



Strategic Plan

Annual Update ◆ Fiscal Year 2019-20

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Introduction

The First 5 Siskiyou Children and Families Commission (“First 5 Siskiyou”) was established in 1999, along with 57 other First 5 County Commissions throughout California by Proposition 10. This voter-approved initiative created infrastructure and funding streams from tobacco tax dollars to support improved health, family functioning and child development for families with children prenatal to five years old. For further information about First 5 Siskiyou, visit the website at www.first5siskiyou.org.

Since 90% of a child’s brain is developed by age 5, the purpose of First 5 Siskiyou is to invest in the future of the young children, and their families that live in Siskiyou County. First 5 Siskiyou works with partners to ensure children, prenatal to 5 years old, are thriving in supportive, nurturing, loving environments, and are entering school healthy and prepared to succeed.

This work is accomplished through community-generated, collaborative action— policies, activities and new ways of doing business that develop and sustain connections among individuals, groups, organizations, communities and the county. Together, we identify community-specific and county-wide needs, gaps in services, indicators of success, and evidence-informed approaches to address the needs and gaps in services. First 5 Siskiyou's approach in working with partners and families is grounded in building trust, helpful relationships and commitment to growth and change. Our success will be measured by the needs we have met, the gaps we have closed, and improvements in the indicators that tell us that our young children and their families are healthy.

This strategic plan will guide our actions in FY 2019-20. It is a living document and will continue to evolve throughout the year.

First 5 Siskiyou Commission

First 5 Siskiyou is provided strategic direction, oversight and accountability by the following commissioners:

- **Kermith Walters**, Commission Chair — Siskiyou County Superintendent of Schools
- **Michael Perry**, Commission Vice Chair — Siskiyou County Librarian
- **Michael Kobseff** — Siskiyou County Board of Supervisors
- **Sarah Collard, Ph.D.** — Siskiyou County Director of Health and Human Services
- **Judithe Washington** — Retired Teacher/Vice Principal
- **Stephen Kolpacoff, MD** — Siskiyou County Public Health Officer
- **Shelly Davis** — Siskiyou County Director of Public Health Division, Nursing, Inmate Health



Vision, Mission and Guiding Principles

First 5 Siskiyou's vision is that *Children in Siskiyou County from prenatal to 5 years of age have a strong start in life through supportive and nurturing families, caregivers, educators and communities.*

First 5 Siskiyou's mission is to *foster the optimal development of Siskiyou County children, from prenatal through five years of age, and promote the vital importance of the first five years of life to the well-being of children, families, and society.*

The manner in which First 5 Siskiyou approaches its work is essential for our success. Therefore, First 5 Siskiyou Children and Families Commission:

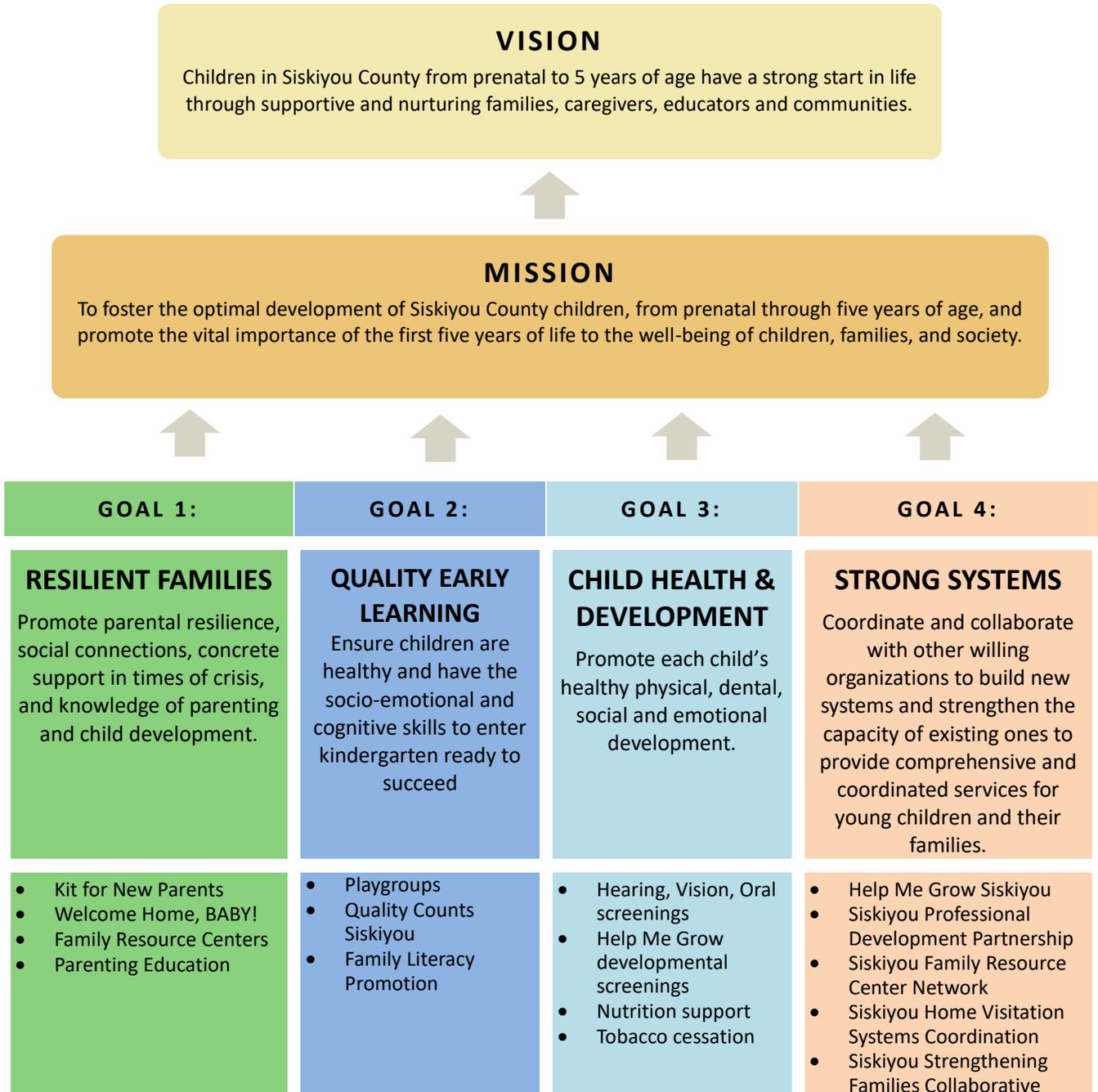
- Acts with honesty and integrity.
- Follows ethical practices in all work aspects
- Adheres to the First 5 mission statement.
- Values diversity in its many forms and endeavors to include the perspectives, opinions and experiences of the broadest possible cross-section of its communities to guide its work.
- Is thoughtful and purposeful in the investment process. It regularly reviews and evaluates its mission, priorities, policies and practices.
- Is accessible, communicates clearly and promptly with grantees and the public, and builds constructive relationships based on mutual respect, candor and confidentiality.
- Is an identifiable Commission that is responsible for the governance and oversight of the organization.
- Provides appropriate and timely information on its work to the public, government and all stakeholders.
- Assures transparency.
- Is aware of and fulfills its fiduciary, programmatic and legal responsibilities.

*“Every child is important and
deserves to be loved and nurtured
not only by their parents, but also by
community members, teachers, and other professionals.”*

Partner Agency respondent,
2018 Annual Partner Survey

First 5 Siskiyou's Strategic Framework

To respond to community needs and achieve our mission, first 5 Siskiyou has defined the following four goals, desired results, and funded or leveraged strategies.

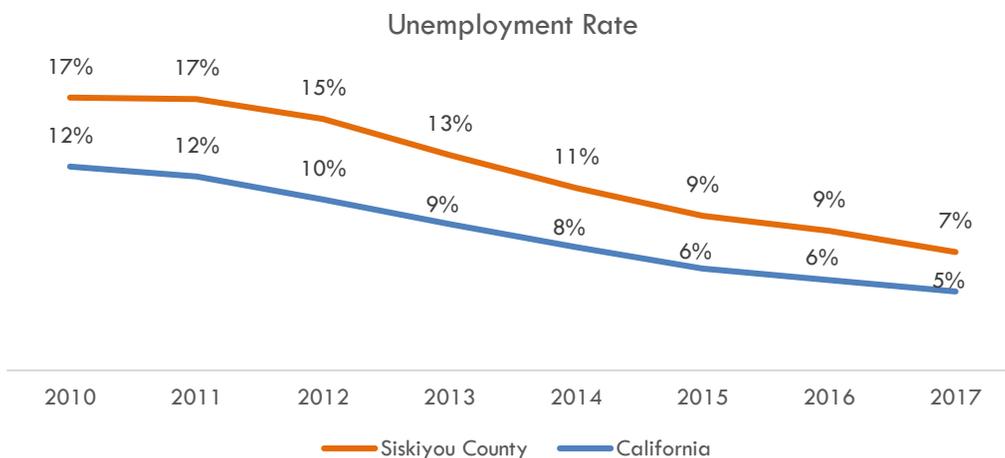


Profile of Siskiyou County Needs

Demographic Profile

The *Siskiyou County Snapshot* was created by Dovetailing Consulting in 2016 to help The Ford Family Foundation and First 5 Siskiyou better understand current supports for families with young children in Siskiyou County. Data were updated by Applied Survey Research in May 2019 where available. These data provide an excellent portrait about the demographic contours of the county.

