

FIRST THINGS FIRST

Pascua Yaqui Tribe 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.

Pascua Yaqui Tribe Regional Partnership Council

Cecilia Garcia, chair, health services provider

John Jensen, vice chair, representative of a philanthropic organization

Marilynn Correa Sando, early childhood educator

Marcus Diaz, at large representative

Rosie Gutierrez, child care provider

Shanna Ioane Tautolo, at large representative

Francisco Muñoz, representative of the faith community

Amalia Reyes, at large representative

Andrea Romero, parent of a child age 5 years or younger

Hector Youtsey, member of the business community

open, public school administrator

Tiburcia Yocupicio-Chambers, 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

Pascua Yaqui Tribe Regional Partnership Council SFY24 – 27 Strategic Plan

Prioritized Strategy Areas	Strategy	Identified Need	Target Service Unit(s)* *If applicable, identify targeted population and/or geographic areas	Desired System Outcome
Access to Quality Care	Early Learning Systems Change	See Appendix A	No TSU	Coordinated, integrated, and comprehensive systems.
Educating Families and Caregivers	Language, Literacy and Culture in Tribal Communities	1) Lack of children’s books or materials that are reflective of the Native Culture/Language in the children’s homes or community environments. 2) Lack of opportunities for children/ caregivers/families to participate in community events (activities) to learn about language and literacy through the context of culture/traditions.	Number of materials distributed: 350 Number of community events conducted: 15	Information, services and support for families.
Professional Development for ECE Professionals	First Things First College Scholarships (Statewide)	1) Effective educational preparation provides those working in regulated early care and education programs the knowledge and skills to develop high-quality learning environments and support the healthy development of young children. 2) Teachers and directors working in regulated programs need financial support to achieve degrees in ECE.	No TSU	Well-prepared, highly skilled and appropriately compensated professionals.
Building Awareness of the Importance of the Early Years	Educational Promotion and Brand Awareness (FTF-Directed)	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
Health Resource Coordination	Children’s Health Systems Change (FTF-Directed)	See Appendix A	No TSU	Coordinated, integrated, and comprehensive systems.
Bridge from ECE to Kindergarten	Transition to Kindergarten	Children with limited experience in preschool settings need support to help ease the transition and adjustment period of entering kindergarten.	Number of children served: 35	Coordinated, integrated, and comprehensive systems.

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.

The Pascua Yaqui Tribe reservation and nearby surrounding communities are considered to be child care deserts. There is a significant need for child care, especially to support low-income, wage earning families who reside in the Pascua Pueblo Reservation (also known as New Pascua). In response, the Pascua Yaqui Tribe Regional Council continues supporting the tribal government’s work to enhance the tribal early childhood development and health system based on continued conversations

and partnerships with tribal leaders and staff. Currently, the Pascua Yaqui Tribe in partnership with the regional council and other community partners is working to create the first child care center on the reservation, including the development of a Pascua Yaqui Curriculum with emphasis in Yoeme language, history, and culture. The center will serve between 120-143 children ranging in ages from birth to age 7 and is planned to open for operations in the fall of 2024.

In addition, the Pascua Pueblo Reservation has a significant need for preschool services for low-income families with children who are eligible for the Pascua Yaqui Head Start but are not receiving services due to the lack of capacity of the program. The Pascua Yaqui Tribe Regional Council desires to continue the partnership with the Pascua Yaqui Head Start to provide a kindergarten-transition programming to support more young children on the reservation to have equitable access to early learning experiences that will bolster kindergarten readiness.

**Regional Allocation and Proposed Funding Plan Summary SFY24 – 27
Pascua Yaqui Tribe Regional Partnership Council**

Allocations and Funding Sources	2024	2025	2026	2027
FY Allocation	\$175,700	\$175,700	\$150,000	\$150,000
Population Based Allocation	\$82,533	\$82,533	\$82,533	\$82,533
Discretionary Allocation	\$93,167	\$93,167	\$67,467	\$67,467
Carry Forward From Previous Year	\$13,284	\$31,103	\$42,186	\$27,569
Total Regional Council Funds Available	\$188,984	\$206,803	\$192,186	\$177,569
Strategies	Proposed Allotted	Proposed Allotted	Proposed Allotted	Proposed Allotted
Early Learning Systems Change	\$60,000			
Quality First Academy		\$500	\$1,000	\$1,000
Quality First Coaching & Incentives		\$30,650	\$40,630	\$40,630
Transition to Kindergarten	\$35,000	\$35,000	\$35,000	\$35,000
First Things First College Scholarships	\$10,800	\$10,800	\$10,800	\$10,800
Child Care Health Consultation		\$3,400	\$6,800	\$6,800
Children's Health Systems Change	\$10,000	\$25,000	\$10,000	\$10,000
Language, Literacy and Culture in Tribal Communities	\$90,000	\$90,000	\$90,000	\$90,000
Statewide Evaluation	\$6,229	\$6,229	\$6,229	\$6,229
Educational Promotion and Brand Awareness	\$8,500	\$19,300	\$20,500	\$20,500
Total	\$220,529	\$220,879	\$220,959	\$220,959
Total Unallotted/Unawarded/Unexpended*:	(\$31,545)	(\$14,076)	(\$28,773)	(\$43,390)

