FIRST THINGS FIRST
Ready for School. Set for Life.

Graham/Greenlee Regional Partnership Council

Allocations and Funding Sources	2013	Recommendation to the Board FY13 Strategies and Allotments
FY Allocation	**$764,390**	
Population Based Allocation	$417,424	
Discretionary Allocation	$252,631	
Other (FTF Fund balance addition)	$94,335	
Carry Forward From Previous Year	**$469,442**	
Total Regional Council Funds Available	**$1,233,832**	
Strategies	**Proposed Allotment**	**Recommendation**
Quality First *(Statewide)*	$131,023	Recommend approval
Child Care Health Consultation *(Statewide)*	$20,160	Recommend approval
Quality First Child Care Scholarships *(Statewide)*	$415,487	Recommend approval
Home Visitation	$120,000	Recommend approval
Parent Outreach and Awareness	$110,000	Recommend approval
Reach Out and Read	$10,675	Recommend approval
Food Security	$10,000	Recommend approval
Oral Health	$80,000	Recommend approval
Recruitment – Stipends/Loan Forgiveness	$79,460	Recommend approval
Community Awareness *(FTF Directed)*	$7,320	Recommend approval with the line item budget submitted to the CEO for approval
Community Outreach *(FTF Directed)*	$13,680	Recommend approval
Media *(Statewide)*	$10,000	Recommend approval
Statewide Evaluation *(Statewide)*	$20,852	Recommend approval
Proposed Allotment Total:	**$1,028,657**	
Total Un-allotted	**$205,175**	

GRAHAM/GREENLEE 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
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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
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Section I.

Regional Allocation Summary
Funds Available State Fiscal Years (SFY) 2012- 2015

Graham/Greenlee Regional Partnership Council

Allocations and Funding Sources	2012	2013	2014	2015
FY Allocation	**$767,756**	**$764,390**	**$765,918**	**$768,790**
Population Based Allocation	$428,376	$417,424	*(fy14 and fy15 allocations are*	
Discretionary Allocation	$261,108	$252,631	*estimates only, for purposes of*	
Other (FTF Fund balance addition)	$78,272	$94,335	$765,918	$768,790
Carry Forward From Previous Year	**$531,692**	**$469,442**	**$205,175**	**$109,016**
Total Regional Council Funds	**$1,299,448**	**$1,233,832**	**$971,093**	**$877,806**

Section II.
Review of SFY 2012 Funding Plan

II A. SFY 2012 Regional Partnership Council Priorities

The Graham/Greenlee Region's early childhood programs and supports funded by First Things First are now in their third year of providing supports and services for young children and their families. Each year, the Graham/Greenlee Regional Partnership Council thoroughly reviews the successes and challenges of their regional strategies, holds community forums and reviews the information and data in their Needs and Assets Reports. This thoughtful process helps the Regional Council define the needs of young children and their families that are unique to the region in order to make informed and thoughtful decisions. After careful consideration in preparing for the SFY 2012 Funding Plan, the Regional Council determined that it would be most appropriate to maintain, and in some instances increase, funding to the previously deemed priority goal areas.

The Graham/Greenlee Regional Partnership Council's mission and shared vision is the establishment of an Early Childhood System that provides a continuum of services and supports for families by building a sustainable Early Childhood System to ensure that all families have access to the diverse programs and services necessary to promote a child's optimal development and health.

For Fiscal Year 2012, the Graham/Greenlee Regional Partnership Council identified the following regional needs:

- Limited access to quality early care and education
- Inadequate access to parenting information and resources to support children's healthy growth and development
- Lack of health professionals with specialized knowledge of children birth through age five

In the area of **Access to Quality Early Care and Education**, the Regional Partnership Council identified two areas of need. Those areas included investing in improving quality care by funding three additional Quality First centers and funding nineteen child care scholarships to address access to quality early care and education, allowing children to remain in safe, stable care while their parents go back to school or look for work after regional layoffs.

In the area of **Family Support**, the Regional Partnership Council was cognizant of the need for collaboration and coordination in providing supports to families. For this reason, the Regional Partnership Council opted to invest in Home Visitation, Community Based Literacy and Food Security, all of which have worked in collaboration to provide needed supports to families with young children in the Graham/Greenlee Region.

In the area of **Health**, the Regional Partnership Council acknowledged that families with young children in the region have limited access to oral health providers and therapists with expertise in the zero to five population and focused on addressing this through an oral health strategy that provides screenings and fluoride varnish applications as well as the recruitment of a therapist to the region through stipends and loan forgiveness.

The tables below provide a summary of the Regional Partnership Council's prioritized needs and strategies for SFY 2012 as well as contracted service numbers.

