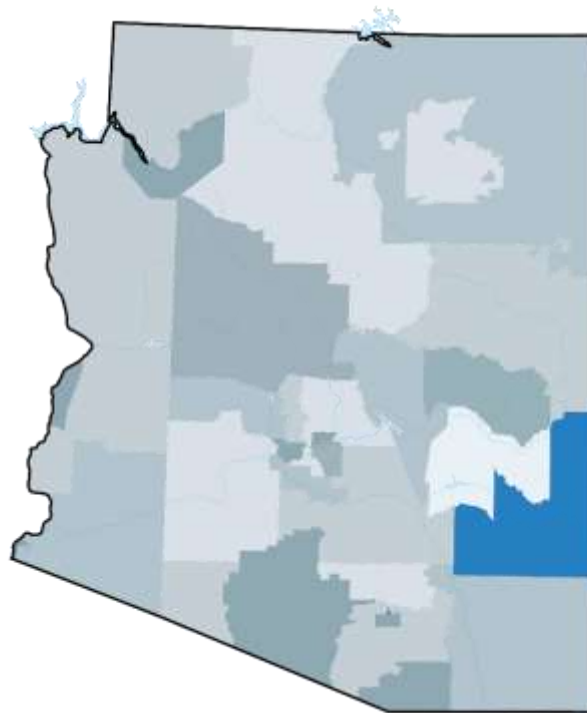


FIRST THINGS FIRST

Graham/Greenlee Regional Partnership Council



State Fiscal Years 2024 – 2027 Strategic Plan

Presented to the First Things First Board
January 10-11, 2023



Mission

First Things First is an essential leader and partner in creating a family-centered, equitable, high-quality early childhood system that supports the development, well-being, health and education of all Arizona’s children, birth to age 5.

Vision

All Arizona’s children are ready to succeed in school and in life.

Regional Partnership Councils

First Things First’s statewide Board and its 28 regional partnership councils share the responsibility of ensuring that early childhood funds are invested in strategies aimed at improving educational and health outcomes for young children. Regional partnership councils identify the unique needs of their communities and decide how to best support young children and families in their areas. Regional councils, comprised of local volunteers, provide vision and leadership, governance and oversight. They identify, implement and fund strategies and build collaborations aimed at helping young children across Arizona succeed in school and life.

Graham/Greenlee Regional Partnership Council

Laurie Smith, chair, representative of a philanthropic organization

Susan Norton, vice chair, early childhood educator

Sarah Camacho, parent of a child age 5 years or younger

Loretta Desaulniers, child care provider

Kasey Ekman, health services provider

Donna McGaughey, public school administrator

Jessamyn Messick, member of the business community

Mark Smith, representative of the faith community

Dustin Welker, at large representative

Susan Wood, at large representative

open, at large representative

Shari Elkins, Regional Director



FIRST THINGS FIRST

Equity Vision Statement

Advancing equity is essential to First Things First’s mission and we aspire to embody our vision for diversity, equity and inclusion through all facets of our work.

To be effective partners and contribute to a world in which Arizona’s children birth to age 5 of all backgrounds have access to high-quality early childhood experiences, we must create and maintain an equitable workplace, work in partnership with the communities we serve and ensure that our funding practices align with our equity-centered values, particularly focusing on those who are most in need.

First Things First recognizes the pervasive inequities historically and currently faced by the Black, Indigenous and Latino communities and all people of color, and we strive for a world in which they will thrive. We also recognize that individuals and groups have been marginalized due to factors such as race, sex, sexual orientation, gender identity, age, mental and physical ability, national origin, income, language and religious affiliation and that people of color are particularly affected across these factors. We commit to increasing our understanding about these and all matters that create inequities and to bettering our actions internally and among the communities we serve.

This important work starts from within. As such, we strive to cultivate and maintain a workplace that:

- Reflects the diversity of our state within all levels of the organization (i.e., staff, leadership, regional partnership councils and state Board)
- Cultivates a community in which all members are welcome, seen, heard and valued
- Supports and expects each individual to engage in candid, introspective learning about equity and inclusion
- Engages an intentionally diverse, representative set of voices in key decision-making, centering on the voices of families and the community whenever possible
- Employs equitable workplace practices that yield high satisfaction, morale and career success consistently across all demographic groups
- Responds swiftly to address workplace inequities
- Ensures that our work as a funding organization – from planning to implementation to assessment – reflects our commitment to equity

Through our DEI strategic priorities and individual growth, we will be better able to meet the needs of Arizona’s youngest children, serve as a trusted ally for equity and fulfill our vision that all Arizona’s children are ready to succeed in school and in life.

