

**SAN CARLOS APACHE REGIONAL PARTNERSHIP COUNCIL**  
**FUNDING PLAN**  
**July 1, 2010– June 30, 2012**

**OVERVIEW OF THE THREE YEAR STRATEGIC DIRECTION**

**I. Regional Needs and Assets**

The San Carlos Apache Reservation is located in southeastern Arizona and spans across Gila, Graham, and Pinal Counties. Encompassing about 2,900 square miles of land area, the reservation varies in landscape, including desert, alpine meadows, and ponderosa pine forest. The closest city is Globe, located 20 miles to the west of the business and residential areas of San Carlos. The San Carlos Apache Tribe engages in a number of enterprises including retail stores, timber, hotel and casino, conference center, and a development corporation. The San Carlos Apache Reservation is divided into four unique communities referred to as districts. These districts were originally formed in the 1950s by the Tribe's constitution to set voting boundaries. The district names are Peridot, Bylas, Seven Mile Wash and Gilson Wash. The Peridot District has the largest population followed by the Gilson Wash District, and the Seven Mile Wash District. The Bylas District has the smallest population of all the San Carlos Apache Reservation communities.

The US Census reports that from 2000 to 2006, the overall population of the San Carlos Apache Region increased by 539 in comparison to the state's population increase of 1,208,123. While the overall population of the San Carlos Apache Region grew, the total number of children ages 0-5 actually declined by 149. There are no identifiable trends in the region that can be attributed to the decline in population of the children ages 0 – 5 years of age.

The San Carlos Apache Region is unique because it is a part of a sovereign tribal nation. As a result, the health care services of this region are provided by the San Carlos Indian Health Service Unit which is a Federal Health Care Service that was created to carry out the health care trust responsibilities of the Federal Government to the members of the San Carlos Apache Tribe.

The schools located within the community are Rice Elementary, Peridot Lutheran Elementary School, and St. Charles School. There is only one school district in the San Carlos Apache Region. San Carlos is also home to one tribally licensed child care center, two certified family child care homes, and one school based preschool that enroll a combined total of 96 children. This region is also home to the San Carlos Head Start program which operates four locations in each district and enrolls a total of 233 children.

Despite the desire and need for early childhood services in San Carlos, many children and their families lack coordinated and comprehensive services. In order to learn more about the service gaps as well as existing community resources, the San Carlos Apache Regional Partnership Council drew upon the rich culture and oral traditions of the San Carlos Apache Tribe to initiate many community and culturally appropriate information gathering activities. In addition to reviewing and approving the regional needs and assets report and other community reports and data, San Carlos Apache Regional Partnership Council members participated and invited community members to participate in community discussions that addressed specific goal areas and solicited expertise and knowledge from the community.

The culmination of these activities has led to indications of several significant areas of need. As the region continues to grow in population, so do the needs for services for young children and their families. Every parent strives to keep their children healthy and happy but it is difficult to do when there is a lack of service providers available. The lack of adequate services is especially evident in the area of health care for the children of San Carlos. Although an Indian Health Service Unit does exist in the region, there is only one pediatrician that is responsible for the health care of the entire population of the children of San Carlos. The concern is that children zero to five are not receiving the appropriate and timely screenings and care that are administered by a pediatrician.

In addition, there is not a sufficient amount of early childhood education centers and/or early care centers that have the capacity to accommodate to the current early child care need. The San Carlos Apache *Needs and Assets Report* has demonstrated that there are approximately 1,046 children ages 0-5 that are residing in the region. With only one tribally licensed child care center, two certified family child care homes, one school based preschool and the San Carlos Apache Tribal Head Start Program there is only a combined enrollment of 329 children served in these programs. All of these centers are at capacity and can no longer accept children into their programs. As a result 717 children are without care and access to early education. San Carlos Apache families have limited choices concerning type of child care and may rely more heavily on relative care.

Family support as it relates to parenting skills, poverty and cultural identity is another area of deficiency for the San Carlos Region. The San Carlos Apache Regional Needs and Assets Report reveals the number of single parent households in San Carlos grew by 42 percent in 2006 from 2000. The challenges of raising a child without the support of two parents can affect various aspects of the child's cultural development. For example, the culture of the San Carlos Apache people includes social roles for children, men and woman. Without the influence of both parents, the knowledge these cultural roles play in child development are being lost. Additionally, the economic status for families has been impacted by high unemployment in the community. For the San Carlos Apache Region, the unemployment rate was 17.1 percent in 2007 as compared to the rest of Arizona at 3.8 percent. To support this finding, the San Carlos Regional Partnership Council hosted a community discussion with the elders to commence an identification of the early childhood needs of the Tribe. During the session with the elders and in the subsequent community sessions that followed, it was discovered that childrearing with respect to cultural values is no longer practiced. As a result, the San Carlos Apache Regional Partnership Council identified Family Support specific to parenting skills, poverty and cultural identity as a goal area.

Upon the completion of the San Carlos Apache Regional Needs and Assets Report, it became apparent from the lack of data and/or access to such data, that no cross-tribal, state and federal program coordination efforts were in place to expand or enhance the coordination and integration of regional data, programs, services and resources for young children and their families. The absence of such a

mechanism was also evident during the dialogue of the Community Discussions hosted by the San Carlos Apache Regional Partnership Council. Participants identified tribal programs and resources as strength; however, the lack of partnerships among programs for children and families was identified as one of the top four weaknesses in the region.

Professional Development was also discovered as an area for improvement. The San Carlos Apache Region is working to increase the professional training and credentialing of early childhood professionals given increasing education requirements for staff mandated by Head Start and other similar programs. There are multiple avenues for training and certification available to professionals in this region, including online opportunities and on-site training and education/degree programs through Gila Community College and state universities. The San Carlos Apache Tribe Education Department provides financial aid, scholarship and recruitment/retention services to enrolled tribal members of the Tribe. The program serves vocational, undergraduate, and graduate college/university students as they pursue their educational goals. According to the San Carlos Apache Tribe Education Department, it has been difficult to cultivate motivation to pursue a career in the field of early childhood development and education. With that in mind, the San Carlos Apache Regional Partnership Council recognized the need to increase the rate of pay for Early Childhood Development staff, including the early childhood care providers at centers and home-based settings.

The San Carlos Apache Regional Partnership Council established and engaged in a strategic planning process that honored the oral traditions of the Tribe by holding several community discussions to increase the Regional Council's knowledge of the existing resources and identify other compelling needs. With respect to the needs and assets of the region, the San Carlos Apache Regional Partnership Council has prioritized the following needs for consideration through FY 2012:

1. Child rearing practices that is reflective of San Carlos Apache Tribal values.
2. Coordinated efforts among early childhood service providers to provide for enhanced, effective, and collaborative family support and health services.
3. Outreach, education and intervention on nutrition and prevention of childhood obesity and diabetes.
4. Increased Public Awareness of Early Childhood Issues, First Things First, and Career opportunities.
5. Increased early care and education opportunities for children ages zero to five.
6. Early screening for health and developmental delays for young children.
7. Access to information about child development.

## II. Prioritized Goals and Key Measures

### **Need: Child rearing practices that are reflective of San Carlos Apache tribal values.**

Goal#11: FIRST THINGS FIRST will coordinate and integrate with existing education and information systems to expand families' access to high quality, diverse and relevant information and resources to support their child's optimal development.

Goal #12: FIRST THINGS FIRST will increase the availability, quality, and diversity of relevant resources that support language and literacy development for young children and their families.

#### *Key Measures:*

- Percentage of families with children birth through age five who report they are satisfied with the accessibility of information and resources on child development and health
- Percentage of families with children birth through age five who report they are competent and confident about their ability to support their child's safety, health and well-being

### **Need: Coordinated efforts among early childhood service providers to provide for enhanced, effective, and collaborative family support and health services.**

Goal#13: FIRST THINGS FIRST will lead cross-system coordination efforts among state, federal and tribal organizations to improve the coordination and integration of Arizona programs, services and resources for young children and their families.