II B. SFY 2012 Strategies and Units of Service Review

Graham/Greenlee Units of Service by Strategy

Strategy Description	Fiscal Year 2012	
	Targeted Units	Contracted Units
Quality First Strategy		
Number of center based providers served	3	6
Number of home based providers served	0	0
Quality First Child Care Scholarships Strategy		
Number of children receiving scholarships	18	19
Scholarships TEACH Strategy		
Number of professionals receiving scholarships	6	6
Community-based Literacy Strategy		
Number of books distributed	20,000	20,000
Number of children served	2,000	8,700
Number of participating adults	500	1,500
Food Security Strategy		
Number of food boxes distributed	1,500	1,500
Home Visitation Strategy		
Number of families served	110	110
Reach Out and Read Strategy		
Number of books distributed	1,750	1,403
Number of participating practices	1	1
Child Care Health Consultation Strategy		
Number of center based providers served	3	0
Number of home based providers served	0	0
Oral Health Strategy		
Number of children receiving oral health screenings	650	500
Number of fluoride varnishes applied	650	60
Number of participating adults	0	75
Number of participating professionals	0	15
Number of prenatal women receiving oral health screenings	0	25
Recruitment – Stipends/Loan Forgiveness Strategy		
Number of participants receiving Stipends and/or Loan	1	1
Number of therapists receiving loan forgiveness	0	0
Number of therapists receiving stipends	0	0

II C. SFY 2012 Funding Summary Review

FY 2012
Graham/Greenlee
Funding Plan Summary

Allocations and Funding Sources	2012
FY Allocation	**$767,756**
Population Based Allocation	$428,376
Discretionary Allocation	$261,108
Other (FTF Fund balance addition)	$78,272
Carry Forward From Previous Year	**$531,692**
Total Regional Council Funds Available	**$1,299,448**

Strategies	Allotted	Awarded
Quality First	$67,500	$67,000
Quality First Child Care Scholarships	$123,000	$123,000
Scholarships TEACH	$9,900	$9,900
Community-based Literacy	$110,000	$110,000
Food Security	$15,000	$15,000
Home Visitation	$300,000	$299,937
Reach Out and Read	$5,000	$5,000
Child Care Health Consultation	$12,000	
Oral Health	$80,000	$80,000
Recruitment – Stipends/Loan	$69,754	$69,754
Community Awareness	$3,320	
Community Outreach	$13,680	$17,000
Evaluation		
Statewide Evaluation	$20,852	$20,852
Needs and Assets		
To Be Determined		
Total Allotted/Awarded/Expended:	**$830,006**	**$817,443**
Total Unallotted/Unawarded/Unexpended	**$469,442**	**$12,563**

II D. Review of Progress

The Graham/Greenlee Regional Partnership Council recognized the need to build an early childhood development and health system for the children and families in the region that complements system building on a statewide level and that recognizes the unique character and traditions of the region. Building an infrastructure to address the needs of young children in the region was a high priority of the Regional Council. The strategies approved by the Regional Council for the previous three fiscal years were identified to address the regional needs in the areas of early learning, family support and health.

Early Learning

The Graham/Greenlee Regional Partnership Council believes that all children have the right to access high quality early learning opportunities and understand that the most likely place for a child to receive care other than the home is in a regulated or lawfully unregulated child care program. With this in mind, the Regional Council supported an investment in the access and improvement of quality of care in out-of-home settings through Quality First. This Quality First model provides a comprehensive package of supports that impact the quality of services in existing child care facilities. These include coaching, incentives, Child Care Health Consultation, and T.E.A.C.H. scholarships. Therefore, to impact the quality of care universally for children birth through age five in the region, the Regional Council continued to financially support three centers in Quality First in addition to the two centers and three home providers currently funded through statewide Quality First dollars. With the exception of the three Head Start Centers in the region who participate in their own internal quality improvement system, 100 percent of the licensed child care centers in the region are enrolled in Quality First thus improving the quality of care to the vast majority of the children enrolled in out of home care. To impact accessibility to high quality care, the Regional Council provided Quality First Child Care Scholarships which have been extremely successful in the region, allowing children to remain in safe, stable care while their parents went back to school or looked for work after regional layoffs.

Family Support

The Graham/ Greenlee Regional Council believes that children and families can best be supported in the context of the family setting and by providing family support via a child centered, family focused approach. Thus, the developed strategies specifically addressed the need for varying levels of family support. Ranging from universal to more intensive methodologies, the continuum of services proposed, built on families' strengths while laying a solid foundation of support to all families with young children.

This continuum of evidence-based practices started with the universal, multi-age literacy strategy and increased in intensity and focus to the comprehensive home visitation strategy. Any family with a child birth through age five and child care programs servicing this age group had access to the Early Childhood Literacy Project offered through the local community library system. In an effort to maximize the reach of the program effort, collaboration occurred with additional community agencies such as early care and education programs; home visiting programs; food assistance and nutrition programs; Women, Infants and Children (WIC); and those sponsoring community events. The distribution of high quality children's books to 2,047 children encouraged family and caregiver bonding, as well as early literacy, as families began their own home library collections and providers received in-service early literacy training through collaboration with over ten local agencies. This strategy supported early literacy skills and increased school readiness as it empowered child care providers with training and resources and honored parents as their child's first teacher with activities and other supportive programming. The development of early literacy skills and family bonding was addressed by expanding the Early Childhood Literacy Project to families in their homes, encouraging and modeling reading habits to parents, and enrolling them in this early literacy program.