Fiscal Year	2020	2024	2025	2026	2027
% to Board Priorities***		76.76 %	70.01 %	76.81 %	76.81 %
% to Quality First**	0.00%	0.00 %	15.64 %	21.91 %	21.91 %
Fiscal Year	4 Year Average				
% to Board Priorities***	75.10%				
% to Quality First**	14.87%				

* 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.

***Justification for not meeting the 80% allotment to Board Priorities: During the strategic planning process, the regional council was provided with information, guidance and technical assistance regarding the First Things First Strategic Plan, State Fiscal Years 2024-2027. This included the Board’s six priority areas and Foundational Guidance #1, #2 and #3 related to Quality First and Quality First Scholarships. The regional council understood the importance of aligning with the statewide strategic direction as they assessed data about local needs and identified priorities as well as strategies. Ultimately, the regional council was faced with significant capacity and infrastructure issues including a lack of existing child care programs i.e. a childcare desert. As a result, the region did not meet the recommended funding level for the Board-identified priorities and supports funding other local priorities. The regional council will continue to assess and look for future opportunities to continue to align with the Board’s priority areas and support Quality First.

Over the last four years, the Pascua Yaqui Tribe Regional Partnership Council has been implementing a Summer Transition to Kindergarten program in partnership with Ili Uusim Mahtawapo Pascua Yaqui Head Start. Supporting the Summer Transition to Kindergarten strategy allows for more young children to have a high-quality early learning experience in a community that is recognized as a child care desert, which there are few options for regulated early learning programming. Although the Summer Transition to Kindergarten strategy does not align with the statewide priorities, the regional council shares the value of the board in supporting quality early learning experiences and is working to address the capacity issues of early learning programming in the region.

The Ili Uusim Mahtawapo Pascua Yaqui Head Start houses the Summer Transition to Kindergarten program and is a Quality First participating program currently supported through federal dollars made available by the Department of Economic Security. The program provides in the summer months, classroom experiences for four-year-old children without any preschool experiences, as well as for children with social and emotional issues that may need more support and for children with limited preschool experiences in order to prepare for the transition to kindergarten. In addition, the program prepares families to engage in their child’s education and support their child’s learning at home, provides bus transportation to the children and coordinates services with other family support programs available on the reservation such as the summer

meal program. During the SFY24-27 strategic planning process, the Pascua Yaqui Tribe Regional Partnership Council continued to prioritize the Transition to Kindergarten strategy recognizing the importance of supporting young children in preparing for kindergarten with the available capacity of the region.

The regional council recognizes the importance of access to high-quality early learning programming and preserving the assets built through federal dollars made available through the Department of Economic Security (DES). The regional council desires to fund the Pascua Yaqui Head Start participation in Quality First once the federal funding ends, anticipated to be in SFY25. Also, the regional council desires to support the participation of the new child care center in Quality First once it is open. The Quality First participation of both centers will increase the regional participation on this program over the next funding cycle, bringing the regional council's strategic direction in alignment with at least 80% of funding of prioritized strategies. Currently, the regional council does not fund Quality First since the Pascua Yaqui Head Start has been participating first through the Quality First Redesign and recently through the First Things First partnership with DES but the intention is for the Head Start to be supported through regional dollars once the DES funding expires.

In addition to supporting early learning, the regional council will partner with the tribal government to provide more health resources, information and prevention education to families and caregivers with young children through a Children's Health Systems Change strategy.

The combined strategy allotments of the Transition to Kindergarten, the Children's Health Systems Change strategies as well as the Statewide Evaluation accounts for 25% of the regional allocation and thus the 80% allotment threshold was not met. In subsequent years, beginning in SFY25, with possible funding dedicated to Quality First, the regional council is anticipated to align closely with statewide priorities.