#### *Key Measures:*

- Percentage of families who report they are satisfied with the level of coordination and communication among agencies serving their children
- Total number and percentage of public and private partners who report they are satisfied with the extent and quality of coordination between public, private, and tribal systems

### **Need: Outreach, education and intervention on nutrition and prevention of childhood obesity and diabetes.**

Goal#11: FIRST THINGS FIRST will coordinate and integrate with existing education and information systems to expand families' access to high quality, diverse and relevant information and resources to support their child's optimal development.

#### *Key Measures:*

- Percentage of families with children age birth through age five who report they are competent and confident about their ability to support their child's safety, health and well being.

**Need: Increased Public Awareness of Early Childhood Issues, First Things First, and Career Opportunities.**

Goal #15: FIRST THINGS FIRST will expand public awareness of and financial and political support for, early childhood development and health efforts in Arizona.

Goal: #14: FIRST THINGS FIRST will collect and disseminate accurate and relevant data related to early childhood development and health.

Goal#8: FIRST THINGS FIRST will build a skilled and well prepared early childhood development workforce.

*Key Measures:*

- Percentage of Arizonans who report that early childhood development and health issues are important
- Percentage of families with children birth through age five who report they are satisfied with the accessibility of information and resources on child development and health
- Total number and percentage of professional working in early childhood care and education settings with a credential, certificate, or a degree in early childhood development
- Total number and percentage of professional working in early childhood care and education that are pursuing a credential, certificate, or degree

**Need: Increased early care and education opportunities for children ages zero to five.**

Goal#3: FIRST THINGS FIRST will increase availability and affordability of early care and education settings.

Goal#9: FIRST THINGS FIRST will increase the retention of the early care and education workforce.

*Key Measures:*

- Total number of children enrolled and vacancies in regulated early care and education programs as a proportion of total population birth to age five
- Retention rates of early childhood development and health professionals

**Need: Early screening for health and developmental delays for young children.**

Goal#6: FIRST THINGS FIRST will expand use of early screen in health care settings to identify children with developmental delay.

*Key Measures:*

- Ratio of children referred and found eligible for early intervention
- Percentage of families with children birth through age five who report they are satisfied with the accessibility of information and resources on child development and health
- Percentage of families with children birth through age five who report they are competent and confident about their ability to support their child's safety, health and well-being

**Need: Access to information about child development.**

Goal#11: FIRST THINGS FIRST will coordinate and integrate with existing education and information systems to expand families' access to high quality, diverse and relevant information and resources to support their children's optimal development.

*Key Measures:*

- Percentage of families with children birth through age five who report they are satisfied with the accessibility of information and resources on child development and health
- Percentage of families with children birth through age five who report they are competent and confident about their ability to support their child's safety, health, and well-being

### III. Strategy Selection

The proposed strategies are the direct result of the San Carlos Apache Regional Needs and Assets Report conducted on behalf of San Carlos in addition to community discussions, and key stakeholder interviews initiated by the San Carlos Apache Regional Partnership Council. These inaugural strategies will serve as the catalyst to the work of our Regional Council.

These strategies were developed to serve as activities that will lay much needed groundwork for a seamless network of early care, education and health services for child ages zero to five in San Carlos. It is the vision of the San Carlos Apache Regional Partnership Council to see these initial strategies develop into comprehensive multi-year plans of actions.

To further strengthen the region’s strategies and funding plan, the San Carlos Apache Regional Partnership Council will continue to dialogue with other stakeholders and partners to plan for and evaluate the implementation of these proposed strategies. Additionally, the Regional Council will continue strategic planning activities over the next two years for the purposes of compiling information that will be essential to providing a comparison for assessing program impact for the children of San Carlos.

The following strategies have been identified to address the goals and key measures and are as follows:

Identified Need	Goal	Key Measures	Strategies
Child rearing practices that is reflective of San Carlos Apache Tribal values.	<p>Goal #11: FIRST THINGS FIRST will coordinate and integrate with existing education and information systems to expand families’ access to high quality, diverse and relevant information and resources to support their child’s optimal development.</p> <p>Goal#12: FIRST THINGS FIRST will increase the availability, quality, and diversity of relevant resources that support language and literacy development for young children and their families.</p>	<p>Percentage of families with children birth through age five who report they are satisfied with the accessibility of information and resources on child development and health.</p> <p>Percentage of families with children birth through age five who report they are competent and confident about their ability to support their child’s safety, health and well-being.</p>	Develop and implement culturally relevant parent education curriculum.

San Carlos Apache Regional Partnership Council  
 REGIONAL COUNCIL 2010 Allocation: \$302,873

Identified Need	Goal	Key Measures	Strategies
<p>Coordinated efforts among early childhood service providers to provide for enhanced, effective, and collaborative family support and health services.</p>	<p>Goal#13: FIRST THINGS FIRST will lead cross-system coordination efforts among state, federal and tribal organizations to improve the coordination and integration of Arizona programs, services and resources for young children and their families.</p>	<p>Percentage of families who report they are satisfied with the level of coordination and communication among agencies serving their children.</p> <p>Total number and percentage of public and private partners who report they are satisfied with the extent and quality of coordination between public, private, and tribal systems.</p>	<p>Establish and Facilitate an Early Childhood Development and Health Collaborative</p>
<p>Outreach, education and intervention on nutrition and prevention of childhood obesity and diabetes.</p>	<p>Goal#11: FIRST THINGS FIRST will coordinate and integrate with existing education and information systems to expand families' access to high quality, diverse and relevant information and resources to support their child's optimal development.</p>	<p>Percentage of families with children age birth through age five who report they are competent and confident about their ability to support their child's safety, health and well being.</p>	<p>Implementation of interventions targeting nutrition, healthy weight and physical exercise into existing community services for children 0 to 5.</p>
<p>Increased Public Awareness of Early Childhood Issues, First Things First, and Career Opportunities</p>	<p>Goal #15: FIRST THINGS FIRST will expand public awareness of and financial and political support for, early childhood development and health efforts in Arizona.</p> <p>Goal: #14: FIRST THINGS FIRST will collect and disseminate accurate and relevant data related to early childhood development and health.</p> <p>Goal#8: FIRST THINGS FIRST will build a skilled and well prepared early childhood development workforce.</p>	<p>Percentage of Arizonans who report that early childhood development and health issues are important.</p> <p>Percentage of families with children birth through age five who report they are satisfied with the accessibility of information and resources on child development and health</p> <p>Total number and percentage of professional working in early childhood care and education settings with a credential, certificate, or a degree in early childhood development.</p> <p>Total number and percentage of professional working in early childhood care and education that are pursuing a credential, certificate, or degree.</p>	<p>Increase Early Childhood Development and Health Awareness through a Communications Campaign: also to serve as Career Recruitment Campaign.</p>

San Carlos Apache Regional Partnership Council  
 REGIONAL COUNCIL 2010 Allocation: \$302,873

Identified Need	Goal	Key Measures	Strategies
<p>Increased early care and education opportunities for children ages zero to five.</p>	<p>Goal#3: FIRST THINGS FIRST will increase availability and affordability of early care and education settings.            Goal#9: FIRST THINGS FIRST will increase the retention of the early care and education workforce.</p>	<p>Total number of children enrolled and vacancies in regulated early care and education programs as a proportion of total population birth to age five.             Retention rates of early childhood development and health professionals</p>	<p>Establish a salary incentive program for early childhood professionals.</p>
<p>Early screening for health and developmental delays for young children.</p>	<p>Goal#6: FIRST THINGS FIRST will expand use of early screen in health care settings to identify children with developmental delay.</p>	<p>Ratio of children referred and found eligible for early intervention.             Percentage of families with children birth through age five who report they are satisfied with the accessibility of information and resources on child development and health.             Percentage of families with children birth through age five who report they are competent and confident about their ability to support their child's safety, health and well-being.</p>	<p>Deliver Mobile Play-Based Screening and Intervention Activities.</p>
<p>Access to information about child development.</p>	<p>Goal#11: FIRST THINGS FIRST will coordinate and integrate with existing education and information systems to expand families' access to high quality, diverse and relevant information and resources to support their children's optimal development.</p>	<p>Percentage of families with children birth through age five who report they are satisfied with the accessibility of information and resources on child development and health.             Percentage of families with children birth through age five who report they are competent and confident about their ability to support their child's safety, health, and well-being.</p>	<p>100 Arizona Parent Kits for integration into existing parent support programs.</p>

**Strategy #1: Develop and Implement Culturally Relevant Parent Education Curriculum**

The first strategy of the San Carlos Apache Regional Partnership Council is the creation of a parent education curriculum that is reflective of the culture and values of the San Carlos Apache Tribe.