Approved December 2021

Graham/Greenlee Regional Partnership Council SFY24 – 27 Strategic Plan

Prioritized Strategy Areas	Strategy	Identified Need	Target Service Unit(s)	Desired System Outcome
Quality First And Professional Development for ECE Professionals	Quality First Coaching and Incentives <i>(Statewide)</i>	1) More of Arizona’s early care and education (ECE) programs need to provide high-quality learning environments. 2) ECE programs, at administrative and classroom levels, require access to a system of equitable support to engage in quality improvement to achieve and sustain high-quality practices. 3) Families need reliable information about ECE program quality in order to make informed decisions when seeking child care.	No TSU	Access to high-quality, culturally responsive early care and education.
	Quality First Academy <i>(Statewide)</i>			Well-prepared, highly skilled and appropriately compensated professionals.
Access to Quality Care	Early Learning Systems Change <i>(FTF-Directed)</i>	See Appendix A	No TSU	Coordinated, integrated, and comprehensive systems.
Access to Quality Care	Quality First Scholarships <i>(Statewide)</i>	The high cost of quality early care and education programs limits access for families due to affordability. High-quality child care positively impacts a child’s development and readiness for school.	No TSU	Access to high-quality, culturally responsive early care and education.
Educating Families and Caregivers	Community Based Language and Literacy	1) Lack of opportunities for parents and children to participate in hands-on, modeling, or targeted language and literacy parenting workshops. 2) Lack of awareness of the importance of early language and literacy.	Number of workshops conducted 300	Information, services and support for families.
Educating Families and Caregivers	Home Visitation	Parents and families, particularly those who are at-risk, need information and support to increase their knowledge, skills, and attitudes related to parenting and enhance their own health and well-being (e.g. managing stress, depression, accessing public support services, etc.). Additionally, access to regular screening for the early detection of children's developmental, vision and hearing impairments is a challenge.	Number of families currently enrolled 24-34	Information, services and support for families.
Professional Development for ECE Professionals	Child Care Health Consultation <i>(Statewide)</i>	ECE providers do not have enough access to information and guidance on how to implement consistent high-quality health and safety policies and practices.	No TSU	Well-prepared, highly skilled and appropriately compensated professionals.

Professional Development for ECE Professionals	Early Childhood Mental Health Consultation <i>(Statewide)</i>	Early childhood professionals in child care centers/homes, home visitation, Family Support for Children with Developmental Concerns, and Family Friend and Neighbor programs need support in appropriately understanding, identifying and responding to the social emotional developmental needs and behavioral challenges of young children.	Number of center-based early care and education programs served 3 Number of home visitation programs served 1	Well-prepared, highly skilled and appropriately compensated professionals.
Building Awareness of the Importance of the Early Years	Educational Promotion and Brand Awareness <i>(FTF-Directed)</i>	1) Lack of awareness of the importance of early childhood health and development. 2) Lack of awareness of FTF as a trusted source of early childhood information and programs/services.	No TSU	Public understanding and support.
Building Awareness of the Importance of the Early Years	Media <i>(Statewide)</i>	1) Lack of awareness of the importance of early childhood health and development. 2) Lack of awareness of FTF as a trusted source of early childhood information and programs/services.	No TSU	Public understanding and support.
Other Strategy Areas	Strategy	Identified Need	Target Service Unit	Desired System Outcome
Language and Literacy	Book Distribution	Some families lack access to developmentally appropriate books.	Number of children currently enrolled 2,000	Information, services and supports for families.

Please describe how the Regional Partnership Council’s SFY24-27 Strategic Plan promotes equity and support of under-resourced and underserved children and their families.

Some examples of how the Graham/Greenlee Regional Partnership Council’s SFY24-27 Strategic Plan promotes equity and support of under-resourced and underserved children and their families are:

1. Providing home visitation to Greenlee County, an underserved area of our region that has no other home visiting services.
2. Providing Early Childhood Mental Health Consultation to our region that has the highest ACE’s score in the state.
3. Partnering with Mt. Graham Regional Medical Center in their pursuit of an on-campus child care center to provide high-quality child care for a high percentage of single female lead households and those who work around-the-clock shift work.

