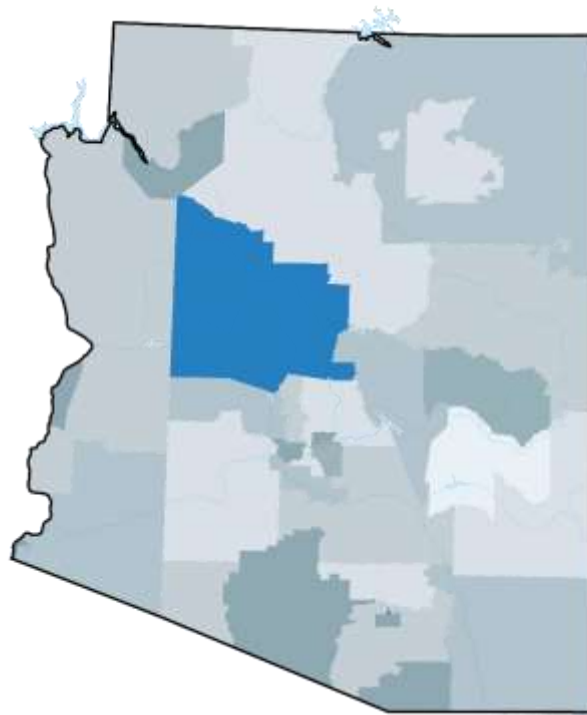


FIRST THINGS FIRST

Yavapai 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.

Yavapai Regional Partnership Council

April Hepperle, chair, at-large representative

Sherry Birch, vice chair, representative of the faith community

Joe Donaldson, health services provider

Cindy Eaton, tribal representative

Steve King, public school administrator

Virginia Hout, child care provider

Allison Houtz, parent of a child age 5 years or younger

Vickey LaMotte, at-large representative

Tammy Lee, early childhood educator

Billi Jo Stedman, member of the business community

Kathy Watson, representative of a philanthropic organization

Lisa Blyth, 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

Yavapai 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	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.
Navigating and Connecting Families to Resources	Family Support and Literacy Systems Change <i>(FTF-Directed)</i>	See Appendix A	No TSU	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: 18 Yavapai Region	Well-prepared, highly skilled and appropriately compensated professionals.
Professional Development for ECE Professionals	First Things First College Scholarships <i>(Statewide)</i>	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.

Other Strategy Areas	Strategy	Identified Need	Target Service Unit	Desired System Outcome
Identifying and Addressing Developmental Concerns	Family Support for Children with Developmental Concerns	1) Many parents of children with developmental concerns do not have access to services and supports that provide them with knowledge, support and strategies to strengthen their child’s development. 2) Children’s vision/hearing impairments are not always detected early.	Number of families currently enrolled: 25-30 Yavapai Region	Access to high-quality preventive and continuous health care.
Health Resource Coordination	Children’s Health Systems Change (FTF-Directed)	See Appendix A	No TSU	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 Yavapai Regional Partnership Council strategic planning process has evolved over the past two years and included data review; community, family and stakeholder feedback with representation from remote and under-resourced communities in the region; as well as five specific strategic planning sessions in the past year utilizing appreciative inquiry and [Liberating Structures](#) facilitation techniques. This process allowed the regional council to gain an understanding of the early childhood system in Yavapai from data, equity, anecdotal, family and service provider perspectives to clearly identify priorities. There is considerable variability in the needs of families across the region. Although the population centers of the region are more likely to have resources and opportunities for young children and their families, areas outside of these population centers run the risk of being overlooked for services if only regional or county-level “averages” are examined. Families identify needing assistance with infant and child care, coordination of care for their children with special needs, food access, transportation, housing and income. A key component of the regional council’s work has been recognizing that some of the most impactful ways to effect change and support families is to take time to examine the components of the system; identify barriers and strengths within the system; gain a comprehensive understanding of what direct services are most relevant and how they can most effectively be implemented. Due to limited funding outside of Quality First obligations, not all prioritized system areas could be addressed. The strategies identified focus on the most significant system and service gaps in the Yavapai region. The strategies either target families with young children who may be vulnerable to health and service access inequities, or focus on system change processes that will provide the council with information as to where inequities exist and the most appropriate way to address them. Data Sources for strategic planning included:

- SWOT analysis of 2018 and 2020 Regional Needs and Assets by council and community member subcommittee
- Meta-Analysis of Existing Opportunity Assessments and Improvement Plans in Yavapai
- Community Stakeholder Interviews
- Family Interviews re: Accessibility of Health and Family Support Services
- Potential Opportunities for Addressing Collaboration and Coordination Report
- Children’s Health System Change Final Assessment
- 2022 Yavapai Regional Needs and Assets Report (RNA)
- 2022 Yavapai Developmental Concerns Brief
- 2022 Yavapai Family Support Community Needs Assessment
- 2022 RNA Yavapai Apache Nation Supplement
- Phase II Quality First and the Implementation of Quality Improvement Supports

Regional Allocation and Proposed Funding Plan Summary SFY24 – 27
Yavapai Regional Partnership Council

Allocations and Funding Sources	2024	2025	2026	2027
FY Allocation	\$2,593,737	\$2,593,737	\$2,538,500	\$2,538,500
Population Based Allocation	\$1,530,042	\$1,530,042	\$1,530,042	\$1,530,042
Discretionary Allocation	\$1,063,695	\$1,063,695	\$1,008,458	\$1,008,458
Other (FTF Fund balance addition)				
Carry Forward From Previous Year	\$116,401	\$197,458	\$168,685	\$84,677
Total Regional Council Funds Available	\$2,710,138	\$2,791,195	\$2,707,185	\$2,623,177

Strategies	Proposed Allotted	Proposed Allotted	Proposed Allotted	Proposed Allotted
Quality First Academy	\$20,000	\$20,000	\$20,000	\$20,000
Quality First Coaching & Incentives	\$593,300	\$593,300	\$593,300	\$593,300
Quality First Scholarships	\$1,221,862	\$1,110,431	\$1,000,000	\$950,000
First Things First College Scholarships	\$10,800	\$21,600	\$21,600	\$21,600
Child Care Health Consultation	\$136,000	\$136,000	\$136,000	\$136,000
Children's Health Systems Change	\$80,000	\$40,000	\$40,000	\$90,000
Early Childhood Mental Health Consultation	\$220,320	\$318,240	\$318,240	\$318,240
Family Support for Children with Developmental Concerns	\$180,000	\$180,000	\$180,000	\$180,000
Family Support & Literacy Systems Change	\$175,000	\$175,000	\$300,000	\$300,000
Needs and Assets		\$40,000		
Statewide Evaluation	\$105,413	\$105,413	\$105,413	\$105,413
Educational Promotion and Brand Awareness		\$5,000	\$5,000	
Media			\$25,000	\$30,000
Total	\$2,742,695	\$2,744,984	\$2,744,553	\$2,744,553

Total Unallotted/Unawarded/Unexpended:	(\$32,557)	\$46,211	(\$37,368)	(\$121,376)
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Fiscal Year	2020	2024	2025	2026	2027
% to Board Priorities		86.67 %	86.68 %	88.14 %	86.32 %
% to Quality First*	18.89%	27.31 %	27.29 %	27.30 %	27.30 %
Fiscal Year	4 Year Average				
% to Board Priorities	86.95%				
% to Quality First*	27.30%				

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

APPENDIX A
SFY24 Funding Plan – System Change Planning Document
Yavapai Regional Partnership Council