Some families needed a more focused support; therefore, the family support continuum included a home visitation strategy that intentionally addressed the needs of 112 families at a more targeted level of support. The emphasis in home visitation was to stabilize the family, prevent child abuse and neglect, and provide information and resources based on the individual needs of the specific family. These services were targeted only to those families that need this additional level of support. Specifically, home visitors provided parenting and other needed supports as identified by the family and linked them to other resources and information that are applicable and appropriate for each family in the program. For example, if childhood hunger was identified during a home visit, the home visitor networked with organizations that address food insecurities and directed the family to the local food program implementing the food assistance and nutrition strategy.

To provide even more support to families experiencing hardship due to the economic downturn, layoffs and other social stressors, the Regional Council developed a family support strategy that assisted vulnerable families at a more intensive level. The emphasis of this strategy was to support the regional families who have been impacted by the economic crisis by expanding access to nutritious food and providing resources and referral information. 1,377 food boxes were distributed to families with young children through collaboration with WIC in both Graham and Greenlee Counties.

These strategies have been successful in meeting and often exceeding target service numbers.

Health

The Graham/Greenlee Regional Partnership Council implemented two strategies to address the prioritized need for improved access to quality health services: Oral Health and Recruitment – Stipends/Loan Forgiveness. One of the identified needs in the region was oral health. Currently, 100 percent of the 936 children, birth through age five, who qualify for state assisted healthcare (AHCCCS) cannot locally access oral health services because there are no local providers that accept AHCCCS insurance. The oral health strategy was designed to increase children's access to preventive dental care through oral health screenings, fluoride varnish application and referrals for follow-up treatment. Identifying an agency to administer the oral health strategy continued to be a challenge, but a government to government agreement was recently signed with the University of Arizona Cooperative Extension to provide this much needed service.

Additional needs for infrastructure building prompted the Regional Council to develop a strategy that addresses the shortage of local speech, occupational and physical therapists. It was the intent of the Regional Council to support the continuation of therapist services for young children in the region by meeting the needs of families with children birth through age five who have suspected or identified developmental delays. The Regional Council's intent was to develop an infrastructure that provides assurance that services are not interrupted and that they will be available to future generations of Graham/Greenlee children and their families. This approach was to impact 100 percent of children birth through age five in need of therapist services. Identifying a therapist through the Recruitment – Stipends/Loan Forgiveness strategy continued to be a challenge, yet in October 2011 a Speech and Language Pathologist received a contract from Arizona Department of Health Services to serve the young children of the region in need of services.

It was the Regional Council's intent, with the previous three year's funding plans, to continue making systemic change to services for young children and their families through coordination and family support, building on the existing assets in the region such as quality early literacy projects and home visitation programs, and addressing unmet needs such as the lack of oral health services and the shortage of therapists. Throughout the region, child care, early education, health and social services were fragmented, with minimal coordination of services which made it difficult for both families and service providers to

navigate the various services and systems of services. As part of the implementation, the strategies were carefully aligned and all grantees, including those with Interagency Service Agreements, were required to participate in regional collaboration efforts, as well as cross regional efforts. The strategies focused on building and sustaining the capacity and the coordination of local programs to engage in the ongoing work of community change in a joint, rather than an isolated, approach.

The Graham/Greenlee Regional Partnership Council continued to work with community partners to create a system that built and sustained coordination and collaboration among the network of early childhood and health programs and services in the region. This included licensed child care providers, preschool programs, food programs, libraries, and home visiting programs, as well as the informal networks of people or associations within neighborhoods in which families participated to build a web of social support. The goal was to produce higher quality services and obtain better outcomes for our children through a system of early childhood development that was intentional and coordinated.

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

III A. Overview

Setting the Strategic Direction

The 2008 and 2010 Needs and Assets Reports painted a picture of limited access to quality early care and education, inadequate access to parenting information and resources to support children's healthy growth and development, and a lack of health professionals with specialized knowledge of children birth through age five. In addition, unemployment continued to greatly impact families in the region. Therefore, the Regional Council's consideration of the basic infrastructure needed to continue to build an early childhood development and health system. The appropriate scope and reach of our identified strategies considering the economic climate and its impact on children and families in the region played an important role in addressing the region's prioritized needs. As a result of reviewing and discussing the information included in these needs and assets reports, getting community feedback through community forums and assessing the progress of current First Things First funded programs thus far, the Graham/Greenlee Regional Partnership Council determined the strategic direction for the next three years. The Regional Council has identified the same set of regional needs, and is addressing them in the same priority ranking as the previous fiscal years.

The Graham/Greenlee Regional Partnership Council believes that the best way to improve outcomes for young children over the next three years is to focus on the highest priority need areas. Below are the approved and prioritized needs for fiscal years 2013 to 2015.

- Limited access to quality, affordable early care and education
- Limited Access to Parenting Information and Resources to Support Children's Healthy Growth and Development
- Limited Access to Health Services for Young Children
- Lack of Community Awareness of Services Available as well as the Importance of Early Childhood Development and Health

The Regional Council selected three School Readiness Indicators and approved the strategies that they felt would have the biggest impact and success rate in addressing those indicators. These strategies will address the highest priority needs for young children across the region. The Regional Council has elected to address the following school readiness indicators which align to the subsequent priority roles:

School Readiness Indicators and Priority Roles

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

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.