The overall purpose of this strategy is to assist in strengthening families through the use of culturally centered child rearing practices for parents with young children. Research shows that differential concepts of family structure and identity exist between various ethnic groups and mainstream America. This is especially true in the case of Native American Tribes. For example, child care on some Native American reservations may be based on a traditional sense of community responsibility, rather than individual family responsibility for children. Family support programs that are not familiar with Native cultures may readily apply their own assumptions about family structure and responsibility and, in so doing, may fail to recognize the strengths that may accrue a broader assumption of community responsibility for children.

Through research, strategic planning exercises, and key informant interviews, the San Carlos Apache Regional Partnership Council has discovered that there are many established parent education programs that provide services to families in the region. However, many of these programs use a standardized curriculum that does not consider the cultural dynamics and values that may be prevalent in Apache families.

To gain a better understanding of this issue, the San Carlos Apache Regional Partnership Council hosted a community discussion with the Elders to access their perspective of the early childhood needs of the tribe. During the session with the Elders and in the subsequent community sessions that followed, it was discovered that childrearing with respect to cultural values is important and should be a resource available to the community to enhance parenting skills, promote culture awareness and increase community awareness and participation in early care and health activities. Accordingly, the reintroduction of cultural practices and values into early care and health was identified as the top priority of the San Carlos Apache Regional Partnership Council. The decision to take on this endeavor was based on evidence that demonstrates success rates for programs that have designed an education curriculum within the context of Native American values. Examples of these programs include: Helping America's Youth: Native American Prevention Project Against AIDS and Substance Abuse, Institute on Community Integration's Expanding the Circle, and the Native American Advocacy Program: Knowing Your Place in the Circle Community Prevention.

The San Carlos Apache Regional Partnership Council has committed to a three year period to accomplish this strategy. The Regional Council elected to devote a considerable amount of time given the magnitude of this project. With that in mind, it is important to note that the San Carlos Apache Tribe has a very rich culture. However, due to the oral traditions and tribal history there is currently no comprehensive written account or overview of its culture and/or cultural values as it relates to young children. As a result, this project will require extensive research, focus groups, community meetings, consensus building and key informant interviews.

Curriculum development guidelines:

- The consultant will identify and analyze the format and structure of existing evidence based parent education curriculum to serve as a guide and template for the Apache Parent Curriculum.
- Upon analysis of existing curriculum a singular fidelity instrument will be identified for the process of evaluation of this curriculum based on the match or fit to this project. This instrumented shall be presented the First Things First Evaluation Division for review, prior to use.

- Within the first quarter of the inaugural year, the consultant will develop a research protocol (including data collection tool) and methodology for this project. These tools will be presented to the First Things First Evaluation Division for review.
- All data collected from this project will be submitted to the First Things First Evaluation Division for approval of the San Carlos Apache Tribal Council which serves as the Tribe's Internal Review Board.

The project phases are as follows:

#### Year 1: Curriculum Development

The initial phase will involve an inventory process of the existing parent curriculum utilized by the programs in the region. The curriculum foundation will be formed through a synthesis of the parent information currently being utilized in the San Carlos community. The subject matter will include abuse prevention, family wellness, nutrition, physical activity and discipline. Other topics included will be further expanded upon using the cultural values of the tribe. This phase will also include the collection of information on the cultural perspective and practices of the San Carlos Apache as it relates to early childhood development. In addition to the following:

1. Cultural Research
2. Establishment of a curriculum content advisory committee
3. Literature search to attempt to locate existing materials that will meet the intended outcomes for the audience selected
4. Outline of content developed (Intended Outcomes + Content + Methods).
5. Final specification of intended outcomes, in measurable terms (Condition + Performance + Standards)
6. Reading level, layout, and fonts used tested for appropriateness to target audience

#### Year 2: Pilot/Testing (revisions)

1. Drafts produced, appropriate items for each intended outcome drafted.
2. Developmental trial conducted on draft materials and test items
3. Revision and new drafts produced based on developmental trial results, until criterion level of achievement is reached on each intended outcome
4. Development of audio visual components and accompanying tools
5. Testing conducted with observers or extensive feedback from leader/facilitator
6. Pre/post testing and scoring done.
7. Data analyzed, interviews with target audience learners and leader/facilitator completed

#### Year 3: Finalized Curriculum and Outreach and Distribution

1. Revisions made in training plan
2. Materials subjected to expert external review
3. Revision as recommended by external review
4. Final versions of all materials prepared, with professional youth art, layout, typography, and editing. Printing, videotaping, etc. completed
5. Outreach to existing parent support programs for integration into their services

**Research Notes:**

(1992) USDA/ES, Curriculum Development for Issues Programming: A National Handbook for Extension Youth Development Professionals.

(2007) "Developing Cultural Self-Awareness" Beth Harry, University of Maryland  
<http://www.casnet.org/library/culture/culture-aware.htm>

(2004) The Coalition for A Drug Free Hawaii "The Strengthening Hawaii Families Program"  
[www.ncjrs.gov/html/ojjdp/jbul2000\\_04\\_2/pag13.html](http://www.ncjrs.gov/html/ojjdp/jbul2000_04_2/pag13.html)

(1996) U.S. Department of Education "Native American Parental Assistance Program"  
[www.ed.gov/Family/ParentCtrs/ahmium.html](http://www.ed.gov/Family/ParentCtrs/ahmium.html)

**Goal:** FIRST THINGS FIRST will coordinate and integrate with existing education and information systems to expand families' access to parenting skills to support their child's optimal development.

**Key Measures:**

1. Percentage of families with children birth through age five who report they are satisfied with the accessibility of information and resources on child development and health
2. Percentage of families with children birth through age five who report they are competent and confident about their ability to support their child's safety, health and well-being

**Target Population** (Description of the population to reach):

Entire parenting and family population of the tribe delivered through existing family support agencies and programs including the tribal social services parenting education program, Apache Kid Care, San Carlos Apache Tribe Head Start, WIC, the tribal diabetes program, Community Health Representative Program, and other home visiting programs and child care providers. These programs will reach out to parents using the proposed parent curriculum.

	<b>SFY2010</b> July 1, 2009 - June 30, 2010	<b>SFY2011</b> July 1, 2010 - June 30, 2011	<b>SFY2012</b> July 1, 2011 - June 30, 2012
<b>Proposed Service Numbers</b>	NA	5	10 family support programs utilizing completed curriculum.
	Curriculum development	Curriculum test sites	

**Performance Measures SFY 2010-2012**

1. # of diverse community partners (family support programs, parents, traditional and spiritual leaders, elder programs, policy makers etc.) that are involved in partnership and collaborations for the planning delivery and evaluation of the Apache Parents Curriculum

2. A completed issue paper documenting the results of the cultural research conducted for this project
3. The formation of a curriculum advisory committee consisting of key stakeholders to guide the curriculum content
4. Completed draft curriculum (method, activity tools)

• How is this strategy building on the service network that currently exists:

Apache families are in need of parenting resources. Currently most family support programs in San Carlos operate independently. While there are many excellent programs servicing Apache children, there is no official culturally based materials and/or coordinated service network. This strategy will develop a culturally appropriate service network where one currently does not exist.