**Yavapai Regional Partnership Council -
Family Support & Early Literacy System Change**

Problem to be solved and system to be changed / influenced	<i>System Area:</i> Navigating Resources and Coordination (\$25,000 of \$175,00 line item)
	<i>Problem to address:</i> Families and service providers in Yavapai do not know what resources exist and in what capacity; services are siloed and not well coordinated. Families are unable to confidently navigate the family support system and access needed supports with only referral lists or filling out forms on organization websites, which is the current typical referral process.
	<i>Geographic area:</i> Yavapai Region
	<i>Target Audience:</i> Policy makers and those leading existing and evolving resource and referral data bases and systems, regional family support service providers, McKinney Vento school resource coordinators.
Expected Impact	<i>Expected Impact:</i> Families are supported by relationship with knowledgeable system navigators to identify and access resources most useful and timely to their self-identified needs.
	<i>Timeline:</i> SFY23: Apply to partner with Arizona Serve to recruit Americorps member SFY24: Quarter 1: Onboard Americorps member Quarter 2 and 3: Convene work group and/or advisory board to establish vision, priorities, goals and tasks for family system exploration. Quarter 4: Begin data/information collection in alignment with vision, goals and tasks. Monthly work group/advisory board meetings Develop second year Americorps partnership SFY25: Quarter 1: Onboard Americorps member Monthly work group/advisory board meetings Data/information collection in alignment with vision, goals and tasks Quarter 2-4: Monthly work group/advisory board meetings Data/information collection in alignment with vision, goals and tasks Quarter 4: Develop recommendations for system change and direct service opportunities SFY26: Recruit and onboard service coordinator to implement system change recommendations. Regional Partnership Council will identify potential strategy implementation opportunities based on work group/advisory board recommendations.

Yavapai Regional Partnership Council - Children's Health System Change

Problem to be solved and system to be changed / influenced	<p><i>System Area:</i> Systems of adequacy and availability of providers and networks, access to care and health resource coordination.</p>
	<p><i>Problem to address:</i> Families with young children in Yavapai experience a fragmented health system which makes it difficult to access health care and resources.</p>
	<p><i>Geographic area:</i> Yavapai region</p>
	<p><i>Target Audience:</i> Pediatric health care providers, family-serving community based organizations, public health groups and government agencies.</p>
Expected Impact	<p><i>Expected Impact:</i> Improved collaboration among providers and increased access to community health resources and support for mental health, primary care, oral health care and substance use prevention to address the health and wellness needs of young children and their families in Yavapai.</p>
	<p><i>Timeline:</i> SFY22: Recruit and onboard collective impact steering committee - completed.</p> <p>SFY23 Quarter 1 and 2 – Develop common agenda and identify system change indicators. Quarter 2 and 3 – Develop community advisory board and two working groups. Quarter 4 – Establish regular meeting schedule for steering committee, advisory board and working groups.</p> <p>SFY 24 Quarter 1 and 2 – Establish advisory board guiding principles and benchmarks. Establish operational plan (goals, tasks and data indicators) for each working group. Quarter 3 and 4 – Quarterly meetings of steering committee and advisory board to track progress and develop data-sharing agreement with Arizona closed loop referral system. Working groups execute operational plan.</p>

Yavapai Regional Partnership Council - Family Support & Early Literacy System Change

Problem to be solved and system to be changed / influenced	<i>System Area:</i> Continuum of Need (\$150,000 of \$175,000 line item)
	<i>Problem to address:</i> Funding decreases have left a gap in specific direct service options for toddler age children. Families in Yavapai “don’t know what they don’t know” and recent research indicates that parents and caregivers seek information and support based on currently presenting child or family needs rather than enrolling in ongoing curriculum based parent education.
	<i>Geographic area:</i> Yavapai Region
	<i>Target Audience:</i> Parents of toddlers (2-3 years old), grandparents raising grandchildren, single parents/caregivers, first-time parents.
Expected Impact	<i>Expected Impact:</i> Build trust and capacity of families in understanding the importance of early childhood; increased engagement in formal family support services to improve family stability, child health and school readiness.
	<p><i>Timeline:</i></p> <p>1-6 months – establish collaborative network of parents to develop a catalog of family engagement opportunities.</p> <p>6-18 months – implement, collect feedback, make adjustments.</p> <p>18-24 months – core engagement opportunities, with demonstrated impact, regularly offered throughout the region.</p>