2. #/% of children enrolled in an early care and education program with a Quality First rating of 3-5 stars

Quality, Access, and Affordability of Regulated Early Care and Education Settings – Convene partners, provide leadership, and provide funding for increased availability of and access to high quality, regulated, culturally responsive and affordable early care and education programs.

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

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.

The Regional Council was intentional about linking strategies together to create the greatest impact on school readiness indicators. Quality and access strategies continue to support further infrastructure development of high quality environments in the region while linking child care settings to other valuable resources in the community. Awareness of supports available to child care providers works to increase quality as well. Family support strategies create multiple access points for families to enter the early childhood system and educate them on community resources and early childhood development and health issues. These strategies impact children's school readiness and the confidence and competence of parents to recognize healthy development in the areas of health, social-emotional, language and literacy, cognitive, and motor/physical. Access to health professionals with expertise in the zero to five populations was also a high priority for the Regional Council in order to reach children in the region where these services are severely limited. The communications strategies will continue to reach out to wider audiences who have a vested interest in early childhood, growing the umbrella of the early childhood system and engaging more community members to spread the importance of early childhood issues.

Limited Access to Quality, Affordable Early Care and Education

The first area of focus is in supporting families in being able to access quality child care programs, including strategies that are intended to support early care and education program quality and accessibility. The Regional Partnership Council identified two areas of focus including investing in improving quality care by continuing to fund the five centers currently enrolled in Quality First and funding thirty additional child care scholarships in addition to those included in the Quality First package to address access to quality early care and education. Information from the Graham/Greenlee 2010 Needs and Assets Report indicates that the average cost for full-day care for toddlers and preschoolers in the region is $515 per month. Very few families within the region have only one child needing out of home care, and often times this cost is a significant portion of their income. With the average monthly income in the region being $3,226, if a family has two children in out of home care, that is over 30 percent of their monthly income. The reality that many parents face is placing their child in care that is of low quality and often times not a safe environment in order to make ends meet. Currently, over 25 percent of the children eligible for child care assistance in the region are on the Department of Economic Security wait list, receiving no financial assistance to help with child care expenses. With the continued funding of five Quality First centers, all of the early care and education centers in the region are enrolled in a program aimed at improving the quality of the care they provide as well as their environments.

Limited Access to Parenting Information and Resources to Support Children's Healthy Growth and Development

A second area of focus is on family support and is the most broadly addressed. According to a parent survey included in the 2010 Needs and Assets Report, a large percentage of the region's parents answered correctly on only 11 of 22 questions concerning basic child development. The relatively low level of scores indicates that continued efforts are still needed in the Graham and Greenlee Region to educate parents about child development. The Regional Council has designed this strategic plan to utilize the core strategies within this area to maximize their reach within the region, and they have committed to bringing these strategies to scale. The Regional Council was cognizant of the need for collaboration and coordination in providing supports to families. For this reason, the Regional Council opted for continued investment in Home Visitation, Reach Out and Read, Parent Outreach and Awareness and Food Security. These strategies have worked in collaboration with one another to provide needed supports to families with young children in the Graham/Greenlee Region. Family Support is a broad system of programs, services, and collaborations designed with the goal of helping families function to their potential.

The Regional Council felt strongly about continuing to fund home visitation. The home visitation grantee has been responsible for starting a home visiting collaboration involving all four of the home visitation programs in the region. They are meeting quarterly and have developed a system to refer families to one another so that each family is paired with the most appropriate program for the best possible fit for each family. Home visitation services that are new to Greenlee County through this funding are proving to be very effective and a second family support specialist was recently hired to serve this underserved area of the region. For fiscal year 2013, the Regional Council intends to leverage local FTF dollars with federal home visiting dollars awarded to the Arizona Department of Health Services to provide a national, evidence based home visiting model in the region. This collaboration will allow the Regional Council to continue funding the current number of families served.

Not all children arrive at kindergarten with the skills they need to be successful. Research shows that children in homes with more than 100 children's books perform much better in reading achievement in the fourth grade than do children with ten or fewer books. In a parent survey for the 2010 Needs and Assets Report, 15 percent of parents reported having ten or fewer children's books in their home. Only 12 percent reported having more than 100 books in their home. 16 percent reported having 20 or less children's books in their home. The stakes have never been higher for children to be ready to read when they enter kindergarten. By 2013, third graders will be held back if they are not reading at grade level. In focus groups conducted with kindergarten and preschool teachers in the region in 2008, the answer to the question, "What is the most important thing that parents can do to get their children ready for kindergarten?" The answer was loud and clear: read, read, read and read some more; get books into the homes and into the hands of children. In a recent kindergarten teacher focus group, teachers in the region reported a significant increase in the children entering kindergarten with better pre reading skills such as book handling skills, scanning books left to right, the ability to look at the cover of a book and predict what will happen in the story, understanding that the pictures in the book tell a story and the recognition that the adults are using the printed word to tell the story. The Regional Council felt strongly about continuing the literacy strategies Reach Out and Read, Parent Outreach and Awareness and Parent Education Community Based Training. The Reach Out and Read program expands children's access to reading by promoting child literacy as a part of pediatric primary care. The region's newly acquired pediatrician models the reading of the age appropriate take home book during each well child visit to the clinic. Parent Outreach and Awareness involves the Imagination Library Book Club where children ages zero to five receive an age appropriate book in the mail each month as well as trainings and activities with the New Direction Institute's Brain Box for parents and caregivers of young children in the region. The books received through both of these strategies are used in conjunction with the home visitation strategy in modeling the reading of the books as well as activities involving the books.

