



# FIRST THINGS FIRST

*Ready for School. Set for Life.*

## Yavapai Regional Partnership Council

Allocations and Funding Sources	2013	Recommendations to the Board FY13 Strategies and Allotments
<b>FY Allocation</b>	<b>\$3,897,571</b>	
Population Based Allocation	\$2,154,536	
Discretionary Allocation	\$1,256,122	
Other (FTF Fund balance addition)	\$486,913	
<b>Carry Forward From Previous Year</b>	<b>\$1,339,118</b>	
<b>Total Regional Council Funds Available</b>	<b>\$5,236,689</b>	
Strategies	Proposed Allotment	
Quality First ( <i>statewide</i> )	\$612,887	Recommend approval
Child Care Health Consultation ( <i>statewide</i> )	\$151,200	Recommend approval
Quality First Child Care Scholarships ( <i>statewide</i> )	\$1,296,353	Recommend approval
Scholarships TEACH ( <i>statewide</i> )	\$33,000	Recommend approval
Expansion: Increase slots and/or capital expense ( <i>FTF Directed</i> )	\$100,000	Recommend approval
FTF Professional REWARD\$ ( <i>statewide</i> )	\$6,750	Recommend approval
Family Support Coordination ( <i>FTF Directed</i> )	\$8,000	Recommend approval
Food Security ( <i>FTF Directed</i> )	\$50,500	Recommend approval
Home Visitation ( <i>FTF Directed</i> )	\$902,000	Recommend approval
Native Language Enrichment ( <i>FTF Directed</i> )	\$15,000	Recommend approval
Parent Education Community-Based Training ( <i>FTF Directed</i> )	\$202,500	Recommend approval
Parent Outreach and Awareness ( <i>FTF Directed</i> )	\$25,000	Recommend approval
Prenatal Outreach ( <i>FTF Directed</i> )	\$300,000	Recommend approval
Mental Health Consultation ( <i>statewide</i> )	\$307,500	Recommend approval
Community Awareness ( <i>FTF Directed</i> )	\$10,000	Recommend approval with the line item budget submitted to the CEO for approval
Community Outreach ( <i>FTF Directed</i> )	\$83,000	Recommend approval
Media ( <i>statewide</i> )	\$50,000	Recommend approval
Community Partnerships ( <i>FTF Directed</i> )	\$30,000	Recommend approval
Court Teams ( <i>FTF Directed</i> )	\$62,500	Recommend approval
Service Coordination ( <i>FTF Directed</i> )	\$100,000	Recommend \$50,000 for the community readiness assessment
Statewide Evaluation ( <i>statewide</i> )	\$107,628	Recommend approval
<b>Proposed Allotment Total:</b>	<b>\$4,453,818</b>	
<b>Total Unallotted</b>	<b>\$782,871</b>	

**YAVAPAI REGIONAL PARTNERSHIP COUNCIL**

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

- I. Regional Allocation Summary**  
Funds Available State Fiscal Years (SFY) 2012- 2015
  
- II. Review of SFY 2012 Funding Plan**
  - A. Review of SFY 2012 Priorities
  - B. Strategies and Units of Service Review
  - C. Funding Summary Review
  - D. Review of Progress
  
- III. Three Year Strategic Direction: SFY 2013-2015 Regional Funding Plan**
  - A. Overview: Setting the Strategic Direction
  - B. Regional Priorities, Selected FTF Indicators and Priority Roles, and Strategies to Achieve Outcomes
  - C. Strategy Descriptions including Target Populations and Funding Levels
  - D. Proposed Funding Summary  
SFY 2013 -2015 Regional Partnership Council Budget

**Section I.****Regional Allocation Summary**

Funds Available State Fiscal Years (SFY) 2012- 2015

**Yavapai Regional Partnership Council**

<b>Allocations and Funding Sources</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>FY Allocation</b>	<b>\$3,890,541</b>	<b>\$3,897,571</b>	<b>\$3,905,366</b>	<b>\$3,920,011</b>
Population Based Allocation	\$2,211,068	\$2,154,536	<i>(fy14 and fy15 allocations are estimates only, for purposes of planning)</i>	
Discretionary Allocation	\$1,295,872	\$1,256,122		
Other (FTF Fund balance addition)	\$383,601	\$486,913	\$3,905,366	\$3,920,011
<b>Carry Forward From Previous</b>	<b>\$1,637,526</b>	<b>\$1,339,118</b>	<b>\$782,871</b>	<b>\$251,970</b>
<b>Total Regional Council Funds</b>	<b>\$5,528,067</b>	<b>\$5,236,689</b>	<b>\$4,688,237</b>	<b>\$4,171,981</b>

## **Section II.**

### **Review of SFY 2012 Funding Plan**

#### **II A. SFY 2012 Regional Partnership Council Priorities**

In order to continue to build upon the region's vision of an early childhood system, the Yavapai Regional Partnership Council familiarized themselves with the First Things First Board's five priority goal areas. Members renewed information including: the Council's vision; current strategies; data concerning regional needs and assets; scope, breadth, capacity and coordination; and alignment of regional priorities with those recommended by the Arizona Early Childhood Task Force. Key community stakeholders were convened to provide an array of perspectives during the planning process. Through purposeful planning, the Regional Partnership Council categorized strategies as universal, targeted and intensive. Together, the range of strategies determined by the Council support the foundation of the early childhood system as a whole. The development of new strategies, along with decisions to maintain or increase other strategies, reflects the thoughtful consideration that was provided during the 2012 strategic planning process.

As an overview to SFY 2012, Council members recognized the complexities of building an early childhood system that addresses the myriad of needs presented in rural communities. Two areas, access to quality early care and education settings and the development of parenting skills, highly influenced planning discussions. Concerns about insufficient early literacy, the low number of prenatal visits, and use of alcohol and tobacco during pregnancy, prompted the decision to add new strategies. In response, the Regional Partnership Council prioritized the following areas: early learning; family support and literacy; health; public awareness; and coordination.

The Council focused on early learning because of the many needs presented in the 2010 Needs and Assets Report and the increased utilization of program components within Quality First. Family support continued to be a core funding priority given the positive response to parent education classes, workshops, and home visitation. Additionally, the new strategy of community-based literacy will assist parents and caregivers to develop and enhance the skills and supports they need to encourage early literacy. The health goal, although not a central focus, is critical to supporting the needs of child care sites through child care health and mental health consultation. A public awareness component remains a funding priority as the Council sees this as an effective mechanism to raise awareness of the importance of early childhood health and development. Lastly, coordination strategies further support the infrastructure of programs, resources, and support services for parents and caregivers across the region. These priorities are reflected in the Council's strategic implementation plan. In addition, the Council noted measurable anecdotal gains reached in SFY 2012 as further highlighted in Section IID.

## II B. SFY 2012 Strategies and Units of Service Review

<b>Yavapai Units of Service by Strategy</b>		
<b>Strategy Description</b>	<b>Fiscal Year 2012</b>	
	<b>Targeted Units</b>	<b>Contracted Units</b>
<b>Quality First Strategy</b>		
Number of center based providers served	17	34
Number of home based providers served	3	6
<b>Quality First Child Care Scholarships Strategy</b>		
Number of children receiving scholarships	134	139
<b>Scholarships TEACH Strategy</b>		
Number of professionals receiving scholarships	62	60
<b>Community-based Literacy Strategy</b>		
Number of books distributed	0	450
Number of children served	425	430
Number of participating adults	180	350
<b>Food Security Strategy</b>		
Number of food boxes distributed	9,450	9,450
<b>Home Visitation Strategy</b>		
Number of families served	380	328
<b>Parent Education Community-based Training Strategy</b>		
Number of participating adults	3,850	2,866
<b>Native Language Enrichment Strategy</b>		
Number of books distributed		
Number of children served		
Number of home and/or center based providers		
Number of participating adults		
Number of participating professionals		
<b>Child Care Health Consultation Strategy</b>		
Number of center based providers served	57	57
Number of home based providers served	13	13
<b>Health Insurance Enrollment Strategy</b>		
Number of families served		
<b>Mental Health Consultation Strategy</b>		
Number of center based providers served	13	12
Number of home based providers served	5	5
Number of people receiving tuition reimbursements	0	0
<b>Prenatal Outreach Strategy</b>		
Number of adults attending training sessions	125	125
Number of adults receiving home visitation	100	125

Strategy Description	Fiscal Year 2012	
	Targeted	Contracted
<b>Court Teams Strategy</b>		
Number of children served	100	140
Number of trainings provided	14	19
<b>Community Partnerships Strategy</b>		
no service units		
<b>Family Support Coordination Strategy</b>		
no service units		
<b>Parent Outreach and Awareness Strategy</b>		
no service units		
<b>Community Awareness</b>		
no service units		
<b>Community Outreach</b>		
no service units		
<b>Media</b>		
no service units		
<b>Needs and Assets</b>		
no service units		
<b>Statewide Evaluation</b>		
no service units		

Notes:

**Quality First Service Numbers:**

The Quality First strategy has Target Service Units of Homes and Centers. For this unique strategy, the Contracted Service Numbers will show as twice as much in comparison to 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).

**Scholarships TEACH and Child Care Health Consultation (CCHC) Service Numbers:**

The Scholarships TEACH strategy and the CCHC strategy have Target Service Numbers which reflect the strategy targets of “additional TEACH” or “additional CCHC”. The Contracted Service Numbers include the “additional TEACH (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.

## II C. SFY 2012 Funding Summary Review

<b>FY 2012 Yavapai Funding Plan Summary</b>		
<b>Allocations and Funding Sources</b>	<b>2012</b>	
FY Allocation		\$3,890,541
Population Based Allocation		\$2,211,068
Discretionary Allocation		\$1,295,872
Other (FTF Fund balance addition)		\$383,601
Carry Forward From Previous Year		\$1,637,526
<b>Total Regional Council Funds Available</b>		<b>\$5,528,067</b>
<b>Strategies</b>	<b>Allotted</b>	<b>Awarded</b>
Quality First	\$428,250	\$418,726
Quality First Child Care Scholarships	\$900,000	\$900,000
Expansion: Increase slots and/or capital expenses		
Scholarships TEACH	\$144,600	\$144,600
Community-based Literacy	\$47,500	\$47,500
Family Support Coordination	\$35,000	\$35,000
Food Security	\$49,500	\$49,500
Home Visitation	\$1,010,000	\$985,399
Parent Education Community-Based Training	\$250,000	\$249,699
Parent Outreach and Awareness	\$35,000	
Native Language Enrichment	\$15,000	
Child Care Health Consultation	\$280,000	\$266,988
Health Insurance Enrollment		
Mental Health Consultation	\$312,500	\$312,000
Prenatal Outreach	\$300,000	\$300,000
Community Awareness		
Community Outreach	\$95,000	\$95,000
Media	\$50,000	\$50,000
Court Teams	\$62,000	\$62,000
Community Partnerships	\$30,000	\$30,000
Needs and Assets	\$36,971	\$36,932
Statewide Evaluation	\$107,628	\$107,628
<b>Total Allotted/Awarded/Expended:</b>	<b>\$4,188,949</b>	<b>\$4,090,972</b>
<b>Total Unallotted/Unawarded/Unexpended</b>	<b>\$1,339,118</b>	<b>\$97,977</b>

## II D. Review of Progress

The Yavapai region is located in north central Arizona and encompasses all of Yavapai County as well as the portion of the City of Sedona that is in Coconino County. The region is over 8,125 square miles with two distinct centers of population. This geographic information, needs and assets data, community stakeholder input, and grantee accomplishments were carefully considered throughout the development of the Yavapai Regional Partnership Council's SFY 2012 Funding Plan.