• What are the opportunities for collaboration and alignment:

We will use the parenting education curriculum offered in existing programs as a foundation for this project. Curriculum design must be based upon proven, evidence based parenting curriculum: the base model must allow for modification (language, culture, environment, and families) fidelity to the model must be held; however additional components or cultural modifications will be appropriate.

**SFY2010 Expenditure Plan for Proposed Strategy (How much of the total allocation will go to this strategy)**

Population-based Allocation for proposed strategy	\$47,000.00
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**Budget Justification:** Describe how the allocation for the strategy was determined including characteristics unique to the region.

**This project will require a staff person that is experienced in research, data collection, curriculum development, and cultural affairs. They must have a general knowledge of the San Carlos Apache Tribe.**

Consultant: \$30,000.00

Materials and Supplies, Consultant Training, Curriculum Development, Travel costs: \$17,000.00

**TOTAL: \$47,000.00 year one**

\$47,000 year two, continued development, piloting

\$30,000 year three, begin implementation

**Strategy #2: Establish and Facilitate an Early Childhood Development and Health Collaborative**

The goal of the Early Childhood Development and Health Collaborative is to ensure that all families in the San Carlos region have the information and support they need to be effective parents by creating a coordinated network of services. Currently, the San Carlos community has no mechanism to identify and address gaps in service, reduce duplication, or to ensure that families are referred to the services that best fit their needs.

During the process of formulating the San Carlos Apache Regional Needs and Assets Report, it became apparent from the lack of data and/or access to such data, that no cross-tribal, state and federal program coordination efforts were in place to expand or enhance the coordination and integration of regional data, programs, services and resources for young children and their families. The absence of such a mechanism was also evident during the dialogue of the community discussions hosted by the San Carlos Apache Regional Partnership Council. In a community wide discussion, the participants of the group identified tribal programs and resources as strength; however, the lack of partnerships amongst programs for children and families was identified as one of the top four weaknesses in the region.

Research demonstrates that early childhood coalitions linking local, tribal, federal and state partners have made great impacts on policy and funding for early care and health issues. This is best demonstrated by the work of the New Jersey State Better Baby Campaign. Additionally, the formation of coalitions increases the opportunity for all partners to network and reap the benefits of technical assistance, advocacy strength and program and fund development. It is the intent of the San Carlos Apache Regional Partnership Council to mirror the success of such a campaign to benefit the children of the San Carlos region.

The San Carlos Early Childhood and Health Collaborative will meet at least quarterly. The Collaborative will be charged with making a report to the San Carlos Apache Regional Partnership Council within 6 months and annually thereafter of the existing family support services, gaps in service (taking into consideration availability of services by location and to all target populations) and recommended improvement strategies. The Collaborative will also develop a community newsletter and calendar on early childhood issues and events in the San Carlos Apache community.

It is also envisioned that within the Collaborative there will be sub-committees to address service coordination within particular service sectors. The following sub-committees or coalitions will be developed: Parenting Education Coalition, Home Visiting Coalition and Child Care Coalition.

The Parenting Education Coalition will be responsible for coordinating parenting education programs; identifying existing programs and recommending changes so there are programs that address the unique needs of teen parents, families with Court or CPS referrals, families living in outlying communities, and other target populations identified by First Things First; and increasing awareness of programs by developing a monthly Parenting Education Calendar.

The Home Visiting Coalition will be responsible for developing a comprehensive home visiting system by convening home visiting program managers, developing methods to coordinate home visiting programs to ensure the needs of the most at-risk families are addressed; coordinating outreach activities; reviewing referrals; and gathering and reviewing data.

The Child Care Coalition will be the forum for bringing child care providers together to identify issues affecting access to quality early care and education and to develop approaches to increase quality and access.

Each Coalition will work to develop methods to improve service delivery, maximize resources, and meet the needs of families throughout the region.

The San Carlos Apache Regional Partnership Council intends for this collaborative to be a three year project. In year two and three this collaborative will develop and maintain a tribal wide resource center on regional early childhood issues.

**Research Notes:**

(2008) Literacy Powerline “Coalition Fact Sheet” <http://www.literacypowerline.com/faq.html>

(2007) Zero to Three Policy Center “Moving the Infant-Toddler Policy Agenda Forward Together: Strategies to build Successful Coalitions” <http://www.zerotothree.org/site/DocServer/CoalitionBuilding.pdf?docID=4421>

(2004) Campaign New Jersey “Better Baby Care-Building the Foundation” Annual Report

**Lead Goal #13:** FIRST THINGS FIRST will lead cross-system coordination efforts among state, federal and tribal organizations to improve the coordination and integration of Arizona programs, services, and resources for young children and their families.

**Goal #11:** FIRST THINGS FIRST will coordinate and integrate with existing education and information systems to expand families’ access to high quality, diverse and relevant information and resources to support their child’s optimal development.

**Goal #14:** FIRST THINGS FIRST will collect and disseminate accurate and relevant data related to early childhood development and health.

**Key Measures:**

1. Total number and percentage of public and private partners’ who report they are satisfied with the extent and quality of coordination between public, private, and tribal systems

**Target Population:**

Family support agencies and programs, including parenting education programs, home visiting programs and child care providers.

	<b>SFY2010</b> July 1, 2009 - June 30, 2010	<b>SFY2011</b> July 1, 2010 - June 30, 2011	<b>SFY2012</b> July 1, 2011 - June 30, 2012
<b>Proposed Service Numbers</b>	6 participating organizations in each group, 12 meetings each group	10 participating organizations in each group, 12 meetings each group	All organizations participating in each group, 12 meetings each group

**Performance Measures SFY 2010-2012:**

1. # of partners satisfied with quality of coordination
2. #of partners able to appropriately refer families to services
3. Quarterly meetings held (3 groups, 4 meetings each)

<p>4. Newsletter produced and distributed</p> <p>5. Strategy recommendations delivered before November 2009, for Regional Plan 2011</p>	
<p>• How is this strategy building on the service network that currently exists:</p> <p>Currently most family support programs operate independently. While there are many excellent programs, there is no coordinated service network. This strategy will develop a service network where one currently does not exist. The coalitions will establish MOUs between participating partners. The coalitions will work to eliminate the barriers families sometimes face in accessing services by creating a cross resourcing protocol, application and information processing which can cross agencies.</p>	
<p>• What are the opportunities for collaboration and alignment:</p> <p>By providing consistently scheduled and facilitated Collaborative and Coalition meetings this strategy will create numerous opportunities for participants to collaborate. The meetings will provide the forum for service providers to share information, reduce duplication, maximize resources, and address service gaps. Recipients of First Things First funding to provide family support programs will be required to participate in the Family Support Collaborative.</p>	
<p><b>SFY2010 Expenditure Plan for Proposed Strategy (How much of the total allocation will go to this strategy)</b></p>	
Population-based Allocation for proposed strategy	\$ Unfunded
<p><b>Budget Justification:</b> Staffing to support the quarterly Collaborative meetings will come from the FIRST THINGS FIRST San Carlos Apache Regional Office staff. Support will also be provided to Coalition meetings during the start-up phase, with the goal of transitioning Coalition operations to their membership.</p>	

**Strategy #3: Health Intervention—Implementation of interventions targeting nutrition, healthy weight and physical exercise into existing community services for children 0 to 5**

American Indians of all ages and both sexes have a high prevalence of obesity. The high prevalence of diabetes mellitus in American Indians shows the adverse effects that obesity has in these communities. Obesity has become a major health problem in American Indians only in the past 1–2 generations and is believed to be associated with the relative abundance of high-fat foods and the rapid change from active to sedentary lifestyles. The poor success rate of adult obesity treatment programs in the general population points to the need to develop prevention approaches aimed toward children. Because eating and physical activity practices are formed early in life and may be carried into adulthood, prevention programs that encourage increased physical activity and healthful eating habits targeted toward young people need to be developed and tested.