Unemployment continues to plague the region with a 16 percent unemployment rate. According to the 2010 Needs and Assets report, 17 percent of families in the Graham/Greenlee Region live below the poverty line and this percent increases to 48 percent for single parent, female-headed households and to 63 percent for single-parent, female-headed households with children under the age of five. For this reason, the Regional Council desires to continue to provide support to families experiencing hardship due to the unemployment and other social stressors by funding another family support strategy that assists vulnerable families at a more intensive level. The emphasis of this strategy is to support families through access to nutritious food and supplies specific to young children and to provide resources and referral information.

Limited Access to Health Services for Young Children

Children who have the benefit of a healthy early childhood, and whose parents have access to the tools and supports they need, are poised to be ready for success in kindergarten. In the area of health, the Regional Partnership Council acknowledged that families with young children in the region have limited access to oral health providers and therapists with expertise in the zero to five population and chose to continue addressing this through an oral health strategy that provides screenings and fluoride varnish applications as well as the recruitment of therapists to the region through stipends and loan forgiveness.

Through the Oral Health Strategy, the expected impact on the school readiness of children will be to increase the number of children who have access to preventive dental care, and decrease the number of children with active dental disease. Currently, 100 percent of the 936 children, birth through age five, who qualify for state assisted healthcare (AHCCCS) cannot locally access oral health services because there are no local providers that accept AHCCCS insurance. The Oral Health Strategy was designed to increase children's access to preventative dental care through oral health screenings, applying fluoride varnishes and referring them for follow-up treatment. Identifying an agency to administer the oral health strategy continued to be a challenge, but a government to government agreement was recently signed with the University of Arizona Cooperative Extension Agency to provide this much needed service. Canyonlands, a community health organization, is in the process of setting up a medical/dental practice in the region to serve the uninsured as well as underinsured. The University of Arizona and Canyonlands will be working in collaboration during fiscal year 2013. Children who are identified with active dental disease through the Oral Health Strategy will be referred to Canyonlands for follow up care. Beginning in fiscal year 2014, Canyonlands will take on the preventative oral health screenings and fluoride varnish applications, thus diminishing the need for First Things First funding.

The Regional Council developed a strategy to address the shortage of local speech, occupational and physical therapists. It was the goal of the Regional Council to support the continuation of therapist services for young children in our region by meeting the needs of families with children birth through age five who have suspected or identified developmental delays. Identifying a therapist through the Recruitment – Stipends/Loan Forgiveness strategy continued to be a challenge, but in October 2011, a speech and language pathologist received a contract from Arizona Department of Health Services to serve the young children of the region in need of services. Even with this newly identified therapist, there continues to be a great need for additional therapists in the region. It is the Regional Council's desire to continue funding the second year of administrative costs for the therapist currently under contract for fiscal year 2013 as well as the recruitment of an occupational or physical therapist for fiscal years 2013 and 2014.

Lack of Community Awareness of Services Available as well as the Importance of Early Childhood Development and Health

The Regional Council recognizes the continued need to expand the community's awareness of the importance of early childhood development and health as well as the programs and services available to young children and their families. Great strides have been made in the overall recognition of First Things First by community partners and the public in general, however the council recognizes the importance of continuing to get the *Ready for School, Set for Life* message to the community members of the region. Community Outreach, Community Awareness and the FTF Media Campaign will continue to be coordinated and utilized to improve the overall community awareness of FTF, and the financial and political importance of investing in early childhood. All regionally funded programs will be required to provide parent information related to the content of their programs, as well as about FTF. Community awareness materials will be coordinated with regional grantees to maximize their effectiveness. Community presentations will be coordinated between the Regional Director and the Parent Education and Community Awareness Coordinator.

Strategic Approach to System Building

The Graham/Greenlee Regional Partnership Council realizes that First Things First is only a piece of the early childhood system in the region. In order to build a strong system, the regional council and community partners must continue to work together to identify existing assets and recruit additional funding partners to maximize resources. This system building work has improved the way in which families access services by providing multiple entry points in to the early childhood system. There is a greater understanding of available services and more people who are able to engage and direct families to the appropriate service needed.