APPENDIX A
SFY24 Funding Plan – System Change Planning Document
Pascua Yaqui Tribe Regional Partnership Council

**Pascua Yaqui Tribe Regional Partnership Council -
 Early Learning Systems Change**

Problem to be solved and system to be changed / influenced

System Area:
 System of Availability of Child Care

Problem to address:
 The Pascua Yaqui Tribe reservation and nearby surrounding communities are considered to be child care deserts. There is a significant need for child care, especially to support low-income, wage earning families who reside in the Pascua Pueblo Reservation (also known as New Pascua). Challenges within the early learning infrastructure within the New Pascua community include:

- Some young children who are eligible for the one tribal Head Start in the community have been placed on a waitlist and are not able to attend early care and education programming due to the lack of capacity of the program.
- The care and education provided through the Head Start is limited to the duration of a school day and is insufficient for many working parents and caregivers.
- Many young children who are attending Head Start need wrap-around child care during non-traditional hours.
- There is limited child care available for children birth to three years old.
- There is a significant number of young children of parents and caregivers working in evening and nighttime hours due to jobs with the casinos or jobs in public service such as the police or fire department.

Over the past two years, the regional council has been implementing the Capacity Building Strategy in partnership with the Child Care Program under the Pascua Yaqui Tribe Social Services Department. This strategy funds a staff position that has been working with the Tribal Child Care Core Group (the lead advisory committee) on the many aspects of creating the first child care center on the reservation. Due to delay in the construction of this center (which is targeted to open in the fall of 2024) and the need to look for more funding sources to support this project, the regional council desires to continue to fund this staff position for one more year (SFY2024) through the Early Learning Systems Change strategy.

The new child care center will serve between 120-143 children ranging in ages from birth to 7 years old. Combining the number of children served by the Pascua Yaqui Head Start, certified/licensed family home providers and this child care center, these programs could serve more than 380 children beginning in calendar year 2024. According to the 2010 U.S. Census, the Pascua Yaqui Tribe Region had a population of 3,484, of whom 470 were children birth to 5.

Geographic area:
 Pascua Yaqui Tribe Region

Target Audience:
 Work in partnership with the Pascua Yaqui Tribe’s Child Care Core Group that is the leadership group advising the development, planning and execution of the tribe’s vision of the new child care center.

	<p>Ultimately, the target audience are families and caregivers in accessing a new early care and education option that cares for young children ages birth to five.</p>
<p>Expected Impact</p>	<p><i>Expected Impact:</i> Leveraging a blending of resources to enhance early care and education services for families and young children. Families with young children have access to a new option of high-quality, culturally responsive early care and education programming with emphasis on the Pascua Yaqui language, history, community and culture.</p>
	<p><i>Timeline:</i> The Pascua Yaqui Tribe is in the process of building a new child care center on the reservation with the anticipation of opening in calendar year 2024. For State Fiscal Year 2024 (SFY24), the regional council will enter into a new grant agreement with the Pascua Yaqui Tribe for SFY24 to continue to fund the work of a staff person who is working in partnership with the child care lead advisory committee to build the child care center. The new grant agreement will seamlessly continue to build upon the activities and work that occurred in SFY23 into SFY24.</p>

Pascua Yaqui Tribe Regional Partnership Council - Children's Health Systems Change

<p>Problem to be solved and system to be changed / influenced</p>	<p><i>System Area:</i> Children’s Health Systems Change: Increase awareness of available health services in the region utilizing unique community approaches</p>
	<p><i>Problem to address:</i> The Pascua Yaqui Tribe has a strong health infrastructure of services that range from prevention and wellness to intervention and intensive care. This includes myriad programs and services for families and caregivers with children ages birth to 5 and expectant mothers; however, many families and caregivers are not aware of them and therefore do not access them.</p> <p>The regional council will partner with the Pascua Yaqui Tribal Health Services Division to conduct a study to learn from families and caregivers of young children and expectant mothers about what types of local media they use and which places they go to receive information, specific to accessing tribal health-based services (i.e. social media, marquees, banners, etc.). The regional council and Tribal Health Services Division will use community feedback to create an awareness campaign and approaches that align with ways Pascua Yaqui Tribe families and caregivers access information.</p>
	<p><i>Geographic area:</i> Pascua Yaqui Tribe Region</p>
	<p><i>Target Audience:</i> Families and caregivers with children birth to age 5 and expectant mothers.</p>
<p>Expected Impact</p>	<p><i>Expected Impact:</i> Increase awareness of tribal health-based services and programs available for children birth to age 5 and expectant mothers, so families and caregivers have increased probability of accessing them to improve children’s health, support preventative health efforts and promote overall health and well-being.</p>
	<p><i>Timeline:</i> This will be a First Things First directed strategy beginning in State Fiscal Year 2024 (SFY24) and is anticipated to continue for the duration of the funding cycle.</p> <p>SFY24- Create the scope of work of this project. Hire a consultant who will assist with the development of the research proposal. Submit the research proposal to tribal council and attain approval to collect the data.</p> <p>SFY25- Collect the data. Write and submit the draft report to the regional council and tribal council. Attain tribal council approval to publish the report.</p> <p>SFY26- Create and present an awareness campaign to the regional council and tribal council. Attain tribal council approval to implement the awareness campaign.</p> <p>SFY27- Implement the awareness campaign.</p>