During a recent community discussion hosted by the San Carlos Apache Regional Partnership Council, an increase in childhood obesity in the community was observed and attributed to the lack of nutrition and physical activity programs for the children in the region. This need was further supported by anecdotal data produced by a recent Apache Health Food Survey which suggests that above 60 percent of Apache families including children are pre-diabetic.

In response to the established regional concern and need for early childhood interventions and prevention targeting nutrition, healthy weight and physical exercise, the San Carlos Apache Regional Partnership Council has committed to a three year initiative designed to expand existing obesity prevention services to children ages three to five. This initiative will include a multi-faceted approach to improve children’s nutrition, educate parents, mobilize pediatricians and other health care providers, involve schools and community organizations, and work with the local food industry.

This program will include the following components:

1. The development of informational materials targeting parents about nutrition for infants and children.
  - Parent consultation sessions, parent classes and early childhood professional information sessions on nutrition, healthy weight and physical activity
  - A public awareness campaign addressing the prevention of childhood obesity
2. The development of recreational programs for children ages 3 to five that promote physical activity.
  - Engage children in the process of physical activity by designing and implementing physical activity programs in child care centers and school based child care

Research Notes:

(2008) YMCA “Healthy Family Home Starter Kit”

(2008) Partnership for America’s Economic Success “Early Childhood Health Problems and Prevention Strategies: Costs and Benefits: Studies Show Lasting Societal Benefits from Investments in the Health of Young Children” Issue Brief

(2005) Central California Health and Family Services, College of Health, California State University, “Best Practices in the Prevention and Treatment of Childhood Obesity by Michael Coles, Ph.D. Wade Gilbert, Ph.D.

(2007) National Heart, Lung and Blood Institute, “Working Group Report on Future Research Directions in Childhood Obesity Prevention and Treatment” <http://www.nhlbi.nih.gov/meetings/workshops/child-obesity/index.htm>

(1999) American Journal of Clinical Nutrition “The epidemic of obesity in American Indian communities and the need for childhood obesity-prevention programs”.

(2003) Sally M. Davis, Pathways: "Pathways: Prevention of Obesity Among American Indian Schoolchildren"  
<http://hsc.unm.edu/chpdp/projects/pathways.htm>

**Goal Area: Family Support**

**Lead Goal:** FS (#11) FIRST THINGS FIRST will coordinate and integrate with existing education and information systems to expand families' access to high quality, diverse and relevant information and resources to support their child's optimal development.

**Key Measures:**

1. Percentage of families with children age birth through age five who report they are competent and confident about their ability to support their child's safety, health and well being

**Target Population**

All children in the San Carlos Apache Region.

Outreach would target parents, child care providers, and health care providers.

	<b>SFY2010</b> July 1, 2009 - June 30, 2010	<b>SFY2011</b> July 1, 2010 – June 30, 2011	<b>SFY2012</b> July 1, 2011 - June 30, 2012
<b>Proposed Service Numbers</b>	100 parents	125 parents	150 parents
	100 children participants in physical activity programs.	125 children participants in physical activity programs.	150 children participants in physical activity programs.

**Performance Measures SFY 2010-2012**

1. # of children enrolled in nutrition & recreation course/Proposed service #
2. # of parents who report increase in physical activity 6 weeks after care/Actual service #

- How is this strategy building on the service network that currently exists:

This strategy proposes using existing points of contacts such as child care centers, and health programs, to increase children's access to nutrition and weight management services. There are health prevention programs currently operating within the San Carlos Apache Region that could expand their scope of work or service area.

- What are the opportunities for collaboration and alignment:

This strategy would connect with existing providers that serve as a point of contact for families with young children in their communities and utilize these providers to support physical activity, nutrition and weight management education and expand services. For example, a possible collaboration would be to provide support to a health prevention program that does not currently provide services to children under the age of three to expand their services by providing them with training specific to providing services to infants and toddlers for physical activity, nutrition and weight management.

SFY2010 Expenditure Plan for Proposed Strategy	
Population-based allocation for proposed strategy	\$63,000.00
<b>Budget Justification:</b>  This amount is the average cost reported by services providers currently delivering similar type services. Funding considerations include: <ul style="list-style-type: none"><li>• Staffing and administration: \$45,000.00</li><li>• Program materials and equipment: \$15,000.00</li><li>• Community outreach: \$3,000.00</li></ul> Total: \$63,000.00	

**Strategy #4: Increase Early Childhood Development and Health Awareness through a Communications Campaign: also to serve as Career Recruitment Campaign**

The purpose of this strategy is to increase awareness about early childhood and early childhood development professions, First Things First, and programs and services available to families in the region. The community lacks awareness of the importance of early childhood development and health. Parents lack information about early childhood development and the programs and services that are available in the community. To that end, resource and referral and program coordination was identified as one of the top four concerns during the San Carlos Apache Regional Partnership sponsored community discussions.

The lack of awareness includes knowledge and interests in the field of early childhood professions. According to the San Carlos Apache Tribe Education Department, despite the scholarships available, these funds are rarely utilized for early childhood coursework. To address the need for general need for increased awareness, the San Carlos Apache Regional Partnership Council intends to develop a media and print campaign to increase awareness of the importance of early childhood development and through this effort the Regional Council hopes to generate interest in early childhood health and education professions.

To address this need, the San Carlos Apache Regional Partnership Council will implement a multi-strategy approach to increase awareness of early childhood development and health and the early childhood resources and early childhood career opportunities that are available in the region. The San Carlos Apache Regional Partnership Council is committed to working with community partners to provide a comprehensive information system about services and programs through multiple formats. The approaches that will be utilized are 1) an awareness campaign that builds on the statewide communications plan, 2) compilation and distribution of information about early childhood resources that are operating in the region, and 3) development of several targeted campaigns that increase awareness of specific issues or programs.

Awareness Campaign: The San Carlos Apache Regional Partnership Council will build on the statewide media campaign. If possible, a local perspective will be given to the FIRST THINGS FIRST message. The Regional Council will assist with identifying distribution sites through local TV, radio and print. Early childhood information will also be provided by Regional Council members and staff through presentations to service clubs, service providers and organizations.

Resource Information: With staff support from the FIRST THINGS FIRST, the San Carlos Apache Regional Office, the San Carlos Apache Regional Partnership Council will expand the availability of resource information to the public. This approach will include the following activities:

- Provide information to the community and service providers about FIRST THINGS FIRST,
- Collect information about programs and services that are available for families with young children,
- Develop and maintain an early childhood resource data base,
- Develop additional distribution formats and methods to include: print, television and radio.

The San Carlos Apache Regional Partnership Council will also create and implement an early childhood development and health career recruitment campaign. The campaign will include the following components:

- Early Childhood Professional Careers brochures
- Information identifying Early Care Health and Education Profession Credentials
- Direct mailings targeting high school and college students.

- Early Childhood Career Conferences, Fairs, and Events
- Early Childhood Career Early Childhood Profession Newsletter development
- Television and Print Media Techniques

Research Notes:

( 2008) Success by 6! “Cherish Ever Child Public Awareness and Involvement Campaign”

[http://cherisheverychild.org/home/sb6/aboutus/strategies\\_aboutus.html](http://cherisheverychild.org/home/sb6/aboutus/strategies_aboutus.html)

(2001) North Carolina Center for Nursing: The Power to Make a Difference Campaign

<http://www.nccenterfornursing.org/recruitmentandretention/youth/resourcescampaign.htm>

**Lead Goal #15:** FIRST THINGS FIRST will expand public awareness of and financial and political support for, early childhood development and health efforts in Arizona.