The Council selected strategies that addressed the region's priority needs as identified in the 2012 funding plan. Data from the regional 2010 Needs and Assets Report and a discussion about the gaps in service delivery guided decisions to re-order priorities. The Council determined funding priorities as increasing the capacity of high quality early care and education settings, expanding family support and parent education services, providing information about the importance of early childhood development and coordinating support services. The strategies that support these priorities fell into five goal areas including early learning, family support and literacy, health, building awareness, and coordination. The Council's goal areas are directly linked to the First Things First Board's five priority goal areas.

### Early Learning

The need for accessible, affordable, and sufficient quality child care for infants and toddlers is a priority for the region. As a result, 35% of the total funding plan focused on the early learning system, including a professional development component. Addressing quality programming will continue to have a positive impact on families with young children in out-of-home care. By the end of SFY 2012 an investment of \$1,318,726 in Quality First will support 39% of licensed providers within the region. Additional funding of \$723,588 for Child Care Health Consultation and Mental Health Consultation, and \$144,600 in TEACH scholarships will reach regulated centers and homes that are not enrolled in Quality First.

The collective strategies under early learning have developed a more effective service delivery network for children by integrating two quality and access strategies, two health strategies, and one professional development strategy. Together, the strategies have improved the quality, accessibility, and affordability of early care and education in the region. Child care sites continue to implement recommendations made by Quality First coaches and Child Care Health Consultants resulting in improvements that can be seen within the rating system structure. Child care sites that are not enrolled in Quality First have access to child care health and mental health consultants, which are regularly utilized. Additional TEACH scholarships are funded outside the Quality First structure. The combined components works to ensure consistent, quality child care are available across the region.

Successes achieved in the Yavapai region's early learning system are demonstrated by data. All available Quality First slots are filled and seven more sites are on the waiting list. Child care scholarships are expeditiously utilized by parents; many times one scholarship is split and awarded to two families, allowing more children to participate in early learning. In SFY 2011, 151 scholarships served 225 children. Demand for both child care and mental health consultation services remain high. Over the past year, the mental health consultation program, Smart Support, improved early education for 431 children in the Yavapai region. These successes, including a positive response from the media to these strategies, improved program utilization, and the ability to impact a large number of children, is reflected in the Council's decision to increase funding for and prioritize early learning.

## PRIORITY GOAL AREA: Quality, Access, and Affordability of Regulated Early Care and Education Setting

Regional Needs	Funded Strategies	2010	2011	2012
		Awarded / # Served	Awarded / # Served	Awarded / # Contracted
There is not enough affordable quality child care available throughout the region	Quality First	\$196,250 7 centers 3 homes	\$448,405 16 centers 2 homes	\$418,726 17 centers 3 homes
	Child Care Scholarships	\$830,210 200 children	\$800,966 225 children	\$900,000 139 children
There is not enough quality care for infants and toddlers	Expansion: Increase slots and/or capital expenses	\$250,000 1 center	Not A Regional Strategy in 2011	Not A Regional Strategy in 2012

## PRIORITY GOAL AREA: Professional Development System

Regional Need	Funded Strategies	2010	2011	2012
		Awarded / # Served	Awarded / # Served	Awarded / # Contracted
Child care providers lack professional education, including non-credit education and training	TEACH	\$93,386 6 scholarships	\$186,030 16 scholarships	\$144,600 60 scholarships

Family Support and Literacy

In the area of family support and literacy, the Regional Partnership Council invested in strategies that provided universal, targeted and intensive services for children and their families. A 33% investment of \$1,347,098 supported community based parent education workshops and classes, home visitation, food security, and literacy programs. Funding for universal supports was also addressed through coordination strategies that include the distribution of a resource directory and class calendars on the parent education website. The various venues allow families easier access to information, resources, and services from numerous service providers across the Yavapai Region.

The combined strategies under family support and literacy have developed a service delivery network that has been successful in reaching families and providing them the support they need to ensure their children enter school healthy and ready to succeed. Universal strategies reach new parents at birthing hospitals. Community-based education provides universal as well as targeted teaching opportunities. Classes are held in population centers as well as in outlying rural sites. Combined, these strategies have the potential to reach over 4,000 parents. Two literacy strategies, one community-based and the other a Native Language program, will create opportunities for parents to expose their infants, toddlers, and young children to books and language. Home visiting programs target at-risk populations with one program providing intensive outreach to children in foster care. The strategies within the family support goal area provide parents and caregivers with the support they need give their young children the tools to be healthy and successful in school.

Specific successes within the family support and literacy goal area in Yavapai include: over 200 outside referrals were made to parenting education classes or workshops; web information was accessed over 700 times per quarter; food security went from serving 300 at-risk youngsters to serving 450 within the first

quarter of operations; home visiting parent surveys reflected that half of respondents reported reading to their children 5-7 days a week. Funded Family Support Specialists have gone above and beyond, including getting siblings immunized and helping young mothers enroll in college. One grantee provided over 775 home visits, and numerous referrals to Arizona Early Intervention Program to address issues associated with identified developmental delays have taken place. Together, these strategies are working to build a strong foundation for the education and health of young children.

PRIORITY GOAL AREA: Supports and Services for Families

Regional Needs	Funded Strategies	2010 Awarded / # Served	2011 Awarded / # Served	2012 Awarded / # Contracted
Many parents do not have the information they need to be the best parents possible	Community Based Parent Education	\$176,850 1,958 adults	\$231,323 1,788 adults	\$249,699 2,866adults
	Home Visitation	\$1,009,770 234 families	\$947,146 311 families	\$985,399 328 families
High-risk families need additional support to address child abuse, substance abuse and family violence prevention	Food Security	\$42,000 13,570 boxes	\$45,000 11,863 boxes	\$49,500 9,450 boxes
	Community Based Literacy	Not A Regional Strategy in 2010	Not A Regional Strategy in 2011	\$47,500 430 children 350 adults 450 books
There is not enough support for early literacy	Native Language Enrichment	Not A Regional Strategy in 2010	Not A Regional Strategy in 2011	\$15,000 <i>Curriculum</i> <i>4 professionals</i>

### Health

Two regional strategies that support the health goal area are linked to early learning as noted above. Young children and parents receive health related information at child care sites. Within in this goal area, a combined investment of \$878,988 in Child Care Health Consultation, Mental Health Consultation and a new Prenatal Outreach strategy comprises 21% of the funding plan. The pregnant or parenting teen population is being addressed through community-based trainings and home visitation.

Health strategies have developed a service delivery network for children that both directly support the early learning goal area and reach the high-need teen population. Child care health consultants successfully partner with Quality First coaches and mental health consultants. These coordinated efforts work to ensure a safer child care environment and better prepared child care staff. The prenatal program, a new health strategy, combines six inter-related, research-supported strategies that enable pregnant and parenting adolescents to build on their own strengths and capacities to promote the healthy development of their children. These strategies support health within the child care system as well as in home care.

In the Yavapai region, health strategies have been successful from several perspectives. The child care health consultants have provided education to approximately one third of the child care sites in the region, including information about the dangers of pertussis in infants. Mental health consultants currently serve 15 centers in the Yavapai region, assisting and supporting children that exhibit challenging behaviors. This has resulted in teachers sharing that they are better able to deal with conflicts. The new prenatal strategy

has established multiple referral relationships and is beginning community-based classes in the Cottonwood area. Community partners greatly value the assistance these programs have provided to them.

**PRIORITY GOAL AREA: Access to Quality Health Care Coverage and Services.**

Regional Needs	Funded Strategies	2010 Awarded / # Served	2011 Awarded / # Served	2012 Awarded / # Contracted
There is a high level of teen pregnancy in the region and a need for teen parent support	Child Care Health Consultation	\$233,333 17 centers 2 homes	\$207,016 16 centers 2 homes	\$266,988 57 centers 13 homes
	Mental Health Consultation	\$93,985 11 centers and homes	\$219,093 15 centers 2 homes	\$312,000 12 centers 5 homes
There is a lack of available mental health consultation services	Pre-natal Outreach	Not A Regional Strategy in 2010	Not A Regional Strategy in 2011	\$300,000 125 adults/trainings 125 adults/home visitation

Building Awareness

The final two components of the early child development system focused on public awareness and community mobilization. The building awareness goal area was supported by an investment of \$145,000 or 4% of the funding plan to areas including the Media and Community Outreach strategies. These strategies work to inform and educate the community about the importance of early child development, a key need outlined by the Regional Partnership Council and the First Things First State Board.

A Community Outreach Workgroup, facilitated by the Outreach Coordinator, meets quarterly to discuss the progress of the Community Outreach Plan and offer insights for improvement and direction. The workgroup reviews and discusses media purchases, securing additional presentation opportunities for the Outreach Coordinator, making community connections, and effectively communicating the importance of early childhood based on the unique demographic of the Yavapai Regional community. Recommendations of the Community Outreach Workgroup are presented to the Yavapai Regional Partnership Council during monthly meetings. Suggested media purchases for fall 2011 include radio, television, and cinema ads.

The Community Outreach strategy activities include providing informational presentations, recruiting champions for children, securing media opportunities, training community members in FTF outreach, and writing success stories for FTF funded programs. Successes have included presenting to 120 community groups, recruiting 730 champions for children, securing 59 radio, TV, or newspaper opportunities for FTF, providing 8 speaker's trainings, and writing 49 success stories.

Coordination

Community mobilization was addressed through several coordination and collaboration strategies. Court Teams, Community Partnerships, Parent Outreach and Awareness, and Family Support Coordination have strengthened system delivery components. A total of \$162,000 has been invested in this area, representing 4% of the funding plan.

The collective strategies within the coordination and collaboration areas have created partnerships that better utilize scarce resources, reduce duplication of services, coordinate the sharing of information, and

target specific community needs. Successful coordination work has resulted in: 30 community partners and 10 regional radio stations being involved in the second annual Diaper Drive; 17 different non-profit organizations collaborating on five focus areas; 20,000 resource directories being produced and distributed; 80 child care providers receiving education at a locally hosted conference; and a training for foster parents focused on the emotional care of maltreated infants and toddlers.

PRIORITY GOAL AREA: Building Public Awareness and Support AND Coordination and Collaboration

Regional Needs	Funded Strategies	2010 Awarded / # Served	2011 Awarded / # Served	2012 Awarded / # Contracted
There is inadequate public awareness of the importance of early brain development	Community Outreach	Not A Regional Strategy in 2010	\$96,200	\$95,000
	Communications/ Media	\$16,224	\$100,000	\$50,000
There is little awareness of existing programs	Community Awareness	Not A Regional Strategy in 2010	\$14,412	Not funded in 2012
Support for infants and toddlers with the highest risk factors in foster care is lacking	Court Teams	\$40,000 80 children	\$49,440 147 children 12 trainings	\$62,000 140 children 19 trainings
	Community Partnerships	Not A Regional Strategy in 2010	\$30,000	\$30,000
	Family Support Coordination	\$7,316	\$9,841	\$35,000
There is no mechanism to coordinate services, identify and address gaps in service, reduce duplication, or ensure families are referred to the services that best fit their needs	Parent Outreach and Awareness	\$23,989	\$18,000	\$35,000

For the most part, the Regional Partnership Council has seen positive outcomes from the strategies being implemented across the region. However, one community based parent education project has struggled to obtain data. Within the first three months of starting the grant, five training sessions reached 45 professionals. However, the birthing hospitals have not consistently reported the number of new parents that have received information from trained professionals. The Council will continue to monitor this project's progress to assess its success. In addition, one strategic implementation learning lesson has resulted in the Council integrating a coordination component into the next year's funding plan. Because strategies focusing on the outlying rural areas have low participation, many community partners do not know about the available early childhood programming, and many programs remain siloed in their referral

approaches. It is the goal of the Council that a new coordination strategy will advance increased community capacity to provide high quality early childhood services that work together to create a cohesive early childhood system across the region.