- Child Population:** The total number of children ages 0-5 is 2,717 (2019).¹ In 2018, children of color accounted for 17% of the total child population (KidsData.org, 2019).
- Healthy Births:** In 2019, there were 457 babies born in Siskiyou County.² As for birth outcomes, 80% had adequate prenatal care compared to 84% statewide, and the percent of babies born low birth weight was 7.9% compared to 6.8% statewide. The teen birth rate is 20.4 per 1,000 births, higher than the statewide rate of 15.7 (County Health Status Profile, 2019).³
- Educational Attainment:** Those with a high school degree earn only 60% of those with college degrees,⁴ yet in 2017, only 22.7% of Siskiyou County population 18 and older have a bachelor’s degree or higher, compared to the state average of 32.6% based on multi-year estimates. About 11% of Siskiyou County adults do not have a high school degree.⁵
- Employment:** Unemployment in Siskiyou County in 2017 was higher than the statewide rate — 7.2% compared to 4.8% respectively. In 2018, 1,183 children participated in CalWORKs (KidsData.org, 2019).



¹ California Department of Finance. P-2: County Population Projections (2010-2060). Retrieved from the web: http://www.dof.ca.gov/Forecasting/Demographics/projections/documents/P1_Age_1yr_interim.xlsx

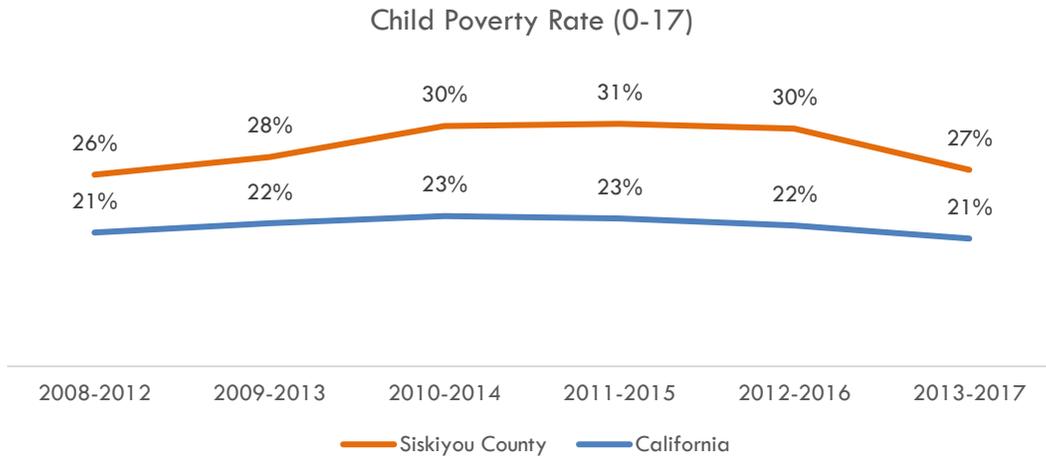
² California Department of Finance. P-2: County Population Projections (2010-2060). Retrieved from the web: http://www.dof.ca.gov/Forecasting/Demographics/projections/documents/P1_Age_1yr_interim.xlsx

³ CDPH County Health Status Profile, 2019.

