FTF Indicators and Priority Roles, and Strategies to Achieve Outcomes

Regional Priority to be addressed	School Readiness Indicators Correlated to the needs and priority roles	FTF Priority Roles in the Early Childhood System	SFY 2013-2015 Strategies
<p>Access to affordable, quality early care and education opportunities for your children</p> <p>Access to training and professional development opportunities for early childhood care providers and educators</p> <p>Access to parent education, information and support</p> <p>Promote availability of resources that lead to effective utilization of preventative health care</p> <p>Increase understanding and information about the importance of early childhood development and health, and enhance networking, coordination and support by the community around early childhood development and health efforts</p>	<ol style="list-style-type: none"> 1. #/% children demonstrating school readiness at kindergarten entry in the development domains of social-emotional, language and literacy, cognitive, and motor and physical 2. #/% of children enrolled in an early care and education program with a Quality First rating of 3-5 stars 4. #/% of children receiving timely well child visits 10. % of families who report they are Competent and confident about their ability to support their child’s safety, health and well being 	<p>Early Care and Education System Development and Implementation – Convene partners and provide leadership in the development and implementation of a comprehensive early care and education system that is aligned both across the spectrum of settings and with the full continuum of the education system.</p> <p>Quality Early Care and Education Standards, Curriculum and Assessment – Convene partners, provide leadership, and provide funding for the development and implementation of quality standards for early childhood care and education programs and related curricula and assessments.</p> <p>Supports and Services for Families - Convene partners, provide leadership, provide funding, and advocate for development, enhancement, and sustainability of a variety of high quality, culturally responsive, and affordable services, supports, and community resources for young children and their families.</p> <p>Quality, Access, and Affordability of Regulated Early Care and Education Settings – Convene partners, provide leadership, and provide funding for increased availability of and access to high quality, regulated, culturally responsive and affordable early care and education programs.</p> <p>Access to Quality Health Care Coverage and Services- Collaborate with partners to increase access to high quality health care services (including oral health and mental health) and affordable health care coverage for young children and their families.</p>	<p>Quality First (including CCHC, CC Scholarships, T.E.A.C.H.) Additional T.E.A.C.H. Additional QF Rating only Pre-Kindergarten Scholarships* Family, Friends & Neighbors</p> <p>FTF Professional REWARD\$</p> <p>Community Based Professional Development Early Care and Education Professionals</p> <p>Home Visitation Family Resource Centers Court Teams* Parent Education Community Based Training Reach Out and Read</p> <p>Mental Health Consultation Developmental & Sensory Screening Health Insurance Enrollment</p> <p>Parent Outreach and Awareness Community Outreach Media Community Awareness Statewide Evaluation Needs and Assets</p> <p>(*)New strategy</p>

Section III C.

Strategy Descriptions including Target Populations and Funding Levels

Strategy: Quality First			
Strategy Description Supports provided to early care and education centers and homes to improve the quality of programs, including: on-site coaching; program assessment; financial resources; teacher education scholarships; and consultants specializing in health and safety practices.			
Strategy Narrative Quality First expands the number of children who have access to high quality care and education, including learning materials that are developmentally appropriate, a curriculum focused on early literacy and teachers trained to work with infants, toddlers and preschoolers. First Thing First identified the need to fund a quality improvement and rating system for early care and education programs serving children birth through five. Research indicates that children exposed to high-quality early care and education experiences have healthier relationships, enhanced language development and improved academics, particularly children from families of high risk and underprivileged backgrounds. Quality Rating Systems are being viewed as the framework for a broader, comprehensive early childhood system. While Quality Rating Systems vary in measurement techniques, system design and implementation timelines, all systems include parallel components that work conjointly to identify, assess and raise quality standards in early care and education settings. Quality Rating Systems are also utilized as a primary apparatus of informing families, regulators and policy makers about quality standards for early childhood programs. Quality First, was designed to improve the quality of early care and education programs so that young children can begin school safe, healthy and ready to succeed. Families with young children in North Phoenix face critical decisions about the care and education for their young ones. Cost and location are two of the most critical factors. This issue is fundamental to supply and demand in early childhood care and education. It is a difficult issue to access because there is no existing source of data regarding the number of children cared for by family, friends and neighbors. However, we do know that more than two thirds of households in most of the region have all parents in the workforce, indicating the high need for child care.			
Target Population Description There are 180 DHS licensed centers and 22 DES certified homes in the North Phoenix region. 81 centers and 11 homes will participate in this program representing nearly 50 percent of the homes and centers in the region. These numbers reflects a decrease from SFY 21012 since several of the centers participating in the program, will be transferred to the Northwest Maricopa regions as a result of the boundary change. In addition to the 81 centers, the 6 Quality First Sites that will be part of the Pre-Kindergarten strategy will be added as Rating Only. The target service number is shown as remaining steady over the three year timeframe; however, the Council will reassess the number of centers/homes served each year based on the availability of funds.			
Target Service Units - Quality First	FY 13	FY 14	FY 15
Number of center based providers served	87	87	87
Number of home based providers served	11	11	11