The Yavapai Regional Partnership Council acknowledges the importance of building and sustaining the early childhood system, at the local as well as at the state level. To guarantee that a variety of programs and resources are accessible to children, birth through age five, and their families, coordinated efforts will need to be expanded and maintained. As detailed in the SFY 2012 funding plan summary, regional investments are working to ensure that the Yavapai region's children are healthy and ready to succeed.

## Section III.

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

#### III A. Overview: Setting the Strategic Direction

In September 2011, the Yavapai Regional Partnership Council began work on the SFY 2013-15 regional funding plan. Their approach to strategic planning included identifying needs and assets, determining target populations to reach, prioritizing indicators, strategy selection, strategy prioritization, scope and scale consideration questions, and then financial commitments.

The Council chose to convene four workgroups, Early Learning, Health, Family Support and Literacy, and Systems Development. Key community stakeholders, Council members, and staff members thoroughly reviewed data, discussed community issues, and outlined future directions. Each group designed a presentation that contained a prioritization of needs, comprehensive list of assets, recommendation for School Readiness Indicators, and list of target audiences. Following this work, a full day planning session integrated workgroup presentation information, data from the Child Care Demand Study, and group discussions. The last step in the planning session was the recommendation of strategies for each of the five areas being addressed.

The 2013-2015 priority needs within the region's five goal areas of early learning, family support and literacy, health, building awareness, and coordination are outlined below:

##### Early Learning

- Child care providers lack professional education, including non-credit education and training
- Limited access to quality, affordable early care and education
- Kindergarten readiness varies across the region

##### Family Support and Literacy

- Many families are living in poverty
- Limited knowledge, utilization of resources, and information about the importance of early childhood development and health
- High-risk families need additional support to address child abuse, substance abuse and family violence prevention

##### Health

- High number of uninsured children and low utilization of preventative health care
- High alcohol, tobacco and other substance use by pregnant women and their families
- High level of teen pregnancy in the region and a need for teenage parent support

##### Building Awareness

- Limited accessibility to parent education, information, and resources
- Inadequate public awareness of the importance of developmental stages in early childhood (social, emotional, intellectual, physical, cultural)

##### Coordination

- Lack of coordinated service delivery

The prioritized needs are consistent with those now being addressed and advance the initial strategic plans. A notable change is that the overall needs list has been condensed and prioritized within goal areas. In the primary focus area of early learning, this prioritization led to the addition of new strategies including Professional REWARD\$; Expansion: Increase slots and/or capital expense; and Family, Friends and

Neighbors. The Council's desire to support early learning is reflected in the linking of seven strategies that increase access to high quality early care and education, and professional development the early learning system. In addition, discussions to expand program awareness and coordination led to the decision to fund a Service Coordination strategy. The Council's goal is that this strategy will work to build capacity to insure that families have access to the tools and resources their children need to enter school ready to succeed

The Regional Partnership Council identified the following, rank-ordered, indicators as those that most closely align with the prioritized needs:

#/% children demonstrating school readiness at kindergarten entry in the development domains of social-emotional, language and literacy, cognitive, and motor and physical

% of families who report they are competent and confident about their ability to support their child's safety, health and well being

% of children with newly identified developmental delays during the kindergarten year

Council members focused on the selected indicators and regional priorities based on needs and assets data as well as community input. In correlation to the Board's five priority areas, the key issues that will be addressed in the SFY 2013 Funding Plan are listed below.

Early Learning discussions centered on improving the early care system by expanding Quality First so that sites on the waiting list had the opportunity to enroll. Increased opportunities for teachers will influence quality of care and improve school readiness for children. Specific Needs and Assets data that was considered included:

- One half of child care teachers in the Region do not have a degree 49% of Child Care Providers have no degree
- 21% of 3<sup>rd</sup> graders in Yavapai fail the Math AIMS
- 22.6% of 3<sup>rd</sup> graders in Yavapai fail the Reading AIMS
- 18% of 3<sup>rd</sup> graders in Yavapai fail the Writing AIMS
- 6 out of 12 high schools in Yavapai Region have a 75% or less graduation rate

Family Support and Literacy discussions focused on the need to work with low income families and provide resources that will assist them with the many facets of parenting. Substantiating data included:

- 26% of households with children 0-5 live in poverty
- 62% of single mothers with children 0-5 live in poverty
- 1,070 grandparents have full-time responsibility for children and over half are raising children 0-5
- 28% of mothers giving birth in Yavapai County in 2008 did not have a high school diploma and 62% had a high school diploma or less

Health data reviews reinforced the desire to assist the teen population as well as continue working with child care sites where assessments and interventions reached a broad population. Statistics included:

- 40% of parents note a lack of preventive care
- 25% of mothers have less than 10 prenatal visits
- In 2011, there has been an increase use in immunization exemptions and therefore, a decrease in immunization rates
- Only 40% of children 19-35 months of age received adequate immunizations in 2009
- Smoking rates for pregnant and postpartum women is 3 times higher than the state averages
- Yavapai teen births, 14%, is higher than the state rate

Building Awareness information was reviewed with Council members commenting about the many accomplishments and human interest stories. The recommendation was made to maintain media but the Outreach Coordinator position will continue for only one more year. After that, the focus will move from raising awareness to building connections through a coordination strategy. Along with community feedback, reviewed data included:

- 64% of Yavapai families say that services they need are not available at convenient times or locations

Coordination discussions centered on the fact that there are numerous community assets that are not working together. Beginning with the identifying and convening of service providers' specific to the early childhood system, gaps within the region's service delivery system will be reduced. During this process, childhood assessments and referrals will increase and families will feel more secure in their ability to provide for their children. Specific needs included:

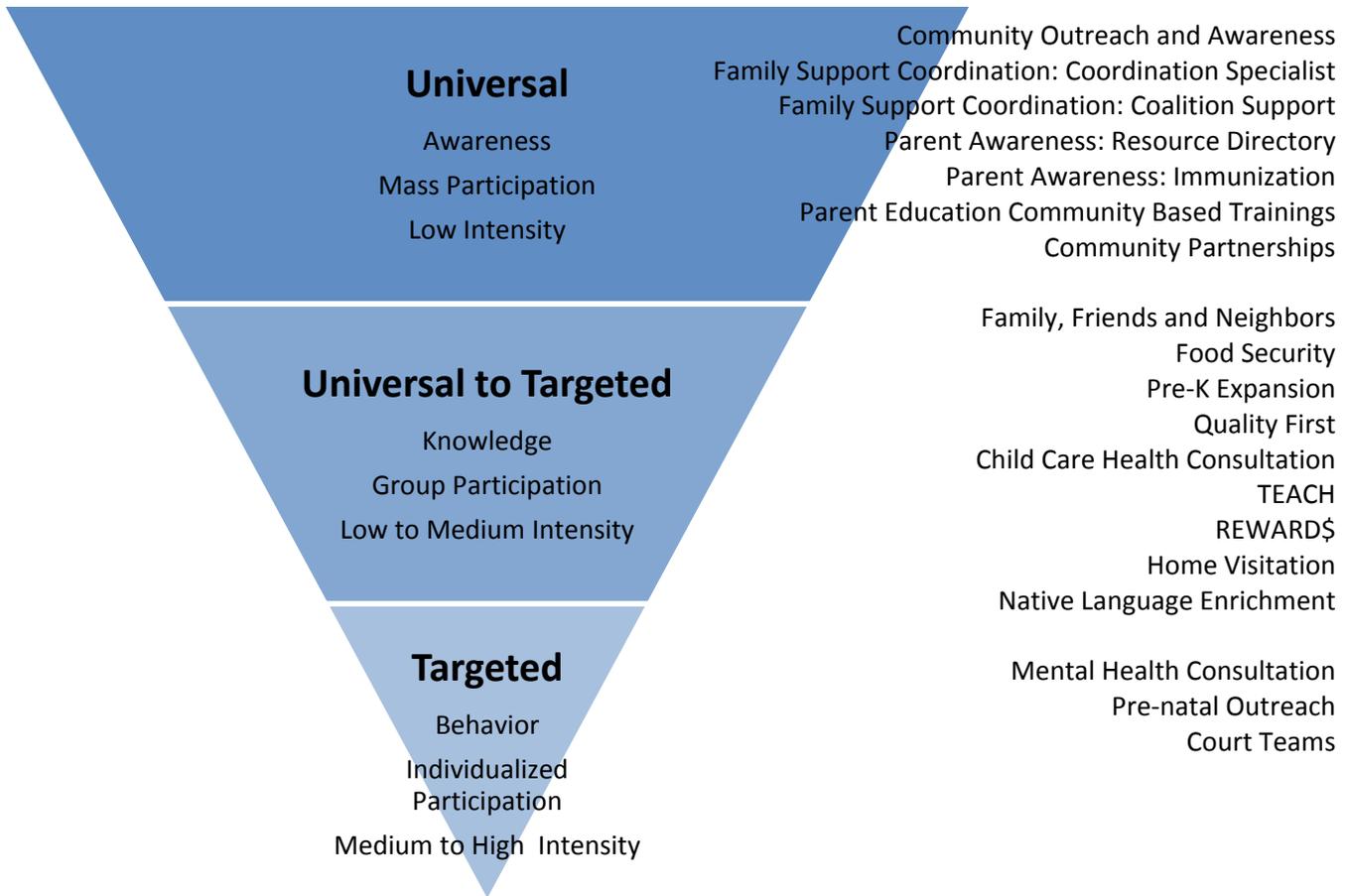
- 36%, of referred children (124) received AzEIP services in FY 2011

As regional needs and associated data were assessed, certain target populations that the Council wanted to impact began to emerge. Specifically, to target families and caregivers of the birth to five populations with general information such as the resource directory, parenting education, and literacy resources. The Council recognized the benefits of a quality early learning system and expanded targeted strategies for children in out-of-home care. Additional targeted strategies were directed towards at-risk families, including the teen parenting population. Intensive strategies are intended to serve foster families and be implemented at child care sites where specific issues can be addressed. The pyramid model was used as a display for the recommended strategies that address the needs within these populations.

### **Strategic Approach to System Building**

During the November 2011 Regional Partnership Council meeting, members approved the collective set of services that will build and strengthen the regional early childhood system. Finalizing discussions included targeted audiences and service numbers for each strategy. Council members considered past accomplishments, the expected impact of the collective strategies, including moving recommended School Readiness Indicators, and the overall strategic direction for the region over the next three years.

Once outlined, the Council saw definite shifts in emphasis, with more strategies being aligned within the Early Learning goal area. They also recognized that the Health goal area was less highlighted, but did link a myriad of community partners and supports within in the area. To ensure a large number of children and families can access services, the majority of strategies remain at the universal and targeted levels. The pyramid diagram below displays where the strategies fall in the continuum of care for young children and their families in the Yavapai region.



The funding plan process resulted in a systematic approach to determining the strategies that will be implemented in the Yavapai region’s service delivery network for children and families. The chosen strategies link to past accomplishments and continue to: build on each other; support the State Board’s priority roles; impact school readiness indicators at a local and state level; and influence the elements needed to create a sustainable early learning system. In the region, early care and education and family support are the primary focus areas. The recognized need to continue building community awareness and support collaborative efforts is integrated into the structure. The collective set of strategies outlined by the Council are designed to change outcomes for the children and families living in the region.