The Regional Council was intentional about linking strategies together to create the greatest impact on school readiness indicators. Quality and access strategies continue to support further infrastructure development of high quality environments in the region while linking child care settings to other valuable resources in the community. Awareness of supports available to child care providers works to increase quality as well, shifting the selected indicators. Family support strategies create multiple access points for families to enter the early childhood system and educate them on community resources and early childhood development and health issues. These strategies impact children's school readiness and the confidence and competence of parents to recognize healthy development in the areas of health, social-emotional, language and literacy, cognitive, and motor/physical. The communication strategies reach out to wider audiences who have a vested interest in early childhood and engaging more community members to spread the importance of early childhood issues.

Section 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
Limited access to quality, affordable early care and education Inadequate access to parenting information and resources to support children's healthy growth and development Limited Access to Health Services for Young Children Lack of Community Awareness of Services Available as well as the Importance of Early Childhood Development and Health	1. #/% children demonstrating school readiness at kindergarten entry in the development domains of social-emotional, language and literacy, cognitive, and motor and physical 2. #/% of children enrolled in an early care and education program with a Quality First rating of 3-5 stars 10. % of families who report they are competent and confident about their ability to support their child's safety, health and well being	**Quality, Access, and Affordability of Regulated Early Care and Education Settings** – Convene partners, provide leadership, and provide funding for increased availability of and access to high quality, regulated, culturally responsive and affordable early care and education programs. **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. **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. **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.	Quality First (including CCHC, CC Scholarships, TEACH) Additional CC Scholarships Home Visitation Parent Outreach and Awareness Reach Out and Read Food Security Oral Health Recruitment Stipends/Loan Forgiveness Community Awareness Community Outreach Media

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

Strategy: Quality First

Strategy Description: Supports provided to early care and education centers and homes to improve the quality of programs, including: on-site coaching; program assessment; financial resources; teacher education scholarships; and consultants specializing in health and safety practices.

Strategy Narrative

The Graham/Greenlee Regional Council believes that a key to developing a quality early childhood system is to improve the early learning environments. The Regional Council wishes to continue to fund 5 centers and 3 homes in the region with the full Quality First Package. This includes those centers previously funded with state funding and those Regionally funded in FY2012.

There is a need to improve quality child care throughout the region by implementing strategies that focus on improving the quality of and access to licensed and regulated centers and home by:

- Providing support and guidance to child care providers
- Increasing the educational level and wage compensation of child care teachers
- Improving access to quality child care by providing child care scholarships to families
- Improving skills and support for early care and education providers

Target Population Description

Quality First in the region is intended to target children accessing regulated care in settings that are dedicated to providing high quality learning opportunities. This strategy is region wide for five centers and three homes enrolled in Quality First, which is 100 percent of the licensed child care centers in the region.

Target Service Units - Quality First	**FY 13**	**FY 14**	**FY 15**
Number of center based providers served	5	5	5
Number of home based providers served	3	3	3
Funding Levels	**FY 13**	**FY 14**	**FY 15**
Quality First	$131,023	$131,023	$131,023
Child Care Health Consultation	$20,160	$20,160	$20,160
Scholarships TEACH	$0.00	$0.00	$0.00
QF Child Care Scholarships	$415,487	$415,487	$415,487

Target Service Units - Child Care Health Consultation	**FY 13**	**FY 14**	**FY 15**
Number of center based providers served	5	5	5
Number of home based providers served	3	3	3
Target Service Units - Scholarships TEACH			
Number of professionals receiving scholarships	12	12	12
Target Service Units - QF Child Care Scholarships			
Number of children receiving scholarships	68	68	68

Strategy: QF Child Care Scholarships (addition to QF package)
Strategy Narrative Quality First Child Care Scholarships are payments to early childhood providers for use by low income families to pay the full or partial cost of care for children five and younger. Scholarships benefit children, families, early care and education providers and communities. Quality First Child Care Scholarships are considered an ongoing commitment to help families afford higher levels of quality care and to support the achievement and maintenance of quality improvements.
Target Population Description Region wide for low income families with children attending the five centers enrolled in Quality First. The additional thirty scholarships will support 25 percent of the families who are facing economic challenges with a scholarship program that will assist them in accessing and retaining their young children in quality early care and education programs at no or reduced cost. The selection of the families to receive the child care scholarships will be at the discretion of each center director to be used by families with the greatest need.

Strategy: Home Visitation Strategy			
Strategy Description Provide 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 The Regional Council felt strongly about continuing to fund home visitation. For fiscal year 2013, the Regional Council will be leveraging regional funds with federal home visiting funds awarded to the Arizona Department of Health Services (ADHS) to provide a national, evidence - based home visiting model in the region. This collaboration will allow the Regional Council to continue funding the current number of families while leveraging their funds together with ADHS.			
Target Population Description This strategy targets families with young children region wide who are at risk for child abuse or neglect. A more targeted focus is on 40 percent of the at risk families living in the underserved area of Greenlee County.			
Target Service Units	**FY 13**	**FY 14**	**FY 15**
Number of families served	20	20	20
Funding Level	**FY 13**	**FY 14**	**FY 15**
Home Visitation	$120,000.00	$120,000.00	$120,000.00

Strategy: Parent Outreach and Awareness

Strategy Description
Provide families with education, materials and connections to resources and activities that promote healthy development and school readiness.