Funding Levels	FY 13	FY 14	FY 15
Quality First	\$1,658,589	\$1,658,589	\$1,658,589
QF Child Care Scholarships	\$3,585,755	\$3,585,755	\$3,585,755
Scholarships T.E.A.C.H.	\$49,500	\$49,500	\$49,500
Child Care Health Consultation	\$231,840	\$231,840	\$231,840

Target Service Units - QF Child Care Scholarships			
Number of children receiving scholarships	568	568	568
Target Service Units - Scholarships T.E.A.C.H.			
Number of professionals receiving scholarships	183	183	183
Target Service Units - Child Care Health Consultation			
	FY 13	FY 14	FY 15
Number of center based providers served	81	81	81
Number of home based providers served	11	11	11

Strategy: Quality First (Rating Only)
<p>Strategy Narrative In SFY2013, all Pre-Kindergarten sites will be required to be rated by Quality First and in SFY2014 all Pre-Kindergarten sites will be required to have a star rating of at least three stars in order to continue providing scholarships. Rating Only participation includes two components of Quality First: the assessment and assignment of a star rating. Not all existing Pre-Kindergarten sites in the region can be enrolled in full participation in Quality First due to funding constraints. This strategy provides a lower cost model.</p>
<p>Target Population Description The Rating Only option will be made available to the 6 sites that will receive the Pre-Kindergarten Scholarships.</p>

Strategy: Scholarships T.E.A.C.H. (addition to QF package)
<p>Strategy Narrative The key to quality child care is linked to the education and stability of the early childhood workforce. The preparation and ongoing professional development of early educators is a fundamental component of a high quality early learning system. There is an extensive body of research showing that the education and training of teachers and administrators is strongly related to early childhood program quality and that program quality predicts development outcomes for children.</p> <p>One of the greatest measures of quality in early childhood settings is the level of education of the child care providers. The T.E.A.C.H. strategy supports professionals seeking credentials and associates degrees in their efforts to obtain higher levels of education while continuing employment in early childhood settings. As professional development for early childhood educators seeking credentials or degrees is a high priority, the Regional Council recognized the need to support scholarships beyond those provided through Quality First participation.</p>
<p>Target Population Description The total number of T.E.A.C.H. scholarships available to early care and education professionals working in the Region is 183, of which 168 scholarships are funded through an investment in Quality First Bundle and 15 are additional regionally funded Non-Quality First T.E.A.C.H. scholarships for current scholars in sites that are not participating in the program.</p>