**Early Care and Education**

The first focus area of the Yavapai Regional Partnership Council addresses the improvement of quality, scope and reach in the region’s early care and education system. School readiness will be improved through the integration of seven strategies. By the end of SFY 2013, Quality First will support 86% of licensed homes and 44% of licensed centers within the region. The funded slots support the currently enrolled sites in the regionally and state supported Quality First program and allows enrollment of the sites on the current waiting list. Additional funding for TEACH scholarships, Child Care Health Consultation, and Mental Health Consultation is reaching regulated centers and homes that are not enrolled in Quality First. The Quality First Rating Only strategy is being implemented in a desire to engage more of the licensed facilities, such as those located in public schools or Early Head Start programs, in the quality rating system.

Similar to a conversation in 2009, community members shared the needs for support for capital and other expenses in the Pre-k settings. A one-time allotment was provided within the Expansion: Increase slots and/or capital expense strategy. As outlined in the strategy description, applicants can better sites by

improving tools, equipment, and curriculum or by investing in classroom teachers. Additionally, the strategy can pay for capital expenditures including the purchase of real property, building renovation and new construction.

Two new strategies were added to the early learning goal area; the first is the FTF Professional REWARDS which will support child care providers through provider stipends. Over the three-year planning period, strategy funding increases, in the hopes that more child care sites will become familiar with and utilize the benefits. This strategy is intended to recognize quality providers, improve staff retention, and provide support to maintain or expand quality services. Data from the Child Care Demand Study provided guidance in adding the second new strategy, Family, Friends and Neighbors (FFN). It acknowledges the findings that 51% of the region's children are cared for in family, friend and neighbor settings for which there are no public oversight. Although funding will not begin until SFY 2014, this strategy will complement the other quality improvement strategies in the region's continuum of early care and education. Additionally, this array of strategies supports two State Board priority areas: Early Care and Education System Development and Implementation; and Quality Early Care and Education Standards, Curriculum and Assessment.

### **Family Support and Literacy**

The second area of focus for the Regional Partnership Council is the continuum of family support services that address the varying levels of needs for families and caregivers. In this area, the combinations of strategies provide the infrastructure for services to families through universal to targeted delivery methods. Together, they will assist with helping families feel competent and confident in their ability to support their child's safety, health and well being. This work directly supports the State Board's priority role of: Supports and Services for Families.

In this goal area, the Family Support Coordination strategy funds regionally directed work, coordinating professional development training opportunities associated with the parenting education and child care coalitions. Funds will also assist with community coordination trainings or meetings, and the purchase of educational reinforcements. The food security strategy will be in its third year in SFY 2013. As with other regional strategies that have the possibility of being renewed, the Council chose not to allot funds beyond the third contract year. Instead, each year the Council will assess the level of carry forward funding, regional need and strategy performance before allotting funding.

Although the Home Visitation strategy has provided targeted support for at-risk families, the Council has reduced funding in this area. While reviewing data, several key points were noted. In one study, 4,214 or 36% of the region's young children are served in various home visiting programs. In SFY 2010 and 2011, target service unit goals totaled 838 families; 527 were actually served. In SFY 2012, home visiting programs are expected to serve 328 families. This will be the goal for the strategy in SFY 2013.

The literacy strategies were new in SFY 2012 and include a community-based program and a native language strategy targeting the Yavapai-Apache Nation. The early literacy programs are to provide literacy development supports and services to young children and their families across the region or within the Nation. To date, the community-based program is experiencing success. Parent engagement and program implementation begins at child care sites. Partnerships with local libraries are being established, to further promote community-based literacy activities. The native language strategy is currently in the development stage. During SFY 2013 strategy success will be measured by 430 children and 354 adults engaged in literacy activities and by the distribution of over 450 books.

Several universal approaches are integrated in the Parent Outreach and Awareness strategy. The partnership between local organizations will produce the resource directory by utilizing multiple funding streams. Distribution will reach 20,000 families and service providers. Within this strategy, other funding will support raising awareness around topics including the benefits of immunizations and oral health. The

Diaper Drive event will support capacity building by being fully organized and maintained within the community. Efforts will provide direct support to families in need and continue to raise public awareness of the challenges facing families in the region. Through coordinated activities and the engagement of multiple organizations, numerous opportunities for involvement in early childhood programming will be afforded to families and children across the region.

Another universal strategy that will expand scope and reach is parenting education. It will be implemented in community-based training classes as well as workshops. The expectation is that classes will follow a prescribed, research-based curriculum and require parent participation in a multi-session program. It is the Council's goal that over 360 parents and caregivers will gain child development knowledge and parenting skill building throughout the region. While these classes primarily target at-risk parents, they are also open to the general public. The least intensive of the parenting education options is parenting workshops. Topic specific workshops will allow interested and motivated parents to learn new information from child development experts; another 300 parents or care givers will be reached through this venue. Additionally, the parent education website provides informational links via social media technology.

### **Health**

The SFY 2013 health strategies advance the priority goal of Access to Quality Health Care Coverage and Services. They are the same as those funded in SFY 2012 and will support the infrastructure of the early learning system as well as pregnant or parenting teens. Child Care Health Consultation will target 3 homes and 22 centers that are not in Quality First. Funding for Mental Health Consultation will provide services for 5 homes and 13 centers. The Prenatal Outreach strategy will be in its second year and is slated to reach 125 adults in community-based trainings and 100 adults through home visitation. It is intended that the work done within these strategies will identify developmental delays early in a child's life.

### **Building Awareness**

Increasing knowledge about and accessibility to services was a key focus in the system building discussion. The large geographic area of the region, limited program service areas, and unique needs of the outlying rural areas were taken into consideration. Additionally, data from the First Things First 2008 Family and Community Survey indicated that continued efforts are still needed to educate parents about child development in the Yavapai region. Many families do not have sufficient knowledge of parenting skills, links to community services, or information about topics that promote the health, development, and success of their young children. The building awareness and coordination strategies will support the State Board's priority goal area of Building Public Awareness and Support.

The Media, Community Outreach and Community Awareness strategies will work towards the achievement of three critical goals for raising awareness of First Things First and the importance of early childhood: 1) educating the community about the importance of early childhood, 2) increasing caregiver's access to and awareness of services funded by First Things First, and 3) motivating the community to champion the value of early education and health.

The first goal, educating the community about the importance of early childhood, is achieved through radio, television, and other media advertisements; community outreach presentations to a variety of organizations; and earned media opportunities about early childhood. By working to achieve this goal, the long-term sustainability of early childhood programs is addressed. Through raising awareness of the critical importance of the early years, we are ensuring that early childhood programs are valued, and that early childhood is understood as a shared community responsibility and priority for the future of Arizona.

Through community outreach presentations, attending community events and collecting earned media opportunities, the Community Outreach strategy works to connect caregivers to available First Things First funded resources. When parents and caregivers are aware and have access to these services, parents and

caregivers have the opportunity to partake in programs that will give their young children the tools they need for a lifetime of success.

Lastly, these strategies work to motivate community members to champion the value of early education and health. This is realized through speaker's trainings, site visits for community leaders to First Things First funded programs, earned media opportunities and community outreach presentations. These efforts work to ensure that the long-term sustainability of early childhood programs is achieved by individuals beyond those working directly for First Things First.

The Yavapai Regional Partnership Council has developed a community outreach plan to establish benchmarks and measurements for the success of the media and community outreach and awareness strategies. The plan includes the funding of television and radio advertisements, providing a minimum of five community outreach presentations per month, one impact story per month, two media opportunities per month, one speaker's training per quarter, and site visits as needed.

### **Coordination and Collaboration**

In addition to discussing regional needs, workgroup and Council members also acknowledged the variety of programming available in the Region. It was recognized that activities that continue to raise awareness as well as those that coordinate resources was needed. From this discussion, the decision was made to fund both the community outreach and coordination specialist positions. Community outreach will continue to educate about the benefits of early childhood programming. Purposeful coordination and collaboration through the Service Coordination strategy will help to build capacity among early childhood service providers. Enhanced partnerships and increased coordination efforts will ensure that the needs of families and children are met and further secure the infrastructure of a cohesive early childhood system across the Yavapai region.

Two strategies that readily connect community providers are Court Teams and Community Partnerships. The Court Teams strategy continues to be successful by: linking stakeholders representing both east and west Yavapai regions through video or phone conferencing; convening monthly "Best for Babies Think Tank" meetings; providing monthly case reviews for Baby CASAs, Court Appointed Special Advocate; and facilitating quarterly trainings and technical assistance for a variety of service providers. An additional success was the establishment of relationships with community entities that allowed access to data for the completion of reporting documents. The Community Partnerships strategy builds on existing relationships within the Successful Lives Community Impact project. The collaboration activities of 18 organizations provides for non-duplication of services, better utilization of resources, the strengthening of the provider network, and the expansion of community partnerships.

The Yavapai Regional Partnership Council has judiciously studied regional needs, community assets, progress of currently funded strategies, and the charge of integrating school readiness indicators, and later benchmarks, into its strategic plan. Additional strategies will further support early learning and will create new opportunities for service providers to work together in a more responsive early childhood development and health system. The Council has identified the critical roles it plays in building an Early Childhood System for the region and for the state. They are pleased and excited about the improvements that have already taken place as a result of their efforts and are anticipating even more positive changes in the upcoming year.

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>Child care providers lack professional education, including non-credit education and training</p> <p>Limited access to quality, affordable early care and education</p> <p>Kindergarten readiness varies across the Region</p> <p>Many families are living in poverty</p> <p>Limited knowledge, utilization of resources, and information about the importance of early childhood development and health</p> <p>High-risk families need additional support to address child abuse, substance abuse and family violence prevention</p> <p>High number of uninsured children and low utilization of preventative health care</p> <p>There is a high alcohol, tobacco and other substance use by pregnant women and their families</p> <p>There is a high level of teen pregnancy in the region and a need for teenage parent support</p> <p>Limited accessibility to parent education, information, and resources</p>	<p><b>#/% children demonstrating school readiness at kindergarten entry in the development domains of social-emotional, language and literacy, cognitive, and motor and physical</b></p> <p><b>% of families who report they are competent and confident about their ability to support their child’s safety, health and well being</b></p> <p><b>% of children with newly identified developmental delays during the kindergarten year</b></p>	<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. <i>EL-1</i></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. <i>EL-2</i></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. <i>FS&amp;L-2</i></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. <i>HLTH-2</i></p> <p>Building Public Awareness and Support - Convene partners, provide leadership, and provide funding for efforts to increase public awareness of and support for early childhood development, health, and early education among partners, public officials, policy makers, and the public. <i>PA-1</i></p>	<p>Quality First (including CCHC, CC Scholarships, TEACH)                      Additional CCHC                      Additional TEACH                      *QF Rating only                      Expansion: Increase slots and/or capital expense                      *Family, Friends and Neighbors                      *FTF Professional REWARD\$</p> <p>Family Support Coordination                      Food Security                      Home Visitation                      Native Language Enrichment                      Parent Education Community-based Training                      Parent Outreach and Awareness</p> <p>Mental Health Consultation                      Prenatal Outreach</p> <p>Community Awareness                      Community Outreach                      Media</p> <p>Community Partnerships                      Court Teams                      *Service Coordination</p> <p>Needs and Assets (fy14)                      Statewide Evaluation</p>