**Regional Allocation and Proposed Funding Plan Summary SFY24 – 27
Graham/Greenlee Regional Partnership Council**

Allocations and Funding Sources	2024	2025	2026	2027
FY Allocation	\$767,486	\$767,486	\$840,129	\$840,129
Population Based Allocation	\$512,431	\$512,431	\$512,431	\$512,431
Discretionary Allocation	\$255,055	\$255,055	\$327,698	\$327,698
Carry Forward From Previous Year	\$315,156	\$245,662	\$117,774	\$62,530
Total Regional Council Funds Available	\$1,082,642	\$1,013,148	\$957,903	\$902,659

Strategies	Proposed Allotted	Proposed Allotted	Proposed Allotted	Proposed Allotted
Quality First Academy	\$3,500	\$3,500	\$3,500	\$3,500
Quality First Coaching & Incentives	\$67,340	\$67,340	\$67,340	\$67,340
Quality First Scholarships	\$427,351	\$427,351	\$427,351	\$427,351
Child Care Health Consultation	\$23,800	\$23,800	\$23,800	\$23,800
Early Childhood Mental Health Consultation	\$42,840	\$42,840	\$42,840	\$42,840
Book Distribution	\$55,000	\$55,000	\$55,000	\$55,000
Community Based Language and Literacy	\$99,700	\$99,700	\$99,700	\$99,700
Home Visitation	\$144,073	\$144,073	\$144,073	\$144,073
Early Learning Systems Change	\$50,000	\$50,000	\$50,000	\$50,000
Statewide Evaluation	\$34,887	\$34,887	\$34,887	\$34,887
Educational Promotion and Brand Awareness	\$10,000	\$10,000	\$10,000	\$10,000
Media	\$14,742	\$14,742	\$14,742	\$14,742
Total	\$973,233	\$973,233	\$973,233	\$973,233

Total Unallotted/Unawarded/Unexpended*:	\$109,409	\$39,915	(\$15,330)	(\$70,574)
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Fiscal Year	2020	2024	2025	2026	2027
% to Board Priorities		90.48 %	90.76 %	90.76 %	90.76 %
% to Quality First**	12.56%	10.36 %	9.72 %	9.72 %	9.72 %
Fiscal Year	4 Year Average				
% to Board Priorities	90.69%				
% to Quality First**	9.87%				

* Per FTF State Board direction, allotments reflect the budgeting of projected spending, therefore in some years' total allotments may exceed total means of financing. However, actual expenditures against the allotments are expected to be fully supported by revenues, and each year the region is anticipated to end with a carry forward balance which is reflected in the subsequent year's carry forward balance.

**Includes Quality First Academy, Quality First Coaching and Incentives, and Child Care Health Consultation.

The number of providers enrolled in Quality First in our region has not decreased but due to the increase in quality ratings, our investment in the strategy decreased thus lowering our SFY24-27 investment and does not equal or exceed those of SFY20 as required by the Board.

APPENDIX A

SFY24 Funding Plan – System Change Planning Document

Graham/Greenlee Regional Partnership Council

**Graham/Greenlee Regional Partnership Council -
Early Learning Systems Change**

Problem to be solved and system to be changed / influenced	<p><i>System Area:</i> Collaborating to Increase Access to High-Quality Child Care</p>
	<p><i>Problem to address:</i> The Graham/Greenlee Regional Council has identified and prioritized the need to support our early learning system in the region by addressing the need for onsite child care particularly for single females who work shift work. FTF was approached by Mt. Graham Regional Medical Center in a consultative role when the idea was formed to build an onsite child care center to serve their employees. FTF brought Easter Seals Blake Foundation and Eastern Arizona College (EAC) to the table and the four entities have been meeting regularly to discuss logistics. This will be a grant agreement with EAC as the admin home for the pass-through funding to the hospital. As part of the partnership, the child care center will be used as the lab school for EAC early childhood students. In a survey done by the hospital of their employees, 71% are in need of “child care for their child(ren) under the age of 5 years old who are not in kindergarten.”</p> <p>In an effort to foster this strategic partnership with the hospital, the Graham/Greenlee Regional Partnership Council would like to address this problem by providing one-time startup funds to equip classrooms with needed furniture and equipment for their onsite child care center with their priority being to serve their employees first and then opening slots to Eastern Arizona College students in need of child care. The regional council looks forward to continuing the region’s 100% center enrollment in Quality First when the center is up and running.</p>
	<p><i>Geographic area:</i> Graham/Greenlee</p>
	<p><i>Target Audience:</i> Those in need of child care, particularly single females who work shift work.</p>
Expected Impact	<p><i>Expected Impact:</i> Partner with Mt. Graham Regional Medical Center in their pursuit of an on campus child care center to provide high-quality child care for a high percentage of single female lead households and those who work around-the-clock shift work by providing one-time startup funds to equip classrooms with needed furniture and equipment.</p>
	<p><i>Timeline:</i> The intent is to implement this strategy in SFY2024 contingent on hospital board’s final approval and construction of the child care center on the hospital campus where the site has been identified.</p>