Strategy: Pre-Kindergarten Scholarships			
Strategy Description Provides scholarships to quality preschool programs in a variety of settings to allow programs to serve more children.			
Strategy Narrative The North Phoenix Council will add Pre-Kindergarten Scholarships as a new strategy beginning in SFY2013. Children from these low-income homes are more likely than any other group to show up for kindergarten unprepared. For these children, this is the beginning of an achievement gap that if not addressed may widen and become more costly and difficult to close as the child gets older. High quality early education can help close the achievement gap and prepare children for kindergarten, but these programs can be expensive making them inaccessible to low-income families. High quality Pre-Kindergarten programs have significant, persistent benefits. Research has consistently shown that quality Pre-Kindergarten programs benefit not only individual students, but also school districts and communities. Nobel-Prize-winning economist James Heckman estimates that every dollar spent on early childhood education returns 10 cents annually over the life of a child. In addition, multiple longitudinal studies show that investments in high-quality preschool programs improve outcomes for children. These outcomes include school success, high school graduation, college attendance and improved earnings. Negative outcomes are also reduced, such as involvement in the criminal justice system, grade repetition and high school dropout rates. Research also finds that positive outcomes do not occur when quality is diluted. The Pre-Kindergarten strategy in the region addresses the prioritized need for improved access to high quality and affordable early childhood education. Pre-kindergarten Scholarships provide funding and technical assistance for high quality, part- or full-time, classroom-based early education for children ages 3 and/or 4 years of age from low-income families Children may be enrolled in public or private schools or community-based early care and education programs. Pre-kindergarten classes will be established in the three school districts where FTF funded Family Resources Centers are located. In addition, community partners would be funded within the geographic boundaries of each of these school districts. To ensure that pre-kindergarten scholarships are allotted to high quality preschool programs, funding has been allotted to support the enrollment of pre-kindergarten sites into the Quality First Rating Only.			
Target Population Description Pre-kindergarten Scholarships provide funding and technical assistance for high quality, part- or full-time, classroom-based early education for children ages 3 and/or 4 years of age from low-income families (200 percent of Federal Poverty Level (FPL) or below). Children may be enrolled in public or private schools or community-based early care and education programs. Funding in this strategy will support the 6 Pre-K classrooms with an average of 18 students per class for a total of 108 children.			
Target Service Units	FY 13	FY 14	FY 15
Number of FTF-funded pre-K children	108	108	108

Number of private/public partner pre-K sites receiving support	3	3	3
Number of public school pre-k sites receiving support	3	3	3
Funding Level	FY 13	FY 14	FY 15
Pre-Kindergarten Scholarships	\$719,280	\$719,280	\$719,280

Strategy: Family, Friends and Neighbors

Strategy Description
 Supports provided to family, friend and neighbor caregivers include training and financial resources.

Strategy Narrative
 Family, Friend and Neighbor Care is a strategy to provide support, training, resources and referral for unregulated providers caring for children in their homes in order to increase quality of care provided.

Target Population Description
 National estimates suggest that as many as 60 percent of all children need child care due to parent’s employment and of these, as many as 50 percent of children ages 5 and under are cared for in home-based settings.
 The Council is maintaining its commitment to provide support for 120 family, friends and neighbors who care for children ages 0-5 in the North Phoenix region. Over the course of 4 years of implementation of this strategy, the Council will have provided funding for 480 individuals to receive training, support and other resources as part of the effort to build an early care and education system in North Phoenix.

Target Service Units	FY 13	FY 14	FY 15
Number of Home Based Providers Served	120	120	120
Funding Level	FY 13	FY 14	FY 15
	\$250,000	\$250,000	\$250,000

Strategy: FTF Professional REWARD\$

Strategy Description
 Improves retention of early care and education teachers through financial incentives

Strategy Narrative
 The Regional Council is maintaining its commitment to FTF Professional REWARD\$, a compensation and retention strategy for the early care and education workforce. This program acknowledges and rewards progressive education, educational attainment and commitment to continuous employment at a qualified early care and education setting that provides services to children birth through age 5.

Target Population Description
 Early Care and Education professionals employed in the North Phoenix region. The target service number of 55 awards was determined based on prior utilization.

Target Service Units	FY 13	FY 14	FY 15
Number of incentive awards distributed	55	55	55
Funding Level	FY 13	FY 14	FY 15
	\$75,000	\$75,000	\$75,000

Strategy: Community Based Professional Development Early Care and Education Professionals

Strategy Description
 Provides quality education and training in community settings to early care and education professionals

Strategy Narrative
 The Community-Based ECE strategy provides a variety of options for engaging the early care and education workforce in high quality professional development, including:

- college coursework
- single day and multiple day seminars, workshops or trainings

The intent of the professional development is to enhance:

- classroom skills
- knowledge in the early care and education field
- leadership and administration skills

Participants may be new employees to the early care and education field requiring basic knowledge and skill development through pre-service training or those already in the field looking to improve and expand upon their knowledge through in-service training.