**III C. Strategy Descriptions including Target Populations and Funding Levels**

<b>Strategy: Quality First</b>
<p><b>Strategy Description:</b>                  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.</p>
<p><b>Strategy Narrative:</b>                  The Quality First strategy 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.</p> <p>Quality First components in fiscal year 2013 include: program assessment and the development of program improvement plans and identification of program improvement goals, coaching and mentoring for program directors and staff to work through the elements of the program improvement plan, program improvement grant funds to be used for the purchase of materials, equipment, and other items that will help move the program along their program improvement plan. All Quality First participating programs will also have access to TEACH Scholarships to support staff through the completion of their CDA’s or 2-year Associate’s Degrees in Early Childhood, Early Child Development, or related fields. Participating programs will also have access to technical assistance consultants who will be available through a warm-line telephone line, as well as being available to work with the program’s coach to bring more specialized information and support to the program through the use of Child Care Health Consultants, and a technical assistance package that will include Instructional Support, Inclusion of Children with Special Needs, Child Health, and Mental Health Consultation. Participating programs are eligible to receive Quality First Child Care scholarships to provide care to children from families at or below 200% of the federal poverty line. Quality First Child Care Scholarships are also intended to provide financial support for programs to maintain program improvements.</p> <p>The Yavapai Regional Partnership Council fully supports the movement toward a statewide quality improvement and rating system. The star rating system will provide families with a way to identify and select high quality programs for their children. This strategy will create an expectation of high quality and a consistent method for measuring quality and provide participating programs with resources to support them in making changes that impact quality and ultimately outcomes for children. These components will improve the quality of early care and education programs, positively impacting many children across the region.</p> <p><b>Regional Need:</b> Limited access to quality, affordable early care and education                  Within the Yavapai region, approximately 47% of children birth to age five have all parents in the workforce. The need for quality care to serve over 6,798 children of working parents reinforced the Council’s decision to expand the region’s efforts in the early care and education system. Additionally, through the investment in Quality First, the numbers of available scholarships increases from 139 in 2012 to 206 in 2013, which will especially help serve low income, single mothers. 2010 Regional Needs and Assets data that supports the decision to expand this strategy includes:</p> <ul style="list-style-type: none"> <li>• 62% of single mothers with young children are in poverty</li> <li>• 289 DES child care scholarships were cut in 2009</li> <li>• In March 2010, 10 out of 16 centers were not up to capacity due to child care affordability</li> </ul>
<p><b>Target Population Description:</b>                  In the Yavapai region, there are approximately 73 regulated centers and homes. In SFY 2013, 29 centers and 6 homes or 48% of the total sites can participate in the Quality First Rating System. This number was</p>

chosen based on the number of sites currently enrolled in Quality First, the number on the waiting list, and the total number of centers and homes the Regional Council budget could support and sustain over the next three years. In SFY 2013, approximately 2,400 children will be served at Quality First sites.

To continue the growth of quality early care and education sites, the regional Council intends to increase the number of slots available within the Quality First program over the following two years. This growth is based on available funds and will allow 58% of the current centers and homes to be enrolled in the quality rating system by SFY 2015. Limited funding influenced the total number of sites that can be supported in the strategy.

<b>Target Service Units - Quality First</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
Number of center based providers served	30	34	35
Number of home based providers served	6	6	7
<b>Funding Levels</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
Quality First	\$612,887	\$674,832	\$706,469
Child Care Health Consultation	\$151,200	\$146,160	\$138,600
Scholarships TEACH	\$33,000	\$33,000	\$33,000
QF Child Care Scholarships	\$1,296,353	\$1,426,676	\$1,476,211

<b>Target Service Units - Child Care Health Consultation</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
Number of center based providers served	51	49	46
Number of home based providers served	9	9	9
<b>Target Service Units - Scholarships TEACH</b>			
Number of professionals receiving scholarships	71	77	80
<b>Target Service Units - QF Child Care Scholarships</b>			
Number of children receiving scholarships	206	227	235

<b>Strategy: Child Care Health Consultation (addition to QF package)</b>
<p><b>Strategy Narrative:</b>                  The Child Care Health Consultant (CCHC) strategy will increase health and safety of young children in child care by providing child care health consultation to centers and homes not enrolled in Quality First. Within the Yavapai region, child care providers and community members shared that RN consultation via Child Care Health Consultation is key to identifying healthcare and mental healthcare needs. Child care site directors have also shared about the progress their sites have made with the assistance of the consultant. Because of the positive responses, demands for Child Care Health Consultation (CCHC) services remain high. This strategy will offer additional resources and support for child care providers outside the Quality First program, who can then access the information and coaching they need to provide a quality environment for the children in their care.</p> <p><b>Regional Need:</b> Limited access to quality, affordable early care and education                  2010 Needs and Assets data supporting this need included:</p> <ul style="list-style-type: none"> <li>• 16% of young children in Yavapai County do not have health insurance</li> <li>• 40% of parents note a lack of preventive care</li> </ul> <p><b>Target Population Description:</b>                  The target population will be centers and homes not enrolled in Quality First or approximately 36 sites. In</p>

SFY 2013, the additionally funded consultants will be able to serve 3 homes and 22 centers, or 69%, with this valuable support system

Over the next three years and as enrollment increases in Quality First, the funding and target service numbers for this strategy will gradually decrease.

**Strategy: Scholarships TEACH (addition to QF package)**

**Strategy Narrative:**

TEACH Scholarships provide a mechanism to improve the professional development status of early childhood teachers and staff, which is linked to greater program quality, and improved outcomes for children. TEACH will expand the availability of scholarships for early childhood educators beyond those provided through Quality First. The program provides scholarships for higher education and credentialing to early care and education teachers to improve the professional skills of those providing care and education to children 5 and younger.

**Regional Need:** Child care providers lack professional education, including non-credit education and training

TEACH scholarships will help address the need for a skilled and educated early childhood workforce. According to the National Association of Early Childhood Teacher Educators, teachers who have good preparation in early childhood education are: prepared to apply knowledge of child development, use appropriate teaching strategies, meet the social/emotional demands of young children, understand children’s thinking, know how to build student learning over time, and understand language and literacy development. The availability of additional scholarships supports the research on the relationship between the quality of early childhood experiences and subsequent development of young children. Specific 2010 Regional Needs and Assets data supports this need:

- 49% of child care providers do not have a degree
- 81% of child care assistants do not have a degree

**Target Population Description:**

The target population will be teachers in centers and homes not enrolled in Quality First or approximately 36 sites. The region’s percentage of teachers and teaching assistants with an Associate’s Degree is well behind the national averages. Over the past three years, scholarships provided beyond Quality First were underutilized. For the next three years, the target service unit for this strategy is 10 scholarships, allowing early educators that work at non-Quality First sites, to obtain a degree.

In SFY 2013, between the Quality First and this strategy, 70 TEACH scholarships will be available across the region, supporting the Council’s goal of strengthening the early learning system.

**Strategy: Quality First (Rating Only)**

**Strategy Narrative:**

The Quality First Rating Only Participation strategy includes two components of Quality First: program assessment and assignment of Star Rating. This strategy component will be utilized to engage programs that are not involved in Quality First, specifically facilities located in public schools. The belief is that these programs will be rated at a level three star or higher. This strategy provides a lower cost model for programs that do not need quality improvement supports. However, the sites can utilize other support services within the region including child care health consultation, mental health consultation, parenting education, and Child Care Coalition trainings.

<p><b>Regional Need:</b> Kindergarten readiness varies across the region According to the 2010 Needs and Assets report, there is an opportunity to engage child care sites that might not others be involved in the star rating program:</p> <ul style="list-style-type: none"> <li>• 14 of the licensed facilities were programs located in public schools</li> <li>• Together, these sites have a capacity to serve 1,420 children</li> </ul>
<p><b>Target Population Description:</b> In addition to the sites enrolled in Quality First, one program (e.g. Early Head Start, Title I) will be able to obtain a rating only score within the Quality First Star Rating system. The Yavapai Regional Council created a rating only slot to assess the demand for this type of involvement in the rating system. Sites that are assessed and rated add to the pool of Quality First sites within the region, increasing the number of quality care centers and homes parents have to choose from.</p> <p>This strategy increases slightly over the next three years to ensure utilization of the investment. It will be assessed during the strategic planning process to ensure that biennial support is available to the sites engaged in the rating only program.</p>

<p><b>Strategy: Expansion: Increase slots and/or capital expense</b></p>
<p><b>Strategy Description:</b> Recruits new or existing providers to begin to serve or expand services. May assist with planning, licensing or certification process for new centers or homes, or provide support to a provider to improve the quality of facility or programs.</p>
<p><b>Strategy Narrative:</b> First Things First (FTF) envisions a comprehensive early care and education system that addresses quality, accessibility and affordability. High quality is promoted by Quality First, FTF's signature quality improvement and rating system for regulated early care and education settings. In addition, higher quality programs must be both accessible to all children and affordable for families of every income level. Quality First Scholarships and Prekindergarten strategies promote affordability of a variety of quality early care and education settings, offering families the ability to choose the setting that best meets their needs. Additionally, quality early and education must be accessible to children of all abilities and needs.</p> <p>The Yavapai Regional Partnership Council used this strategy in the past to provide funds for capital improvements related to an early education setting. During the strategic planning process, a site identified the need to access this type of funding. In recognition of this need and to maintain an open, competitive process, the Council has allotted one-time only funding to the strategy. The funded expansion opportunity(s) is intended to effectively address system gaps, opportunities for coordination, infrastructure and capacity issues, or policy issues that impact the service delivery system.</p> <p><b>Regional Need:</b> Limited access to quality, affordable early care and education Community input prompted review and discussion of expansion needs. The Council recognized the need for making funds available that could include quality participation requirements such as classroom teachers, and tools, as well as requirements for capital expenditures including the purchase of real property, building renovation and new construction.</p>

**Target Population Description:**  
 The Yavapai region had a large carry forward for SFY 2013. This will not be the case in future years as funding for the Quality First strategy is increased. However, the Council acknowledged growth needs, especially in the outlying rural areas. Priority consideration will be given to areas in need, where development or expansion will improve outcomes for children.

Review and assessment during the strategic planning process will determine future funding.

Target Service Units	FY 13	FY 14	FY 15
Number of home based providers served			
Number of increased slots for participating children			
Number of center based providers served	TBD		
Funding Level	FY 13	FY 14	FY 15
	\$100,000	\$0	\$0

**Strategy: Family, Friends and Neighbor**

**Strategy Description:**  
 Recruits new or existing providers to begin to serve or expand services. May assist with planning, licensing or certification process for new centers or homes, or provide support to a provider to improve the quality of facility or programs.

**Strategy Narrative:**  
 The Yavapai Regional Partnership Council has identified access to high quality early education programs as one the highest priorities for the region. National estimates suggest that as many as 60% of all children need child care due to parents’ employment and of these, as many as 50% of children ages 5 and under are cared for in home-based settings. In order to have a full overview of child care within the region, the Council participated in the Child Care Demand Study. In reviewing the study’s data, the Council received information that led to the decision to add this complementary strategy to the region’s early learning system.

Several strategies build a comprehensive approach within the region’s early learning system; however, they do not target the unregulated child care setting. Because a large number of parents seek care outside of child care sites, the Council saw the need to provide education and support to the family, friend or neighbor care givers. The Council identified the Family, Friend and Neighbor (FFN) strategy as a mechanism to improve the quality of child care in unregulated settings. In addition, 100% of surveyed parents agreed that safety and security, the caring and nurturing of the staff, and trusting the provider were the most important factors when choosing child care. The FFN strategy will assist in addressing these factors. Through this strategy, the quality of care and education that children receive in unregulated child care homes will be improved. FFN will increase and improve skills and support for early care and education home providers, with an emphasis on family, friend, and neighbor care givers. It will expand the continuum of quality early child care in the Yavapai region by focusing efforts on improving unlicensed/unregulated early care providers, which until now has not been specifically targeted through other strategies.

The project will start small. In SFY 2013, information about the location of FFN care givers will be gathered and assessed. The Coordination Specialist is key to conducting outreach within this special population. The Specialist will be used to assist with outreach and engagement activities. This will ensure the ability to locate and enroll participants before a significant amount of funding is assigned to the strategy.