Strategy Narrative
Provide education and information for families on language and literacy development of their young children. This strategy helps support their young child's love of words and books by providing free books monthly by mail for children birth through four year of age in partnership with the Dolly Parton Imagination Library as well as trainings that involve the New Direction Institute's Brain Box trainings and activities for parents and caregivers of young children in the region. This strategy supports early literacy skills and increases school readiness as it empowers parents and caregivers with training and resources and honors parents as their child's first teacher with activities and other supportive programming.

Target Population Description
This is a universal strategy available to all young children zero to five in the region and designed to reach 80 percent of the young children through the book club and 40 percent of the parents of young children through the trainings.

Target Service Units	**FY 13**	**FY 14**	**FY 15**
Number of parents participating	500	500	500
Number of children participating	2,000	2,000	2,000
Number of books distributed	20,000	20,000	20,000
Funding Level	**FY 13**	**FY 14**	**FY 15**
Parent Outreach and Awareness	$110,000.00	$110,000.00	$110,000.00

Strategy: Reach Out and Read

Strategy Description
Expand children's access to reading by promoting child literacy as a part of pediatric primary care.

Strategy Narrative
The Reach Out and Read program expands children's access to reading by promoting child literacy as a part of pediatric primary care. The region's newly acquired pediatrician models the reading of the age appropriate take home book during each well child visit to the clinic, expanding parent's knowledge of how to read a book to and with their child as well as expanding the child's home library.

Target Population Description
This strategy is universal, designed to reach 25 percent of the young children and their families across the region that have well child visits with their pediatrician.

Target Service Units	FY 13	FY 14	FY 15
Number of participating practices	1	1	1
Number of books distributed	1,403	1,403	1,403
Funding Level	**FY 13**	**FY 14**	**FY 15**
Reach Out and Read	$10,675.00	$10,675.00	$10,675.00

Strategy: Food Security

Strategy Description
Improves the health and nutrition of children 5 and younger and their families. Distributes food boxes and basic necessity items to families in need of assistance who have children birth to 5 years old.

Strategy Narrative
The Graham/Greenlee Regional Partnership Council would like to support the region's families who have been impacted by the economic crisis by continuing their access to nutritious food and supplies specific to young children and providing resources and information that support the needs of families with children birth through age five.

Target Population Description
This strategy targets 50 percent of the families with children ages zero to five region wide who have been impacted by economic hardship and are in need of nutritious food and supplies specific to young children.

Target Service Units	FY 13	FY 14	FY 15
Number of Food Boxes Distributed	1,000		
Funding Level	**FY 13**	**FY 14**	**FY 15**
Food Security	$10,000		

Strategy: Oral Health Strategy

Strategy Description

Provide oral health screenings and fluoride varnish in a variety of community-based settings; provide training to families on the importance of oral health care for their children; and provide outreach to dentists to encourage service to children for a first dental visit by age one.

Strategy Narrative

Through the Oral Health Strategy, the expected impact on the school readiness of children will be to increase the number of children who have access to preventive dental care, and decrease the number of children with active dental disease. The Oral Health Strategy was designed to increase children's access to preventative dental care through oral health screenings, applying fluoride varnishes and referring them for follow-up treatment. Canyonlands, a community health organization, is in the process of setting up a medical/dental practice in the region to serve the uninsured as well as underinsured. The University of Arizona and Canyonlands will be working in collaboration during fiscal year 2013. Children who are identified with active dental disease through the Oral Health Strategy will be referred to Canyonlands for follow up care. Beginning in fiscal year 2014, Canyonlands will take on the preventative oral health screenings and fluoride varnish applications, thus diminishing the need for First Things First funding.

Target Population Description

This strategy targets 80 percent of the prenatal women and young children ages one to five in the region who do not have access to oral health care.

Target Service Units	FY 13	FY 14	FY 15
Number of participating adults	75	0	0
Number of participating professionals	15	0	0
Number of fluoride varnishes applied	60	0	0
Number of children receiving oral health screenings	500	0	0
Number of prenatal women receiving oral health screenings	25	0	0
Funding Level	**FY 13**	**FY 14**	**FY 15**
Oral Health	$80,000.00	0	0

Strategy: Recruitment – Stipends/Loan Forgiveness Strategy			
Strategy Description Improve the quality and range of therapeutic and intervention services in underserved communities by offering professionals financial incentives.			
Strategy Narrative It is the intent of the Regional Council to support the continuation of therapist services for young children in our region by meeting the needs of families with children birth through age five who have suspected or identified developmental delays. There continues to be a great need for additional therapists in the region. It is the council's desire to continue funding the second year of administrative costs for the therapist currently under contract for fiscal year 2013 as well as the recruitment of an occupational or physical therapist for fiscal years 2013 and 2014.			
Target Population Description This strategy targets 100 percent of the young children with special needs or developmental delays ages zero to five in the region in need of therapist services.			
Target Service Units	**FY 13**	**FY 14**	**FY 15**
Number of participants receiving Stipends and/or Loan Forgiveness	2	1	0
Funding Level	**FY 13**	**FY 14**	**FY 15**
Recruitment – Stipends/Loan Forgiveness Strategy	$79,460	$12,880	$0