In North Phoenix, the Community Based Professional Development strategy employs a Community of Learners model. Each Community of Learners has had the opportunity to study and learn best practices in order to improve or maintain the quality of early childhood programming.

Target Population Description
 The Council is maintaining its commitment to train 268 Early Care and Education providers in the North Phoenix region. This represents the number of professionals who have participated in training sessions during the last fiscal year.

Target Service Units	FY 13	FY 14	FY 15
Number of participating professionals	268	268	268
Funding Level	FY 13	FY 14	FY 15
	\$180,000	\$180,000	\$180,000

Strategy: Home Visitation

Strategy Description
 Provides voluntary in-home services for infants, children and their families, focusing on parenting skills, early physical and social development, literacy, health and nutrition. Connects families to resources to support their child’s health and early learning.

Strategy Narrative
 Home Visitation gives young children stronger, more supportive relationships with their parents through in-home services on a variety of topics, including parenting skills, early childhood development, literacy, etc. Parents are connected with community resources to help them better support their child’s health and early learning. The first three years of life are a period of intense intellectual development during which the brain forms a foundation for later learning and development. High quality home visiting programs can be an effective service delivery method to support early learning in these years, ensuring that children succeed in school and beyond. Research indicates that home visiting program models have been able to help parents learn parenting skills, increase confidence in their parenting skills, promote appropriate parent-child interactions and increase linkages with community services including health and social services. The home visitation strategy emphasizes building the capacity of parents by providing home visits, which build the knowledge base of parents/guardians of children birth through age five.

Home visitation programs provide participating families of young children with information and education on parenting, child development and health topics while assisting them with connections to other resources or programs as needed.

Although the Council is maintaining its commitment to this strategy, the funding amount has been reduced due to budgetary constraints.

Target Population Description
 The target population for home visitation is at risk families with infants and toddlers. Of the 56,000 children 0-5 in the region, it is estimated that 10 percent may be considered at risk. Of the 5,600 at risk families, it is estimated that 300 families (5 percent) will be served.

Target Service Units	FY 13	FY 14	FY 15
Number of families served	300	300	300
Funding Level	FY 13	FY 14	FY 15
	\$1,000,000	\$1,000,000	\$1,000,000

Strategy: Family Resource Centers

Strategy Description
 Provides local resource centers that offer training and educational opportunities, resources, and links to other services for healthy child development.

Strategy Narrative
 To make the best choices, families need access to information that educates them about what their child is learning and doing, how to optimally support early childhood development and child health and what resources or programs are available in their community. Families also need opportunities to connect with other families in their community. The continuum of high-quality services and support will be planned, developed, funded, and delivered in a family-centered, comprehensive, collaborative, culturally and linguistically responsive manner that best meets the needs and preferences of families, leverages available resources, and involves families in the program development and implementation. As a result of First Things First’s efforts, families who need or want assistance have the support they need to use language and play throughout their daily routines and interactions, read with their children daily and increase their competence and confidence about their ability to support their child’s safety, health and well-being.

Family Resource Centers in North Phoenix will provide families with young children access to information and/or education on a variety of child development and health topics. Five Family Resource Centers will be geographically dispersed through the region, providing easy access to families who wish to take advantage of their resources and services.

During SFY2012, the strategy was in a start-up mode with Family Resources Centers becoming operational at various times during the year. The funding amount of \$700,000 will support all 5 centers for a full year of service.

Target Population Description
 The target population is families with children 0-5 who reside in the North Phoenix region. It is estimated that 7,500 families representing 11 percent of the families in the region, will have access to the information and support services offered at the Family Resource Centers.

Target Service Units	FY 13	FY 14	FY 15
Number of families served	7,500	7,500	7,500
Funding Level	FY 13	FY 14	FY 15
	\$700,000	\$700,000	\$700,000

Strategy: Court Teams

Strategy Description
 Promotes children’s wellbeing and reduces recurrence of abuse and neglect. Assign multidisciplinary teams, led by superior court judges, to monitor case plans and supervise placement when a child 5 or younger is involved with the court system.

Strategy Narrative

This is a new strategy for the North Phoenix Regional Partnership Council.