The Council recognizes that recruitment of care providers may be a challenge. Geographically, the region is divided and this population has not been engaged in class-structured, early learning activities. Once participants have been recruited, class locations in SFY 2014 and 2015 will alternate between the east and west side of the region. Locations will also be based on the number of enrolled attendees.

**Regional Need:** Limited access to quality, affordable early care and education

Evidence suggests that training provided to home-based family, friend, and neighbor caregivers can result in positive outcomes for children. Information from 61 regional parents, surveyed in the Child Care Demand Study, reinforced the need to ensure children are in healthy and safe places with quality care. The following statistics were noted:

- 80% of parents used 1-3 child care arrangements
- In these arrangements, a significant number of children are being cared for by family, friends or neighbors
- 51% of the parents’ main source of information regarding their child care provider came from a family friend or neighbor

**Target Population Description:**

The target population is the care givers of the approximate 4,000 children, of working parents, not enrolled in early care and education.

Group participants will be recruited in SFY 2013 to ensure successful program delivery in the following years. The Council will assess interest in and utilization of the program during 2014 and 2015 to determine future funding levels and whether to increase the target service units.

Target Service Units	FY 13	FY 14	FY 15
Number of home based providers served	0	20	40
Funding Level	FY 13	FY 14	FY 15
	\$0	\$25,000	\$50,000

<b>Strategy: FTF Professional REWARD\$</b>			
<b>Strategy Description:</b> Improves retention of early care and education teachers through financial incentives.			
<b>Strategy Narrative:</b> The FTF Professional REWARD\$ is a compensation and retention strategy for the early care and education workforce that acknowledges and rewards progressive education, educational attainment and commitment to continuous employment at qualified early care and education centers and homes that provides services to children birth through age 5. The incentives are offered twice each fiscal year, with each enrollment period open to applicants who may have received the incentive previously as well as new applicants. Applicants must meet specific criteria and receive an incentive based upon a tiered reimbursement scale containing 9 levels.  Because the Yavapai Regional Partnership Council prioritized access to high quality early education programs, they agreed that increased support to professional development was necessary. Within the region, the average length of employment for teaching assistants is relatively short. According to the 2010 Needs and Assets report, 35% had worked one year or less, while 60% had worked less than two years. It may be argued that these figures are a result of a number of factors including: remuneration rates and/or the fact that a teaching assistant position is in some ways a temporary or transitory (step-up) position. Regardless of the underlying cause for retention rates, this situation may have a number of potentially negative impacts for children due to issues such as lack of personnel continuity and changes in teaching styles.  The intention of funding this new strategy is to compliment the other early childhood system strategies and assist in retaining qualified staff members. The Council was interested in gaining a sense of the number of REWARD\$ requests before investing a large amount of funding in the strategy. To this point, funding steadily increases over the three year planning period.  <b>Regional Need:</b> Child care providers lack professional education, including non-credit education and training The 2010 Needs and Assets report referenced the National Prekindergarten Study which stated that 71% of teachers in the study were also found to make less than 200% of the poverty level. Staff retention of Child Care Assistants can be directly tied to earning levels; the average wage is \$9.13 an hour.			
<b>Target Population Description:</b> The target population is the region’s early care and education teachers working in the 73 licensed centers and that qualify for the program. At the end of three years, 27% of the sites will be able to participate in the project.  The service units will increase each of the next three years. This will allow for the program to gain recognition, resulting in total use of the funds each fiscal year.			
<b>Target Service Units</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
Number of incentive awards distributed	5	10	20
<b>Funding Level</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
	\$6,750	\$13,500	\$27,000

<b>Strategy: Family Support Coordination</b>			
<b>Strategy Description:</b> Improves the coordination of, and access to, family support services and programs.			
<b>Strategy Narrative:</b> The Family Support Coordination strategy will work to improve the early childhood system by supporting collaboration among early childhood family support programs. This will be accomplished by providing support for the formation and operations of grass-roots community coalitions; facilitating communication between coalitions; conducting meetings; and providing financial support to coalitions for approved activities.  <b>Regional Need:</b> Limited knowledge, utilization of resources, and information about the importance of early childhood development and health The strategy has successfully coordinated efforts under the umbrella of the Family Support Collaborative. The Parenting Education Coalition, the Child Care Coalition, and the Home Visiting Committee meet regularly, allowing community organizations to network, develop and implement events, design collateral materials, coordinate services, and facilitated trainings. Five training events and four workshops will be provided. Approximately 600 adults will attend the trainings and another 200 adults will attend the workshops.			
<b>Target Population Description:</b> In the past, the Council has funded an AmeriCorps VISTA member to assist with infrastructure building. This position is no longer available to the region, so funding decreased for the strategy. The money allotted to the strategy will be utilized by the groups associated with the Family Support Collaborative and will support professional development opportunities.			
<b>Target Service Units</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
N/A			
<b>Funding Level</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
	\$8,000	\$8,000	\$8,000

<b>Strategy: Food Security</b>			
<b>Strategy Description:</b> Distribute food boxes and basic necessity items to families in need of assistance who have children birth to 5 years old.			
<b>Strategy Narrative:</b> The Food Security strategy was initiated in response to the emergency needs experienced in 2009. The Council has chosen to continue the strategy and has experienced great results specifically on the region’s West side with over 9,000 food boxes distributed in SFY 2011. The current grantee is committed to providing healthful food to young children, including local produce. In addition, the assembly and delivery of food boxes is largely done by community volunteers.  The target population is low income families living in the West side of the county, although the issues of hunger continue to be discussed across the Yavapai region. Community members are aware of local needs			

and are working to support efforts that address hunger. However, grant request for the Verde area went unanswered last year, prompting the Council to decrease strategy funding in SFY 2012.

**Regional Need:** Many families are living in poverty

Discussion points that supported this strategy were that hungry children have a harder time learning, a high number of single head of household women live in poverty, and the region has not recovered from the economic downturn. This need is also reflected in the following 2010 Needs and Assets data:

- There is an estimated 19,400 people in poverty in the Yavapai region
- 26% of households with children 0-5 live in poverty; this equals approximately 3,700 young children
- Unemployment rates are as high as 27.5% in some areas of the region

**Target Population Description:**

The current funding level supports the Western area’s food security project. Approximately 450 young children will receive food boxes each week; or 12% of the children living in poverty.

A slight increase in funding for SFY 2013 was approved. Future funding of the strategy will be assessed in conjunction with regional school readiness indicators to ensure the investment and the strategy is appropriate.

Target Service Units	FY 13	FY 14	FY 15
Number of food boxes distributed	9,600		
Funding Level	FY 13	FY 14	FY 15
	\$50,500		

**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. Connect families to resources to support their child’s health and early learning.

**Strategy Narrative:**

Home Visitation programs give 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. They connect parents 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 Council recognized that home visiting programs have assisted families with increased access to other community services as well as facilitated coordination and referrals between programs. However, this strategy has been reduced as there are other countywide programs meeting this need. A home visiting study shows that approximately 4,200 children or 36% are served in our region through various programs. Taking this into consideration, as well as the fact that the Prenatal Outreach program is providing home

visitation, the council has decreased strategy funding from SFY 2012 to 2013. Level funding is maintained the following two years.

**Regional Need:** High-risk families need additional support to address child abuse, substance abuse and family violence prevention

According to the 2010 Need and Assets report, “Babies born at risk” includes births with two or more of the following: the mother is under age 20, the mother has less than 12 years of education, the mother is unwed at the time of the birth, or Medicaid has paid for the birth. Data supporting the need include:

- Compared to statewide averages, births in the Yavapai region are almost twice (175%) as likely to have complications with labor and/or delivery and abnormalities are almost three times (275%) as common
- 46.5% or 1,030, of Yavapai babies are born at risk each year
- Only 40% of children 19-35 months of age received adequate immunizations in 2009

**Target Population Description:**

The Regional Council continues to invest in home visitation which is a well known prevention strategy for at risk families; 328 families is the target population. This is 32% of the 1,030 babies born at risk within the region. It is the Council’s desire to provide a model or models that will offer opportunities to all families who are interested in receiving in-home services, including those in outlying rural areas.

Target Service Units	FY 13	FY 14	FY 15
Number of families served	328	328	328
Funding Level	FY 13	FY 14	FY 15
	\$902,000	\$902,000	\$902,000

**Strategy: Native Language Enrichment**

**Strategy Description:**

Provides materials, awareness and outreach to promote native language and cultural acquisition for the young children of Tribal families.

**Strategy Narrative:**

Native languages throughout the state of Arizona are endangered. Many native languages have been passed from generation to generation orally, and with them, the stories, customs, and life of a people.

It is understood that from birth, all young children are exposed to different languages, cultural values, beliefs and assumptions within the family and in the context of their community. Children absorb powerful messages from people, the environment, and the community that shape their identity, social and cultural values. How infants, toddlers, and young children interact within their environment and respond to experiences is heavily influenced by the values and beliefs of the family and others who care for them.

FTF Native Language Enrichment strategies fund the training of early care and education providers to support native language and cultural acquisition for the young children of Native American families in child care, early head start/head start or other group settings as part of the regular programming and curriculum. As providers are trained, they can work with children in the classroom or home care settings and provide family informational sessions or other family engagement activities.

Within the Yavapai region, a Native Language Enrichment strategy is being implemented on the Yavapai-

Apache Nation. The Culture Center will coordinate resources and activities to train teaching staff at the Montessori school and child care center on how to integrate the Yavapai and Apache languages and print into everyday dialogue. In addition, the program will engage families in reading and other literacy-based activities with their infants, toddlers and preschoolers that encourage the development of early language and literacy skills. This work will reinforce the cultural importance of learning and preserving the Yavapai and Apache languages.

**Regional Need:** Need to increase access to comprehensive family education and support services  
 Research indicates that programs that involve both parents and their young children in a series of classes demonstrate a positive impact upon outcomes.

**Target Population Description:**

The target population is the 125 children ages birth to five and their families living within the Yavapai Apache Nation; over 90% will be served by the strategy.

This strategy was initiated in SFY 2012. The intention is that once the tools are developed and implementation has occurred for two years, funding beyond SFY 2014 will not be needed.

Target Service Units	FY 13	FY 14	FY 15
Number of participating adults	25	70	
Number of children served	50	65	
Number of books distributed	50	65	
Funding Level	FY 13	FY 14	FY 15
	\$15,000	\$15,000	

**Strategy: Parent Education Community Based Training**

**Strategy Description:**

Provides classes on parenting, child development and problem-solving skills.

**Strategy Narrative:**

Community based parent education uses a family-centered and strengths-based approach to offer families a series of classes that provide information and support in each of the core areas: child development, parenting skills, and resource and referral. Parenting sessions should be offered at times and locations that are convenient to families of young children and should utilize evidence based proven programs that have a track record with the target population. Some possible examples include: The Incredible Years: Parents and Children Training Series; Nurturing Parenting Program; and Growing Great Kids.

A successful family education program should facilitate the acquisition of parenting and problem-solving skills necessary to build a healthy family. Effective parenting education develops the parents' knowledge and skill at nurturing and strengthening attachment to support their children's social-emotional development, knowledge of parenting and of child development including social emotional, language and literacy, cognitive, physical and motor development, parental resilience, and social connections and awareness of support mechanisms available for parents. Community based parent education should combine parent education with the opportunity for parents to interact with their child through on-site playgroup type experiences.

Additionally, families should be supported to understand that daily exposure to verbal and written language provides young children with the opportunities to begin acquiring a basic understanding of the concepts of literacy and the function of print. Environments rich with print, language, storytelling, books, technology, and writing materials allow children to experience the joy and power associated with reading and writing, while mastering basic concepts about print. Parenting education programs must be respectful and supportive of children's cultural heritages and home languages while encouraging English language acquisition. Family participation in community-based family education services is voluntary and must be provided free of charge to the family.