**Goal #14:** FIRST THINGS FIRST will collect and disseminate accurate and relevant data related to early childhood development and health.

**Goal #8:** FIRST THINGS FIRST will build a skilled and well prepared early childhood development workforce.

**Key Measures:**

1. Percentage of Arizonans who report that early childhood development and health issues are important
2. Percentage of families with children birth through age five who report they are satisfied with the accessibility of information and resources on child development and health
3. Total number and percentage of professionals working in early childhood care and education setting with credential, certificate, or degree in early childhood development
4. Total number and percentage of professionals working early childhood care and education that are pursuing a credential, certificate, or degree

**Target Population (Description of the population to reach):**

All areas of the region would be targeted for awareness activities. Through these strategies the Community, including business leaders, public officials, service organizations and individual citizens will have an increased awareness of early child development and health. Families (parents, grandparents, and teen parents), agencies and service providers will have improved access to information about existing services and programs serving young children.

However, recruitment efforts would be from Head Start Staff (Center and Home-based), Early Child Care Staff (Center and Home-based), and local high schools.

	<b>SFY2010</b> July 1, 2009 - June 30, 2010	<b>SFY2011</b> July 1, 2010 - June 30, 2011	<b>SFY2012</b> July 1, 2011 - June 30, 2012
<b>Proposed Service Numbers</b>	Dependent upon the State Communication Strategy Direction: educational materials developed —	Dependent upon the State Communication Strategy Direction: educational materials developed —	Dependent upon the State Communication Strategy Direction: educational materials developed —

	2 individuals to enter into the early childhood field	4 individuals to enter into the early childhood field.	8 individuals to enter into the early childhood field.
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<p><b>Performance Measures SFY 2010-2012:</b></p> <ol style="list-style-type: none"> <li>1. % of families reporting an increase in knowledge and satisfaction with level of coordination</li> <li>2. % of collaborating members / stakeholders reporting satisfaction with level of coordination</li> <li>3. # and % of professionals working in early care and education pursuing a degree in early childhood over a three year period</li> <li>4. # of professionals with degree in early childhood education over a three year period</li> </ol>
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<ul style="list-style-type: none"> <li>• How is this strategy building on the service network that currently exists:</li> </ul> <p>There are many excellent programs available to families with young children in the San Carlos Apache Region. However, families and service providers lack easy access to information about these programs and services. This strategy will support the existing service network by providing the community with accurate information about their programs. It will also be an asset to service providers who also need access to information about available services. It will also build on efforts already underway to improve Information and Referral systems in the region. The awareness campaign will also provide an opportunity to use existing information centers such as the San Carlos Apache Telecommunications company for education purposes through the use of public service announcements. Finally, this strategy will also build upon the programs established for early childhood development at the local colleges and universities to deliver the courses needed for scholars to complete their educational goals.</p>
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<ul style="list-style-type: none"> <li>• What are the opportunities for collaboration and alignment:</li> </ul> <p>This strategy will build on the Statewide Communication Plan. Targeted outreach campaigns will be developed to support general early childhood awareness and early childhood professions. Additionally, this strategy will mobilize the current early child service programs such as the Woman, Infant and Children’s Program, the Apache Kid Care, Head Start, and the Boys and Girls Club to join forces through the development of a clear and concise message about the importance of issues relating to early education and health for children. This strategy will also allow for collaboration with the local colleges regarding the curriculum and courses offered through their early childhood development programs. Overall, this strategy will increase communication and strengthen partnerships across all entities of the Tribe.</p>
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**SFY2010 Expenditure Plan for Proposed Strategy (How much of the total allocation will go to this strategy)**

Population-based Allocation for proposed strategy	\$11,000.00
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**Budget Justification:** Describe how the allocation for the strategy was determined including characteristics unique to the region.

The San Carlos Apache Region Early Childhood Development Awareness and Career Recruitment Campaign: \$11,000.00 (Brochures, education materials, direct mail, conferences, events, newsletter development, & print, radio, newspaper ads, travel).

**Strategy #5: Establish a Salary Incentive Program for Early Care and Education Staff**

Currently, the early care and education workforce typically receives compensation below what is considered a livable wage. The median hourly salary of Arizona early care and education teachers is \$9.75 or \$20,280 annually as reported in “A Decade of Data: The Compensation and Credentials of Arizona’s Early Care and Education Workforce” (2008); the Federal poverty level is \$21, 200 for a family of four. The average salary for teachers and teachers’ assistants serving the zero to five populations in the San Carlos Apache community is well under \$20,000.00 per year. Low wages present barriers to encouraging high-quality, well-educated, and well-trained personnel to enter the field. Additionally, lack of appropriate compensation causes a high rate of turnover among early childhood professions. The shortage of teachers for this age group has resulted in lower quality child care in environments where caregivers often change.

Most importantly, the San Carlos Apache Regional Partnership Council has determined through interviews with key partners that the shortage of early care professionals is currently the primary barrier to providing child care slots for additional children ages zero to five in San Carlos. More specifically, the inability to retain early care professionals has made it difficult to meet the child to student ratio mandated by Tribal policy, resulting in a decrease of early child care opportunities in the San Carlos community.

To address gaps in the Quality and Professional Development areas as well as access to early care, the San Carlos Apache Regional Partnership Council wishes to fund a multi-year early care and education wage enhancement strategy.

First Things First policy staff is currently researching salary enhancement models, and the San Carlos Apache Regional Partnership Council looks forward to using the model as a guide for implementation in the San Carlos Region. However, if the model is not applicable in the region, the Regional Council would like to carry funds over until a more appropriate model can be established that will best serve our region.

**Goal Area: Quality & Access/Professional Development**

FIRST THINGS FIRST will increase availability and affordability of early care and education settings.

FIRST THINGS FIRST will increase retention of the early care and education workforce.

**Key Measures:**

1. Total number of children enrolled and vacancies in regulated early care and education programs as a proportion of total population birth to age five
2. Retention rates of early childhood development and health professionals

**Target Population (Description of the population to reach):**

All children ages zero to five that are not currently enrolled in early care.

Early care and health professionals that have obtained the Child Development Associate credential in the San Carlos Apache community servicing children ages zero to five.

Proposed Service Numbers	SFY2010 July 1, 2009 - June 30, 2010	SFY2011 July 1, 2010 - June 30, 2011	SFY2012 July 1, 2011 - June 30, 2012
		10 teacher salary incentive stipends	10 teacher salary incentive stipends
<b>Performance Measures SFY 2010-2012:</b> 1. # of new early care slots for children ages 0 to five in the San Carlos Region 2. % of early care and education professionals retained for 2 years			
<ul style="list-style-type: none"> <li>How is this strategy building on the service network that currently exists:                               The child care network in San Carlos is currently recruiting to hire additional staff to increase their capacities. Unfortunately, funding for teacher salaries is limited. This strategy will enhance the current recruitment efforts of all child care organizations in the San Carlos Apache community.</li> </ul>			
<ul style="list-style-type: none"> <li>What are the opportunities for collaboration and alignment:                               Opportunities for collaboration and alignment might be a cohort of staff from various early care and education programs to mentor students to increase recruitment and retention efforts.</li> </ul>			
<b>SFY2010 Expenditure Plan for Proposed Strategy</b>			
Population-based Allocation for proposed strategy		\$ 10,000.00	
<b>Budget Justification:</b>  \$1,000.00 stipends for ten (10) Child Development Associate credentialed early child care professional serving the zero to five populations. The stipend will follow the 10 participants into year two and three.  Depending on what First Things First will develop as a statewide strategy, this amount may be adjusted. Compensation packages may be established at different rates for different levels (i.e. less for someone completing an Associates of Arts Degree than for someone completing a Bachelors Degree. If First Things First has not identified a compensation plan by the beginning of Fiscal Year 10, the San Carlos Apache Regional Partnership Council has agreed that the funds for this strategy will carry over to implement the plan regionally once First Things First determines what will be supported at the state level until or a more appropriate model can be established that will best serve our region.  Total: \$10,000.00			

**Strategy #6: Deliver Mobile Play-Based Screening and Intervention Activities**

A mobile unit will bring play-based activities to serve as parent education, outreach, facilitated family support, and child development screening to neighborhoods and communities in San Carlos.