FTF funding, in support of Court Teams, is a catalyst to initiate system change for an extremely vulnerable, high risk population of infants and toddlers involved child welfare and the court system. The principal goals of Court Teams are to improve outcomes and reduce the recurrence of abuse and neglect for infants and toddlers. These goals are achieved by developing court-community teams led by superior court judges to:

- Raise awareness of the developmental needs of maltreated infants and toddlers.
- Assure case plans that support the developmental needs of these children
- Assure a permanency plan that result in stable placements for children with foster families, relatives, or other caretakers.
- Assure continuing focus on child wellbeing when children are returned to parents, relatives, or other caretakers.

Court teams promote policies and procedures that will foster a system of care that focuses on meeting the developmental needs of children and supports their healthy development. The Regional Council supports the following components of a Court Team:

Overall the Court Team model involves eight core components:

- Judicial Leadership: Local judges in Court Team communities are the catalysts for the programs that meet the needs of vulnerable children and their families.
- Local Community Coordinator to coordinate services and resources in support of infants and toddlers in the court systems.
- Court Team made up of key community stakeholders who commit to working to restructure the way the community responds to the needs of maltreated infants and toddlers.
- Monthly Case Reviews including all individuals and organizations delivering court-mandated services to infants and toddlers meet together with the judge to review progress on each case.
- Court-ordered service referrals have been expanded in Court Team sites to include a variety of services for children.
- Training and technical assistance to court personnel and community service providers on topics such as being more responsive to, and responsible for, the children's social and emotional development needs; general infant and toddler development; parenting interventions; services available to foster children in the community; and the impact of trauma on children.
- Mental Health Treatment referrals for parents.
- Resource Materials including bench books and training videos developed by Zero to Three and other organizations involved with the development of Court Teams.

Target Population Description

In 2009, 729 children in the region were removed from their homes by Child Protective Services due to abuse or neglect. This number represents children of all ages. The Baby Courts are being assigned approximately 67 percent of the Maricopa dependencies under three, and approximately 33 percent of all dependencies nationally are under 3, so it is expected that an estimated 275 young children from the North Phoenix region will be served.

Target Service Units	FY 13	FY 14	FY 15
Number of children served	275	275	275
Number of trainings provided	19	19	19
Funding Level	FY 13	FY 14	FY 15
	\$50,000	\$50,000	\$50,000

Strategy: Parent Education Community Based Training
Strategy Description Provides classes on parenting, child development and problem-solving skills.
Strategy Narrative Community based parent education will be offered at times and locations convenient to families of young children. This strategy has both universal and targeted aspect.
<u>Universal</u> Using a family-centered and strength-based approach these programs will offer families a series of classes that may provide information and support in each of the core areas: child development, parenting skills, literacy and resource and referral.
<u>Targeted</u> There will be a continued emphasis on providing parent education and community based training designed specifically for teen parents. In addition there will be an emphasis on outreach to foster parents and grandparents raising grandchildren.
Target Population Description The target population for the community based training programs will be families with children ages birth through five. It is expected 300 families will be served. The target population for the Teen Parent Coordination program is pregnant and/or parenting teens who live or attend school in the North Phoenix region. The teen pregnancy birth rate for in the North Phoenix region is approximately 18 percent which is one of the highest in the city of Phoenix. 100 teens are expected to participate in the community based training program.

Target Service Units	FY 13	FY 14	FY 15
Number of participating adults	400	400	400
Funding Level	FY 13	FY 14	FY 15
	\$514,000	\$514,000	\$514,000

Strategy: Reach Out and Read			
Strategy Description Trains pediatric practices to engage parents and young children in early literacy activities; provides books to pediatricians or their staff to distribute to families with young children.			
Strategy Narrative The Council will continue to fund the Reach Out and Read strategy. Reach Out and Read is a program whose mission is “...to make literacy promotion a standard part of pediatric primary care, so that children grow up with books and a love of reading” (Reach Out and Read Arizona, 2008). The ROR program is delivered through medical practices, and trains doctors and nurses to advise parents about the importance of reading aloud. It also provides books to children at pediatric check-ups from six months to five years of age, with a special focus on children growing up in poverty. ROR health providers, utilize the book to promote age-appropriate literacy skills and as a tool to discuss developmental issues with parents and families.			
Target Population Description The target population for Reach Out and Read is physician practices in the North Phoenix region. The number of practices targeted is based on the amount of funding available for this strategy.			
Target Service Units	FY 13	FY 14	FY 15
Number of books distributed	5,488	5,488	5,488
Number of participating practices	8	8	8
Funding Level	FY 13	FY 14	FY 15
	\$19,000	\$19,000	\$19,000