The Parenting Education Community Based Training strategy has been a successful, integral part of the Family Support and Literacy system in the Yavapai Region. It is a part of the larger continuum of family support within the context of the region's early childhood system. The purpose of parenting education is to build parents' capacity and skills so they can support the healthy development of their child. Parenting education, as a key component of a comprehensive early childhood system, enhances the relationship between the parent and child to foster the child's positive social-emotional and language and literacy development and thus their readiness for school. It is intended that at least 360 adults will attend multi-session classes, averaging six sessions per class.

The Council also recognized the need for expanding literacy and funded a community-based early literacy. This program creates opportunities for parents to expose their infants, toddlers, and young children to books and language. Adults are recruited through child care sites located across the region. The program components allow parents and caregivers to develop and enhance the skills and supports they need to encourage early literacy in their homes. At least 350 adults will be engaged in the literacy project.

Strategy funding for parenting education classes is slightly lower than in past years. This is due to the fact that classes will be centered on a community-based delivery model; in the past a home visitation model was also funded under this strategy. Funding for the second (2013) and third year (2014) of the literacy project remained the same. SFY 2013 also reflects funding for the parenting education project, Never Shake a Baby. Assessment of Never Shake a Baby data during the current fiscal year should result in an increased target service unit for SFY 2013.

**Regional Need:** Need to increase access to comprehensive family education and support services and Kindergarten readiness varies across the region

Community based parenting education builds on other regional strategies, reaches a diverse audience, and integrates various community assets to address the need for comprehensive parent education and information. Literacy needs were reflected by the third grade standardized assessments which indicated that area children often lag behind their counterparts in reading, math and writing. The Yavapai Regional Partnership Council based continuing the successful strategy on several data points:

- 1,070 grandparents have full-time responsibility for children and over half (644) are raising children 0-5
- Over half of young children in foster care have a developmental disability
- 23% of the county's family households are headed by single females
- Single males head 11% of the county's family households
- 5:15 school districts had a 40% or more failure rate for reading
- 6:15 school districts had a 40% or more failure rate for math
- 4:15 school districts had a 40% or more failure rate for writing
- 62% of mothers have a high school diploma or less
- 28% of mothers do not have a high school diploma

**Target Population Description:**

There are about 20,800 adults that are parenting children.

Approximately 360 adults will be targeted for multi-session, parenting education classes, resulting in over 2,200 contacts being delivered to parents and caregivers. Class delivery will be directed to include outlying rural areas such as Skull Valley, Bagdad, Black Canyon City, Ash Fork, and Beaver Creek.

Approximately 350 adults will be targeted to participate in the community based literacy project.

Target Service Units	FY 13	FY 14	FY 15
Number of participating adults	2,550	2,550	2200
Funding Level	FY 13	FY 14	FY 15
	\$202,500	\$197,500	\$150,000

**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.

**Strategy Narrative:**

In the Yavapai region, the activities under this strategy are organized by the FTF regional staff members. In order to be successful, each activity will engage community members; combined, 400 adults will participate.

The Parent Outreach and Awareness strategy is comprised of three projects. The first project addresses the need of parents’ access to local services for young children by publishing *The Little Kid’s Book* resource directory. In coordination with a local foundation, 20,000 books, focusing on services for children birth to age 5, are produced and distributed. Across the region, this free resource is provided to parents, care givers, child care sites and other service providers. According to the community workgroup, production of the paper version of *the Little Kid’s Book* will see a decrease as on-line access and use increases over the three-year funding period. This information and the establishment of a resource directory endowment account by a community partner influenced the decrease in funding amounts.

The second project is the annual Diaper Drive which partners 30 community organizations for the collection and distribution of diapers and wipes. Last year, over 35,000 diapers were distributed through the effort which promotes the healthy development of infants. The third project focuses on raising awareness of the importance of early childhood topics including preventative health measures. The regional office will coordinate with community partners to spread information about the value of early childhood topics including immunization, oral health and literacy.

**Regional Need:** Need to increase access to comprehensive family education and support services

Regional data that supports this work includes:

- 39% of parents expressed moderate or strong dissatisfaction with how agencies that serve young children and their families work together and communicate
- 64% of Yavapai families say that services they need are not available at convenient times or locations
- 50% of the parents felt that the services they were able to access filled only a portion of their families needs
- For 2005, 2007, and 2009, there was a downward trend in the number of children 19-35 months old receiving two common series of vaccinations

<b>Target Population Description:</b>			
The parenting population of birth to age 5 is approximately 20,800 adults; 73 licensed child care sites; and numerous service providers are the target population for this strategy. 3,120 or 15% of these adults will actively engage in activities besides receiving a resource directory.			
20,000 books will be distributed and programming will be made available across the region, in a variety of settings and through various methods.			
<b>Target Service Units</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
Number of parents participating	3,120	3,120	3,120
Number of books distributed			
Number of workshops held			
Number of children participating			
Number of resources distributed	20,000	20,000	20,000
<b>Funding Level</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
	\$25,000	\$20,000	\$15,000

<b>Strategy: Mental Health Consultation</b>
<b>Strategy Description:</b> Provides mental health consultation to teachers and caregivers, and tuition reimbursement to support professional development to increase capacity of workforce.
<b>Strategy Narrative:</b> Smart Support, Arizona’s early childhood mental health consultation system came about through First Things First’s commitment to the success of Arizona’s youngest citizens. The program’s mission is to provide quality mental health consultation to early care and education providers keeping two main goals in mind. The first is to improve the overall quality of early care and education settings so that they are able to help support the social and emotional development of all children in their care. The second goal is to increase the capacity of early care providers to address the mental health needs and challenging behaviors that place particular children at risk for negative outcomes in the early years of life.  Smart Support provides intensive weekly services by highly qualified, masters-level consultants. Most visits to child care centers last 2 hours. Participants demonstrated statistically significant improvements on the following key outcomes: <ul style="list-style-type: none"> <li>• Teacher’s perceptions- teacher’s perceptions of the risk of expulsion for children with challenging behaviors decreased</li> <li>• Classroom emotional climate –teachers increased their capacity to stay emotionally connected even in the presence of strong negative emotions from children and paid more attention to children’s emotions overall</li> <li>• Staff interaction and cooperation – teachers were more supportive of each other and more aligned in managing classroom activities, sharing responsibilities</li> </ul>

- Teachers’ “self efficacy” - more confidence in their ability to respond to children and deal effectively with conflicts
- Teacher-child relationships - closeness increased and conflict decreased
- Knowledge of social-emotional development - A high percentage of teachers reported gains in their general understanding of teaching strategies that meet the social and emotional needs of children in their care.

These preliminary findings are important because they support the national research that demonstrates a link between children’s social and emotional development and school readiness.

This strategy complements the components within the region’s early learning system. The Yavapai Regional Partnership Council reviewed the program outcomes and considered community feedback. High social-emotional needs of children, the additional time needed at child care sites, and success stories led to the decision for continued funding of the strategy.

**Regional Need:** High number of uninsured children and low utilization of preventative health care According to a recent study, impressive beginning data supports mental health consultation as an effective strategy with child care teachers in Arizona as they work to support children’s social and emotional development. Analyses of the first year’s program data indicated:

- After 6 months of mental health consultation services, preschool teachers and child care providers report greater confidence in their abilities and a deeper understanding of children’s social-emotional development
- Child care providers conduct their classrooms with significantly greater emotional sensitivity overall than before receiving consultation

**Target Population Description:**

Serving 18 centers and homes represents 25% of the total target population of 73 licensed sites.

For the next three years, funding will be maintained for 2.5 full time employees.

Target Service Units	FY 13	FY 14	FY 15
Number of home based providers served	5	5	5
Number of center based providers served	13	13	13
Funding Level	FY 13	FY 14	FY 15
	\$307,500	\$307,500	\$307,500

**Strategy: Prenatal Outreach**

**Strategy Description:**

Provides outreach and education to pregnant women and their families and links pregnant women to sources of prenatal care.

**Strategy Narrative:**

The Yavapai Regional Partnership Council recognized the lack of adequate prenatal / postnatal services and support which is vital to ensure the best pregnancy outcome. A healthy pregnancy leading to a healthy birth sets the stage for a healthy infancy, a time during which the baby develops physically, mentally, and emotionally into a curious and energetic child.

In the Yavapai region, prenatal care is below what it should be to ensure a healthy beginning. The Council approved this strategy to address the high risk indicators in at-risk populations including the teen population. Through implementation, the strategy will: increase access to and awareness of the importance of prenatal care; provide culturally appropriate support and information; reduce unhealthy behaviors such as smoking and alcohol use during pregnancy; connect women to existing prenatal and postnatal services; and provide referral services for the mother and newborn.

Currently, project implementation provides pregnant and parenting adolescents education and supportive services to improve birth outcomes for their newborn. The project also improves the physical, emotional and intellectual growth and development of children birth to age five that are born to adolescent parents. This is achieved through activities including prenatal health education, case management, mentoring, peer support, father and family involvement, and parenting education.

**Regional Need:** There is a high level of teen pregnancy in the region and a need for teenage parent support. The following Needs and Assets data support the funding:

- Yavapai County has a 14% teen birth rate, which is higher than the state average
- 62% of new mothers have a high school diploma or less
- 25% of mothers have less than 10 prenatal visits

**Target Population Description:**

In 2009, there were 287 births to women 19 years old or younger. This strategy will reach 44% of the pregnant and parenting teens across the region.

Because the strategy was new in SFY 2012, the funding levels are maintained for the next two years. Beyond SFY 2014, future funding will be determined by budget adequacy and program assessment.

Target Service Units	FY 13	FY 14	FY 15
Number of adults attending training sessions	125	125	
Number of adults receiving home visitation	125	125	
Funding Level	FY 13	FY 14	FY 15
	\$300,000	\$300,000	

**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:**  
 The Yavapai Regional Partnership Council did not fund this strategy in SFY 2012, but recognizes the value of using the materials to strengthen raising levels of awareness about early childhood health and development. Educational reinforcement items, such as Born Learning materials, fact sheets, and children’s books, will be distributed during speaker’s trainings, presentations and at community or coalition events. The demographic of each audience will determine the type of educational reinforcement used and will only be given if information has been received about First Things First.

**Target Population Description:**  
 The primary target audiences in the Yavapai region are the: K-12 community, medical community, and colleges and universities.

Other target audiences will include: parents and caregivers; civic minded Arizonans; grantees; Tribes; early childhood professionals; public officials; women’s organizations; and faith organizations.

Compared to SFY 2012, funding levels were increased in SFY 2013 and will remain the same in the following years.

Target Service Units	FY 13	FY 14	FY 15
N/A			
Funding Level	FY 13	FY 14	FY 15
	\$10,000	\$10,000	\$10,000

**Strategy: Community Outreach**

**Strategy Description:**  
 Provides grassroots support and engagement to increase parent and community awareness about the importance of early childhood development and health.

**Strategy Narrative:**  
 The Yavapai Regional Partnership Council recognizes the need to continue efforts on building awareness and increasing knowledge across the region. This universal strategy will reach beyond the existing, supportive audience to engage other community members and organizations. This will be accomplished through continued presentations and one-on-one meetings with members of the community. Efforts will provide education about the importance of early childhood based on the unique demographic of the Yavapai region.

Along with presentations, outreach work includes: community event participation; organizing and conducting early childhood focused trainings; providing stories related to the impact of regional strategies and/or programs; expanding media outreach through various forms such as radio, television, press releases and video storytelling; attending community meetings related to early childhood; conducting site visits; and recruiting and retaining champions for early childhood education and health.