The residential communities of the San Carlos Apache Tribe are very remote. To access early child care and/or health services residents of the Seven Mile Wash, Gilson Wash and Peridot Districts must travel to the heart of the San Carlos business district to receive services. Although the Bylas community does have a satellite Indian Health Service Clinic, its geographic location is a considerable distance from some residential neighborhoods, making it extremely difficult for residents to access if they do not have reliable transportation. The communities' access to early health and education care services is further exacerbated by the lack of a public transportation system.

This strategy would address the service access barrier by providing a traveling resource for parent education, family support and child development screening. This initiative will also encourage existing mobile programs to expand their areas of service to include early health and education.

This program will operate a mobile screening van that will simulate a play experience. This facility will make it possible to provide developmental screenings for children ages zero to five. Additionally, this operation will provide family support through the use of educational materials and interventions to those who are unable to travel to the Indian Health Service Clinic --by going to local community hubs, schools, health fairs, early child care centers, and appropriate community events throughout San Carlos.

This strategy will include the following components:

- Perform developmental screening at every preventive visit throughout childhood, and ensure that the screening includes addressing parents' concerns, making accurate and informed observations of the child, identifying the presence of risk and protective factors, and documenting the process and findings.
- Schedule follow-up visits to the mobile unit for children whose surveillance raises concerns that are not confirmed by a developmental screening tool.
- Refer children about whom developmental concerns are raised to early intervention and early-childhood programs and/or health programs.
- Document all surveillance, screening, evaluation, and referral activities.
- Establish working relationships with state and local programs, services, and resources.

Screenings will be provided to the community by highly skilled and appropriately qualified therapists, early childhood specialists, and/or interventionists.

Research Notes:

(2008) "A Light for the Future" The Ka Pa'alana Traveling Preschool and Homeless Outreach Program

[www.pidfoundation.org/programs/kapaalana](http://www.pidfoundation.org/programs/kapaalana)

(2008) California State University "Center for Communicative Disorders Mobile Hearing and Speech Screening"

<http://class.csueastbay.edu/commsci/mobilevan.htm>

(2004) The National Association for the Education of Young Children “Early Childhood Curriculum, Assessment, and Program Evaluation” [www.naeyc.org/about/positions/pdf/CAPEexpand.pdf](http://www.naeyc.org/about/positions/pdf/CAPEexpand.pdf)

(2006) Pediatrics-The Official Journal of the American Academy of Pediatrics “Identifying Infants and Young Children With Developmental Disorders in the Medical Home: An Algorithm for Developmental Surveillance and Screening” <http://pediatrics.aappublications.org/cgi/content/full/pediatrics;118/1/405>

**Goal Area: Health**

FIRST THINGS FIRST will expand use of early screening in health care setting to identify children with developmental delay.

**Key Measures:**

1. Ratio of children referred and found eligible for early intervention.
2. Percentage of families with children birth through age five who report they are satisfied with the accessibility of information and resources on child development and health
3. Percentage of families with children birth through age five who report they are competent and confident about their ability to support their child’s safety, health and well-being

**Target Population (Description of the population to reach):**

All children ages 0-5 in the San Carlos Apache Region.

Proposed Service Numbers	SFY2010	SFY2011	SFY2012
	July 1, 2009 - June 30, 2010	July 1, 2010 - June 30, 2011	July 1, 2011 - June 30, 2012
	30 screenings/ interventions	50 screenings/ interventions	75 screening/ interventions

**Performance Measures SFY 2010-2012:**

1. # of children screened/proposed service #
2. # of children referred for early intervention/actual service #

- How is this strategy building on the service network that currently exists:

The tribe currently conducts home and community visits with parents through the San Carlos Apache Community Health Representative Program. Other home visit program services in San Carlos are conducted through WIC and Child Protective Services. This strategy will allow for developmental delay screening to be implemented into other home visitation programs.

- What are the opportunities for collaboration and alignment:

The opportunities for collaboration exist within the existing tribal home visitation and health programs. There has long been a need for cross department services and a strategy such as the mobile screening unit that will provide a much needed model for service collaboration.

**SFY2010 Expenditure Plan for Proposed Strategy (How much of the total allocation will go to this strategy)**

Population-based Allocation for proposed strategy	\$153,000.00
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**Budget Justification:**

The allocation for this strategy was based upon costs of the model programs.

Budget estimates include:

Mobile unit (van), Program Equipment, Operational Costs/Supplies: \$73,000

Part time (therapist, early childhood specialist, interventionist) personnel (ERE included): \$80,000.00

TOTAL: \$153,000.00

**Strategy #7: Provide parent education resource through 100 Arizona Parent Kits for integration into existing parent support programs**

The San Carlos Apache Regional Partnership Council would like to ensure that every family has the information and support they need to be effective parents. The San Carlos Apache Regional Partnership Council recognizes that for many families receipt of the *Arizona Parents Kit* will fulfill their need for parenting information. Other families, however, will need more information and greater support. Many parents are not well informed about child development and what they must do to support their child's healthy development. Ideally, family support will be provided in a variety of formats to meet the needs of families throughout the region.

Through this strategy, the San Carlos Apache Regional Partnership Council will: 1) expand availability of parenting education to those areas and individuals who have limited access; and 2) expand home visiting programs that provide families with information and support before and after their child's birth.

Expand parenting education programs: Successful parent education programs help parents acquire and internalize parenting and problem-solving skills necessary to build a healthy family. Protective factors, which benefit both parents and children, that occur as a result of effective parenting education include nurturing and attachment, knowledge of parenting and of child development, parental resilience, social connections and support for parents. Research suggests improving fundamental parenting practices will reduce the likelihood of problem behaviors in children. It has been shown that parent-child relationships can be enhanced through parent training and family strengthening programs.

The San Carlos Apache Regional Partnership Council recognizes the need for family support / parenting education to be available in the community at a variety of venues. Parents should be able to access educational presentation in their community on a variety of child development topics. Information about where and when parenting education programs are available needs to be easily accessible by all interested persons. This strategy will support delivery of additional

parenting education curriculum to strengthen parenting skills. While research supporting utilization of a parenting education program is important, it should be noted that many programs that lack a formal evidence base may still produce desired outcomes and improvements for participants.

Research Notes:

(2005) Creation of An Arizona Kit for New Parents: A Feasibility Study by S. Perkins

(2007) American Journal of Public Health Volume 97, No. 10 “Promoting Prenatal and Early childhood Health: Evaluation of a Statewide Materials-Based Intervention for Parents”

(2005) Parent Education: Issue Brief. Child Welfare Information Gateway

[www.childwelfare.gov/pubs/issue\\_briefs/parented](http://www.childwelfare.gov/pubs/issue_briefs/parented)

(2005) Evidence-Based Parenting Education Programs: Prepared by: Elizabeth Meeker, Psy.D. and Jody Levison-Johnson, LCSW, Coordinated Care Services, Inc.

**Goal Area: Family Support**

FIRST THINGS FIRST will coordinate and integrate with existing education and information systems to expand families’ access to high quality, diverse and relevant information and resources to support their children’s optimal development.

**Key Measures:**

1. Percentage of families with children birth through age five who report they are satisfied with the accessibility of information and resources on child development and health
2. Percentage of families with children birth through age five who report they are competent and confident about their ability to support their child’s safety, health, and well-being

**Target Population (Description of the population to reach):**

Teen parents, parents, caregivers, and the early childhood workforce.