Strategy: Mental Health Consultation			
Strategy Description Provides mental health consultation to teachers and caregivers, and tuition reimbursement to support professional development to increase capacity of workforce.			
Strategy Narrative The Council will maintain the Mental Health Consultation strategy. In North Phoenix, Mental Health Consultants will build the capacity of early care and education providers to nurture the social-emotional development of young children, as well as to prevent, identify, and reduce the impact of mental health problems among children ages birth through five. The program model will provide support to early care and education providers in an effort to: <ul style="list-style-type: none"> • build provider skills • enhance providers abilities to establish positive relationships with children • ensure the provision of a quality developmentally appropriate and culturally sensitive care and learning environment 			

Target Population Description			
Due to budgetary constraints, the target service number has been reduced to 21 center based providers in the North Phoenix region that are not participating in Quality First. The focus is on centers rather than home based providers due to low utilization by the home providers.			
Target Service Units	FY 13	FY 14	FY 15
Number of center based providers served	21	21	21
Number of home based providers served	0	0	0
Number of people receiving tuition reimbursements	0	0	0
Funding Level	FY 13	FY 14	FY 15
	\$369,000	\$369,000	\$369,000

Strategy: Developmental and Sensory Screening			
Strategy Description			
Provides children with developmental, oral, vision, and/or hearing screening and referrals for follow-up services.			
Strategy Narrative			
The North Phoenix region has focused on <u>hearing</u> screening. Hearing screenings are conducted at licensed child care centers and regulated homes in the region. Services include hearing screening, education to child care providers and families on topics such as the prevention of hearing loss in children and the relationship between hearing and speech development, and referrals to community health resources when follow up evaluation is indicated.			
Target Population Description			
The target population for hearing screening is children ages 2 through 5 years of age who are enrolled in regulated child care centers and homes in the North Phoenix region.			
Target Service Units	FY 13	FY 14	FY 15
Number of children receiving hearing screening	3,600	3,600	3,600
Number of children screened for developmental delays	N/A	N/A	N/A
Funding Level	FY 13	FY 14	FY 15
	\$167,598	\$167,598	\$167,598

Strategy: Health Insurance Enrollment			
Strategy Description Assists families in application for or renewal of public health insurance.			
Strategy Narrative This strategy provides assistance to families to maintain and expand health insurance coverage. It may occur in a variety of settings; personal contact with parents is often made through physician’s offices, schools, faith communities, etc. Specifically, assistance to families may include: <ul style="list-style-type: none"> • Explaining the options available • Completing and submitting the application. • Completing the reapplication <p>In the North Phoenix region, a coalition of organizations work together in community based settings ether to increase knowledge of and enroll young children in public health insurance. Coalition members have subscriptions to the Heath E AZ electronic application. In addition, the coalition builds public awareness through outreach events and media outlets.</p>			
Target Population Description In the City of Phoenix, 19.7 percent of children under 18 are uninsured. The target population for this strategy is uninsured families with children ages birth through 5. It is the intent of the Council to serve at least 2,000 families.			
Target Service Units	FY 13	FY 14	FY 15
Number of families served	2,000	2,000	2,000
Funding Level	FY 13	FY 14	FY 15
	\$300,000	\$300,000	\$300,000

Strategy: Parent Outreach and Awareness			
Strategy Description Provides families with education, materials and connections to resources and activities that promote healthy development and school readiness.			
Target Population Description The target population for Parent Awareness is all parents and caregivers for children ages birth through five with a special outreach emphasis directed at the following populations: foster parents, and grandparents raising grandchildren. *Note: The target service units for the number of participating adults and participating children is a duplicated count			

Target Service Units	FY 13	FY 14	FY 15
Number of participating adults*	16,600	16,600	16,600
Number of participating children*	14,300	14,300	14,300
Number of books distributed	2,000	2,000	2,000
Funding Level	FY 13	FY 14	FY 15
	\$375,000	\$375,000	\$375,000