Although this strategy was funded in SFY 2011 and 2012, the strategy is not funded beyond SFY 2013. Budget constraints influenced the decision to discontinue this strategy and implement a coordination strategy. The Council’s intention is that a new coordination strategy will build on the foundation that the Community Outreach strategy has provided, moving awareness to action.

<b>Target Population Description:</b> The primary target audiences in the Yavapai region are the: K-12 community, medical community and colleges and universities.  Other target audiences will include: parents and caregivers; civic minded Arizonans; grantees; Tribes; early childhood professionals; public officials; women’s organizations; and faith organizations.			
<b>Target Service Units</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
N/A			
<b>Funding Level</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
	\$83,000	0	0

<b>Strategy: Media</b>			
<b>Strategy Description:</b> Increases public awareness of the importance of early childhood development and health via a media campaign that draws viewers/listeners to the ReadyAZKids.com web site.			
<b>Strategy Narrative:</b> The Yavapai Regional Partnership Council believes that media is an effective mechanism to raise awareness of the importance of early childhood health and development among parents and the general public. This strategy focuses on building awareness across the region through bi-yearly, approved media buys which will consist of television ads, radio spots, theater ads, and online emerging media activities.			
<b>Target Population Description:</b> This universal strategy reaches the general public throughout the Yavapai region. Specifically, the Council hopes to link parents, educators, health providers, and policy makers with messaging that promotes early childhood development, resulting in increased community support.  Funding levels remain the same for SFY 2013 and throughout the next two years.			
<b>Target Service Units</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
N/A			
<b>Funding Level</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
	\$50,000	\$50,000	\$50,000

<b>Strategy: Community Partnerships</b>			
<b>Strategy Description:</b> Establish partnerships to promote innovation and to leverage resources.			
<b>Strategy Narrative:</b> The Yavapai Regional Partnership Council recognized the need to provide funding opportunities to small organizations working with families of children birth to five. The Community Partnerships strategy is funded through a local non-profit. This organization provides funding that increases the number of community-based, coordinated projects that promote the wellness and development of young children			

and their families.

Activities within the coordinated projects include: improving access to programs and services; reducing gaps for at-risk populations; empowering families to improve lives; focusing resources where they are needed the most; and improving relationships between pre-school and families.

**Regional Need:** Lack of coordinated service delivery

According to the Yavapai 2010 Needs and Assets report, additional attention should be paid to developing, implementing, and enhancing programs targeting low income families and economically disadvantaged individuals during these economic times. Additionally, there are 54 identified services in Yavapai County and 18 of them provide information and/or navigation services. Given the relatively large number of those providing information, it may be helpful to implement a coordinated program for the distribution of up-to-date information on available services.

Future funding of the strategy will be assessed in conjunction with final outcomes for SFY 2011 through 2013, regional school readiness indicators, new benchmarks and budget adequacy. This information will determine if the investment and the strategy are appropriate for funding beyond SFY 2013.

**Target Population Description:**

The target population is the 18 organizations involved in the Community Impact funding process; funding has been maintained for SFY 2013.

Target Service Units	FY 13	FY 14	FY 15
N/A			
Funding Level	FY 13	FY 14	FY 15
	\$30,000		

**Strategy: Court Teams**

**Strategy Description:**

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:**

First Things First 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 results 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. 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.

Within the Yavapai region, all eight components are implemented. The Council has noted successes in this strategy and they realize that children in foster care experience a disproportionately high rate of medical problems. Some successes included:

- Coordinated efforts among several agencies provided over 800 interactions with foster children and their families
- Health care issues were addressed and included developmental screening for referral to early intervention services
- Child-focused services were incorporated into case plans
- Numerous trainings were made available for professionals who serve young children and families involved in the child welfare system
- Increased technical assistance was available for service providers, attorneys, foster parents, and baby CASAs.

Funding has been slightly increased from SFY 2012 as program delivery and integration expectations will be expanded over the next three years. The Council will partner with the North Phoenix Regional Partnership Council in releasing the next RFGA. It is the intention that the partnership will better serve foster children accessing services in both Yavapai and Northern Maricopa regions.

**Regional Need:** There is an increased number of children in the foster care system

The Council has funded this strategy for the past three years. It was agreed that the successful work of Court Teams within the region will assist with avoiding children's repeat entry into foster care, while ensuring the best interests of children and their families. Specific 2010 Needs and Assets data support the funding decision included:

- Yavapai children entering foster care who had been removed on another occasion in the prior 24 months was 5.2%, double the 2.6% Arizona rate
- Over half of young children in foster care have a developmental disability

**Target Population Description:**

This strategy will serve the approximate 140 children birth through five who enter the court system in the Yavapai region.

Target Service Units	FY 13	FY 14	FY 15
Number of children served	140	140	140
Number of trainings provided	19	19	19
Funding Level	FY 13	FY 14	FY 15
	\$62,500	\$62,500	\$62,500

<p><b>Strategy: Service Coordination</b></p> <p><b>Strategy Description:</b>                  Through coordination and collaboration efforts, improves and streamlines processes including applications, service qualifications, service delivery and follow-up for families with young children. Reduces confusion and duplication for service providers and families.</p> <p><b>Strategy Narrative:</b>                  In March 2008, the Early Childhood Development and Health Board defined the strategic direction of First Things First with the adoption of the Strategic Plan Roadmap. Within this document, Coordination is identified as a one of six Goal Areas that will be accomplished by First Things First in order to build the Arizona early childhood system. To accomplish the Coordination goal, First Things First is directed to foster cross-system collaboration efforts among local, state, federal and tribal organizations to improve the coordination and integration of Arizona programs, services and resources for young children and their families. Service agencies that work together are often easier to access and are implemented in a manner that is more responsive to the needs of the families. Cross-system efforts may also result in greater capacity to deliver services because organizations are working together to identify and address gaps in service.</p> <p>According to the Yavapai 2010 Needs and Assets Report, families in the region have limited accessibility to parent education, information, and resources. Although the region has a number of effective programs, services are not well coordinated. Much of the organizational work is single focused and they are unable to provide families with a comprehensive approach. Accessing services is challenging for many families. Community awareness of available services is limited and often providers offer similar services or programs, but may have different eligibility requirements or enrollment processes. The service coordination strategy will address these issues.</p> <p>The first year of implementation will begin with a system development approach to create a collaborative model specific to the Yavapai region. A Community Readiness Assessment will assist in determining the current level of coordination and potential partners. Other tasks that should be completed during the initial phase are: the completion of a community needs and service gap analysis; the identification of service delivery system improvements; and the identification of specific opportunities for providers.</p> <p><b>Regional Need:</b> Lack of coordinated service delivery                  The Yavapai Regional Partnership council recognized a need within the early childhood development system. Currently, there is no effective mechanism to coordinate services, identify and address gaps in service, reduce duplication, or ensure that families are referred to the services that best fit their needs. This cross-system strategy will address the needs in the region’s early childhood development system to promote service coordination and increase information exchange between providers. The Service Coordination strategy will support the goal that all families have access to the information and support needed to be effective and confident parents.</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<b>Target Population Description:</b> The Yavapai Regional Partnership Council has identified the target population for this coordination strategy as regional providers of early childhood education, family support services, health services and key community stakeholders.			
<b>Target Service Units</b>	<b>SFY 13</b>	<b>SFY 14</b>	<b>SFY 15</b>
No target service units identified for this strategy			
<b>Funding Level</b>	<b>SFY 13</b>	<b>SFY 14</b>	<b>SFY 15</b>
Service Coordination	\$100,000	\$100,000	\$100,000

<b>Strategy: Needs and Assets</b>			
<b>Strategy Description:</b> Biennial, overall assessment of data on opportunities and challenges for children zero through five and their families undertaken to inform regional strategic planning. This is additional funding for specific enhancements to the baseline regional report.			
<b>Strategy Narrative:</b> The Yavapai Regional Partnership Council has identified the need to obtain additional data about the communities in the region. For SFY 2014 supplementary funds will be used to enhance the Needs and Assets report, building on the format established for the SFY 2012 report. Integration of indicator and benchmark information will be part of the report format, justifying changes in funding or strategies. Furthermore, the 2014 report will be critical for the strategic funding process for the three year period beginning in SFY 2016.			
<b>Target Population Description:</b> Data collection will target the unique communities within the geographically diverse region, including the Yavapai-Apache Nation.			
<b>Target Service Units</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
N/A			
<b>Funding Level</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
		\$36,971	

<b>Strategy: Statewide Evaluation</b>			
<b>Strategy Description:</b> Statewide evaluation includes the studies and evaluation work which inform the FTF Board and the 31 Regional Partnership Councils, examples are baseline Needs and Assets reports, specific focused studies, and statewide research and evaluation on the developing early childhood system.			
<b>Strategy Narrative:</b> 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:**

<b>Target Service Units</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
No target service units identified for this strategy			
<b>Funding Level</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
	\$107,628	\$107,628	\$107,628

**III D. Proposed Funding Summary**

SFY 2013 - 2015 Regional Partnership Council Budget

 <b>FIRST THINGS FIRST</b> <i>Ready for School. Set for Life.</i>		<b>FY 2013 - 2015</b> <b>Yavapai</b> <b>Funding Plan Summary</b>		
Allocations and Funding Sources	2013	2014	2015	
<b>FY Allocation</b>	<b>\$3,897,571</b>	<b>\$3,905,366</b>	<b>\$3,920,011</b>	
Population Based Allocation	\$2,154,536			
Discretionary Allocation	\$1,256,122			
Other (FTF Fund balance addition)	\$486,913	\$3,905,366	\$3,920,011	
<b>Carry Forward From Previous Year</b>	<b>\$1,339,118</b>	<b>\$782,871</b>	<b>\$251,970</b>	
<b>Total Regional Council Funds Available</b>	<b>\$5,236,689</b>	<b>\$4,688,237</b>	<b>\$4,171,981</b>	
Strategies	Proposed Allotment	Proposed Allotment	Proposed Allotment	
Quality First	\$612,887	\$674,832	\$706,469	
Child Care Health Consultation	\$151,200	\$146,160	\$138,600	
Quality First Child Care Scholarships	\$1,296,353	\$1,426,676	\$1,476,211	
Scholarships TEACH	\$33,000	\$33,000	\$33,000	
Expansion: Increase slots and/or capital expense	\$100,000			
Family, Friends & Neighbors	-	\$25,000	\$50,000	
FTF Professional REWARD\$	\$6,750	\$13,500	\$27,000	
Family Support Coordination	\$8,000	\$8,000	\$8,000	
Food Security	\$50,500			
Home Visitation	\$902,000	\$902,000	\$902,000	
Native Language Enrichment	\$15,000	\$15,000		
Parent Education Community-Based Training	\$202,500	\$197,500	\$150,000	
Parent Outreach and Awareness	\$25,000	\$20,000	\$15,000	
Mental Health Consultation	\$307,500	\$307,500	\$307,500	
Prenatal Outreach	\$300,000	\$300,000		
Community Awareness	\$10,000	\$10,000	\$10,000	
Community Outreach	\$83,000			
Media	\$50,000	\$50,000	\$50,000	
Community Partnerships	\$30,000			
Court Teams	\$62,500	\$62,500	\$62,500	
Service Coordination	\$100,000	\$100,000	\$100,000	
Needs and Assets		\$36,971		
Statewide Evaluation	\$107,628	\$107,628	\$107,628	
<b>Proposed Allotment Total:</b>	<b>\$4,453,818</b>	<b>\$4,436,267</b>	<b>\$4,143,908</b>	
<b>Total Unallotted</b>	<b>\$782,871</b>	<b>\$251,970</b>	<b>\$28,073</b>	

End of Funding Plan –

---