Proposed Service Numbers	SFY2010 July 1, 2009 - June 30, 2010	SFY2011 July 1, 2010 - June 30, 2011	SFY2012 July 1, 2011 - June 30, 2012
	100 kits	0 kits	100 kits

**Performance Measures SFY 2010-2012:**

- 1) Distribution of 100 Kits to high use locations
- 2) At six months and nine months following distribution: frequency of use of kits

3) Location staff's level of knowledge and ability to refer families to utilize Kit/ actual service number of locations

- How is this strategy building on the service network that currently exists:  
  
 The San Carlos Apache Region will distribute and place kits for “check-out” in existing health clinics, libraries, health fairs, domestic violence groups, public schools, etc. Because kits will be “checked-out” by different families, this resource can be repeatedly utilized increasing its effectiveness throughout the region, and reaching an unlimited amount of children.

- What are the opportunities for collaboration and alignment:  
  
 FIRST THINGS FIRST, at the statewide level, is providing the infrastructure to implement this strategy. The San Carlos Apache Regional Partnership Council will partner with the FIRST THINGS FIRST Board to make kits accessible to the target population throughout the San Carlos region. A consultant will evaluate the usefulness of the Kits provide support to families within the region.

**SFY2010 Expenditure Plan for Proposed Strategy**  
  
 Allocation for this strategy is **\$5,500.00**.

Population-based allocation for proposed strategy	<b>\$5,500.00</b>
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**Budget Justification:**  
  
 The Regional Council estimates a cost of \$30.00 per kit (which includes shipping and handling) and an estimated cost of \$25.00 per kit for the cost of a contract consultant to complete distribution and provide information to locations throughout the region (mileage), perform survey and report on the frequency of use of Kits, and track the number of parents and/or caregivers utilizing kits (include demographics: number of parents, teen parents, and/or caregivers, family members, etc.).  
  
 100 Kits @ \$30.00 per kit includes shipping costs) = \$3,000  
 \$25.00 per kit for distribution and survey of use = \$2,500  
**TOTAL: \$5,500.00**

**Summary Financial Table for SFY 2010 (July 1, 2009-June 30, 2010)**

<b>Revenue</b>	
Population Based Allocation SFY2010	\$302,873
<b>Expenditure Plan for SFY2010 Allocation</b>	
Strategy 1 Apache Parent Curriculum	\$47,000
Strategy 2 Early Childhood Development and Health Collaborative	\$0
Strategy 3 Interventions targeting Nutritiuiion, Healthy Weight and Physical Activity.	\$63,000
Strategy 4 Early Childhood Development Awareness and Career Recruitment Campaign	\$11,000
Strategy 5 Wage Enhancement Program	\$10,000
Strategy 6 Mobile Screenings	\$153,000
Strategy 7 Arizona Parent Kits	\$5,500
Regional Needs & Assets (if applicable)	\$10,000
<b>Subtotal of Expenditures</b>	<b>\$299,500</b>
<b>Fund Balance (undistributed regional allocation in SFY2010)*</b>	<b>\$3,373</b>
<b>Grand Total (Add Subtotal and Fund Balance)</b>	<b>\$302,873</b>

Provide justification for fund balance:

The San Carlos Apache Regional Partnership Council has elected to carry over \$3,373 to support year two and three projects that may require additional funding.

**V. Building the Early Childhood System and Sustainability –  
 Three Year Expenditure Plan: July 1, 2010 through June 30, 2012**

Revenue	FY 2010	FY 2011 (estimated)	FY 2012 (estimated)	Total
<b>Population Based Allocation</b>	\$302,873	\$302,873	\$302,873	\$908,619
<b>Fund Balance forward from previous SFY)</b> (carry	na	\$3,373	\$8,873	
<b>Expenditure Plan</b>				
Expenditure Plan	FY 2010	FY 2011	FY 2012	Total
Strategy 1 Apache Parent Curriculum	\$47,000	\$47,000	\$30,000	\$124,000
Strategy 2 Early Childhood Development and Health Collaborative	\$0	\$13,000	\$13,000	\$26,000
Strategy 3 Interventions targeting Nutrition, Healthy Weight and Physical Activity	\$63,000	\$63,000	\$63,000	\$189,000
Strategy 4 Early Childhood Development Awareness and Career Recruitment Campaign	\$11,000	\$11,000	\$11,000	\$33,000
Strategy 5 Wage Enhancement Program	\$10,000	\$10,000	\$10,000	\$30,000
Strategy 6 Mobile Screenings	\$153,000	\$130,000	\$130,000	\$413,000
Strategy 7 Arizona Parents Kits	\$5,500	\$0	\$5,500	\$11,000
Regional Needs & Assets	\$10,000	\$20,000	\$30,000	\$60,000
<b>Subtotal Expenditures</b>	\$299,500	\$294,000	\$292,500	\$886,000
<b>Fund Balance*</b>	\$3,373	\$8,873	\$10,373	
<b>Grand Total</b>	\$302,873	\$302,873	\$302,873	

**Budget Justification:**

The San Carlos Apache Regional Partnership Council has designated \$47,000.00 toward strategy number one, culturally relevant parent education curriculum. This strategy will remain funded at the same level in year two and decrease in year three as the project nears completion.

The Regional Council has not designated any funding to year one of strategy two which creates an Early Childhood Development and Health Collaborative. It has been determined that year one of this strategy will not require administrative or start up costs in light of the First Things First San Carlos Apache Regional office's capacity to provide administrative and start up support. However, the Regional Council has determined that funding will be required in subsequent years to reflect the inclusion of a clearinghouse on early childhood education and health information for the community. Also included is

the development of a data base and software that will compile and formulate reports using local early care data. This software will be similar to Kids Track utilized by the Boys and Girls Clubs of America. Year three will be funded at the same increased amount to follow through with the implementation of the data collection and reporting system.

The Regional Council has designated \$63,000.00 toward strategy three which will implement interventions specific to nutrition, childhood obesity and weight management. The funding for this strategy will remain consistent throughout the three years given the need for consistent programming in this area.

The Regional Council has designated \$11,000.00 toward strategy number four which calls for the design and implementation of an early childhood education and health career recruitment campaign. The funding for this strategy will remain consistent throughout the three years given the need for consistent programming in this area.

The Regional Council has designated \$10,000.00 to strategy five which establishes a multi-year retention bonus for early care and health professionals. This strategy will offer ten employees a \$3,000.00 bonus over a three year period. Selected employees will receive the bonus in increments of \$1,000.00 per year. The funding for this strategy will remain consistent over three years.

The Regional Council has designated \$141,000.00 toward strategy six which will develop a mobile play based screen unit for developmental delays. Year one of this strategy will be funded higher than year two and three due to the start up costs (vehicle, equipment) involved with this strategy.

The Regional Council has designated \$5,500 toward strategy seven which calls for the purchasing of 100 Arizona Parent Kits for distribution in the San Carlos Apache community. This initiative is not funded in year two given the fact that the kits will be fairly new and are meant to be used as resources for programs to reuse for new clients. This strategy will be funded in year three to replace the worn kits.

In year one, the Regional Council has designed \$10,000 toward the formulation of a Needs and Assets Report and evaluation on the funded strategies. This amount increases in year two and three with respect to the growing data and need for more comprehensive evaluations of the funded strategies.

## **VI. Discretionary and Public/Private Funds**

Presently, the San Carlos Apache Regional Partnership Council has not requested any discretionary funds. However, the San Carlos Apache Regional Partnership Council fully intends to request an allocation of discretionary funds upon further analysis of data collected from the Indian Health Service as it relates to health status of the region's children ages zero to five.

Additionally, the San Carlos Apache Regional Partnership Council has not yet identified any private dollars to support the strategies.