Strategy: Community Outreach			
Strategy Description Provides grassroots support and engagement to increase parent and community awareness of the importance of early childhood development and health.			
Strategy Narrative The Regional Council understands the imperative to build public awareness of the importance of early childhood education and understanding of child development. This strategy employs community outreach staff to engage target audiences in conversations about early childhood health and education issues. Outreach staff attends community events, develops presentations for target groups, and interacts with media with a goal of growing relationships in the community and building champions. The Parent Awareness Community Outreach Coordinator will educate the public about early childhood by delivering community presentations, recruiting community champions, and disbursing collateral materials that support FTF messages.			
Target Population Description The target populations are the key partners in the development of a successful early childhood system. These audiences represent the individuals and organizations in the community who have a vested interest in getting children ready for school and set for life.			
Target Service Units	FY 13	FY 14	FY 15
No Service Units	N/A	N/A	N/A
Funding Level	FY 13	FY 14	FY 15
	\$83,000	\$83,000	\$83,000

Strategy: Media			
Strategy Description Increases public awareness of the importance of early childhood development and health via a media campaign. The Regional Partnership Council has agreed to partner with those Regional Partnership Councils serving Maricopa to invest in a countywide media campaign. The Regional Partnership Council has also voted to allow 10 percent of its media allotment to be used for electronic and social media as deemed appropriate by the First Things First Communications Department.			
Strategy Narrative The North Phoenix Regional Partnership Council participates in the Cross-Regional Communications Media efforts with other Regional Partnership Councils in Maricopa County. Media efforts include purchasing television and radio spots, billboards, and other approved media buys.			
Target Population Description This is a universal strategy that targets citizens of the entire region.			
Target Service Units	SFY 13	SFY 14	SFY 15
No target service units identified for this strategy	N/A	N/A	N/A
Funding Level	SFY 13	SFY 14	SFY 15
	\$50,000	\$50,000	\$50,000
Strategy: Community Awareness			
Strategy Description Uses a variety of community-based activities and materials to increase public awareness of the critical importance of early childhood development and health so that all Arizonans are actively engaged in supporting young kids in their communities.			
Strategy Narrative Community Awareness addresses the prioritized need to raise awareness of the importance of early childhood development and health in the region. The intent is that all Arizonans will be actively engaged in supporting young kids in their communities Approaches that will be used to increase Community Awareness include: distribution of First Things First leave behinds and branded collateral materials, sponsorships, parent education and awareness, grantee recognition, community presentation, speakers bureau training, and participation in community events that align and support the mission of First Things First.			
Target Population Description This is a universal strategy that targets citizens of the entire region.			
Target Service Units	FY 13	FY 14	FY 15
No Service Units	N/A	N/A	N/A
Funding Level	FY 13	FY 14	FY 15
	\$21,000	\$21,000	\$21,000

Strategy: Statewide Evaluation			
Strategy Description Statewide Evaluation includes the studies and evaluation work which inform the FTF Board and the 31 Regional Partnership Councils. Examples include: the baseline Needs and Assets reports, specific focused studies, and statewide research and evaluation on the developing early childhood system.			
Strategy Narrative First Things First has, and is growing, a multi-level system of research and evaluation strategies designed to be responsive to the informational needs of varied stakeholder groups, including the First Things First Board, Regional Partnership Councils, and Arizona citizens. The research and evaluation system is designed to provide both depth and breadth of high quality information, from collecting programmatic data to evaluating the overall impact of the First Things First Early Childhood System model. The system provides a framework for conducting statewide and regional studies centered on identifying current and changing needs of families and children birth to five, and the impact of programs and strategies across all First Things First priority areas. The First Things First research and evaluation system is a knowledge building system, designed to advance the understanding of needs, activities, and effectiveness. Individually and collectively, research and evaluation strategies generate data and findings which can be used to identify trends and changes in school readiness indicators and therefore to support strategic planning and decision-making which promotes the health and well-being of young children.			
Target Population Description N/A			
Target Service Units	FY 13	FY 14	FY 15
No Target Service Units Identified for This Strategy	N/A	N/A	N/A
Funding Level	FY 13	FY 14	FY 15
	\$305,480	\$305,480	\$305,480