Strategy: Community Awareness			
Strategy Description Use 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 purpose of this strategy is to Increase public information and awareness of the importance of early childhood development and health through targeted outreach and resource distribution. This will include purchase of educational reinforcement and Born Learning materials.			
Target Population Description This is a universal strategy designed to reach children and their families across the region as well as community stakeholders.			
Target Service Units	**FY 13**	**FY 14**	**FY 15**
No target service units identified for this strategy			
Funding Level	**FY 13**	**FY 14**	**FY 15**
Community Awareness	$7,320.00	$7,320.00	$7,320.00

Strategy: Community Outreach

Strategy Description
Provide grassroots support and engagement to increase parent and community awareness of the importance of early childhood development and health.

Strategy Narrative
This strategy focuses on building awareness, knowledge and action across the Graham/Greenlee Region regarding early childhood through community outreach efforts such as:

- Presentations to local organizations and community events
- Organizing and conducting early childhood focused community meetings
- Gathering and sharing stories related to the impact of FTF strategies/programs
- Recruiting and retaining champions for early childhood education and health

Target Population Description
The target population varies according to the implementation plan, but includes:

- K-12 Teachers/Administrators
- Parents
- Community/Business Leaders/Government Officials
- Women's Organizations

Target Service Units	FY 13	FY 14	FY 15
No target service units identified for this strategy			
Funding Level	**FY 13**	**FY 14**	**FY 15**
Community Outreach	$13,680.00	$13,680.00	$13,680.00

Strategy: Media

Strategy Description
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.

Strategy Narrative
The Regional Council will support the statewide communication plan for paid advertisement of the importance of early childhood development and health. Strategies include paid newspaper ads, cinema ads, billboard ads and radio ads.

Target Population Description
This is a universal strategy intending to reach the community in general.

Target Service Units	FY 13	FY 14	FY 15
No target service units identified for this strategy			
Funding Level	**FY 13**	**FY 14**	**FY 15**
Media	$10,000	TBD	TBD

Strategy: Statewide Evaluation

Strategy Description

Statewide Evaluation includes the studies and evaluation work which inform the FTF Board and the 31 Regional Partnership Councils. Examples include: the baseline Needs and Assets reports, specific focused studies, and statewide research and evaluation on the developing early childhood system.

Strategy Narrative

First Things First has, and is growing, a multi-level system of research and evaluation strategies designed to be responsive to the informational needs of varied stakeholder groups, including the First Things First Board, Regional Partnership Councils, and Arizona citizens. The research and evaluation system is designed to provide both depth and breadth of high quality information, from collecting programmatic data to evaluating the overall impact of the First Things First Early Childhood System model. The system provides a framework for conducting statewide and regional studies centered on identifying current and changing needs of families and children birth to five, and the impact of programs and strategies across all First Things First priority areas. The First Things First research and evaluation system is a knowledge building system, designed to advance the understanding of needs, activities, and effectiveness. Individually and collectively, research and evaluation strategies generate data and findings which can be used to identify trends and changes in school readiness indicators and therefore to support strategic planning and decision-making which promotes the health and well-being of young children.

Target Service Units	**SFY 13**	**SFY 14**	**SFY 15**
No target service units identified for this strategy			
Funding Level	**SFY 13**	**SFY 14**	**SFY 15**
Statewide Evaluation	$20,852	$20,852	$20,852

Graham/Greenlee
FY 2013 - 2015
Funding Plan

Allocations and Funding Sources	2013	2014	2015
FY Allocation	**$764,390**	**$765,918**	**$768,790**
Population Based Allocation	$417,424		
Discretionary Allocation	$252,631		
Other (FTF Fund balance addition)	$94,335	$765,918	$768,790
Carry Forward From Previous Year	**$469,442**	**$205,175**	**$109,016**
Total Regional Council Funds Available	**$1,233,832**	**$971,093**	**$877,806**
Strategies	**Proposed Allotment**	**Proposed Allotment**	**Proposed Allotment**
Quality First	$131,023	$131,023	$131,023
Scholarships TEACH			
Child Care Health Consultation	$20,160	$20,160	$20,160
Quality First Child Care Scholarships	$415,487	$415,487	$415,487
Home Visitation	$120,000	$120,000	$120,000
Parent Outreach and Awareness	$110,000	$110,000	$110,000
Reach Out and Read	$10,675	$10,675	$10,675
Food Security	$10,000		
Oral Health	$80,000		
Recruitment – Stipends/Loan Forgiveness	$79,460	$12,880	
Community Awareness	$7,320	$7,320	$7,320
Community Outreach	$13,680	$13,680	$13,680
Media	$10,000		
Statewide Evaluation	$20,852	$20,852	$20,852
Proposed Allotment Total:	**$1,028,657**	**$862,077**	**$849,197**
Total Unallotted	**$205,175**	**$109,016**	**$28,609**