Strategy: Needs and Assets			
Strategy Description Biennial, overall assessment of data on opportunities and challenges for children zero through five and their families undertaken to inform regional strategic planning.			
Strategy Narrative First Things First has and is growing a multi-level system of research and evaluation strategies designed to be responsive to the information needs of varied stakeholder groups, including the First Things First Board, Regional Partnership Council directors and members, and Arizona citizens. The research and evaluation system is designed to provide both depth and breadth of high quality information, from collecting programmatic data to evaluating the overall impact of the First Things First Early Childhood System model. The system provides a framework for conducting statewide and regional studies centered on identifying current and changing needs of families and children birth to five, and the impact of programs and strategies across all First Things First priority areas. Individually and collectively, research and evaluation strategies generate a wealth of data and cumulative findings that can be used to document trends and changes in school readiness indicators as well as support Council learning, strategic planning and decision-making to promote well-being in Arizona’s youngest citizens.			
The Needs and Assets report will provide data which will help further the North Phoenix Regional Council’s			

depth and knowledge of the unmet needs and potential assets in the community. Supplied with the new and more detailed data, the council will be armed to make more informed decisions that will better enhance system building and increase efficiencies across programming.

Target Population Description

The target population includes the entire North Phoenix region

Target Service Units	SFY 13	SFY 14	SFY 15
No target service units identified for this strategy			
Funding Level	SFY 13	SFY 14	SFY 15
	\$20,000	\$0	\$20,000

Section III D. Proposed Funding Summary SFY 2013 - 2015 Regional Partnership Council Budget

 FIRST THINGS FIRST <i>Ready for School. Set for Life.</i>	FY 2013 - 2015 North Phoenix Funding Plan Summary
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Allocations and Funding Sources	2013	2014	2015
FY Allocation	\$8,859,185	\$8,876,904	\$8,910,192
Population Based Allocation	\$6,115,194		
Discretionary Allocation	\$1,361,991		
Other (FTF Fund balance addition)	\$1,382,000	\$8,876,904	\$8,910,192
Carry Forward From Previous Year	\$5,741,330	\$3,876,473	\$2,049,335
Total Regional Council Funds Available	\$14,600,515	\$12,753,377	\$10,959,527
Strategies	Proposed Allotment	Proposed Allotment	Proposed Allotment
Quality First	\$1,658,589	\$1,658,589	\$1,658,589
Quality First Child Care Scholarships	\$3,585,755	\$3,585,755	\$3,585,755
Scholarships TEACH	\$49,500	\$49,500	\$49,500
Child Care Health Consultation	\$231,840	\$231,840	\$231,840
Pre-Kindergarten Scholarships	\$719,280	\$719,280	\$719,280
Family, Friends & Neighbors	\$250,000	\$250,000	\$250,000
FTF Professional REWARD\$	\$75,000	\$75,000	\$75,000
Community Based Professional Development Early Care and Education Professionals	\$180,000	\$180,000	\$180,000
Home Visitation	\$1,000,000	\$1,000,000	\$1,000,000
Family Resource Centers	\$700,000	\$700,000	\$700,000
Court Teams	\$50,000	\$50,000	\$50,000
Parent Education Community-Based Training	\$514,000	\$514,000	\$514,000
Reach Out and Read	\$19,000	\$19,000	\$19,000
Mental Health Consultation	\$369,000	\$369,000	\$369,000
Developmental and Sensory Screening	\$167,598	\$167,598	\$167,598
Health Insurance Enrollment	\$300,000	\$300,000	\$300,000
Parent Outreach and Awareness	\$375,000	\$375,000	\$375,000
Community Outreach	\$83,000	\$83,000	\$83,000
Media	\$50,000	\$50,000	\$50,000
Community Awareness	\$21,000	\$21,000	\$21,000
Statewide Evaluation	\$305,480	\$305,480	\$305,480
Needs and Assets	\$20,000.0		\$20,000
Proposed Allotment Total:	\$10,724,042	\$10,704,042	\$10,724,042
Total Unallotted	\$3,876,473	\$2,049,335	\$235,485