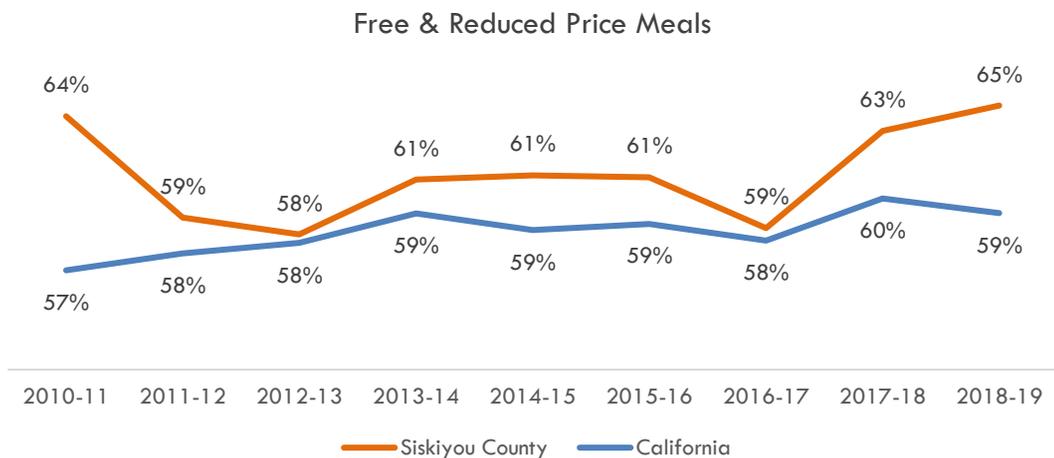
⁴ United States Department of Labor. Earnings and Unemployment rates by educational attainment, 2015. Retrieved from the web: http://www.bls.gov/emp/ep_chart_001.htm

⁵ U.S. Census Bureau, S1501 Educational Attainment, 2013-2017 American Community Survey 5-Year Estimates. Retrieved from https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_5YR_S1501&prodType=table

- Poverty.** About 30% of children under 5 years of age in the County lives in poverty (Census, 2013-17). For children 0-17, child poverty has decreased, following multi-year estimates since 2010-2014 from 30% to 27%, reflecting a slight decline also observed in statewide poverty for the same period (KidsData.org, 2019).



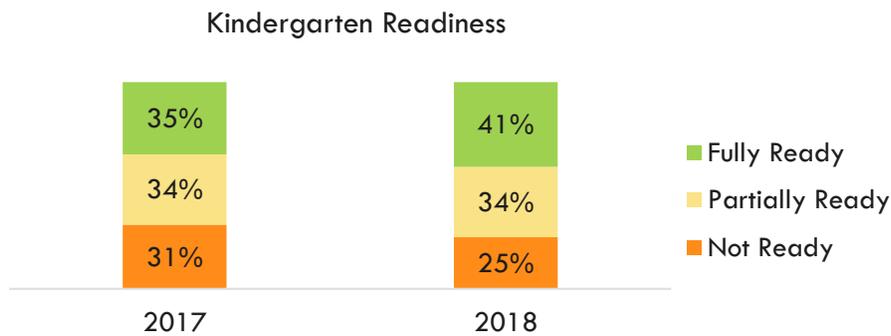
- Free or Reduced Meals.** As a proxy for poverty, approximately 64.5% of enrolled K-12 students (3,932 of 6,096 students) in the County received free and reduced-price meals, higher than the statewide rate of 59.4% (DataQuest, 2019).



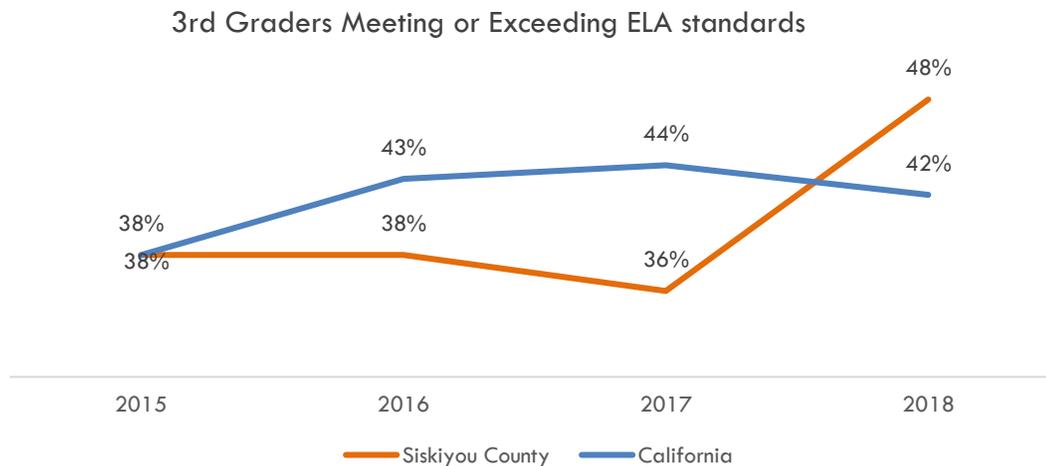
- Food security:** Additionally, 23.7% of children under 18 years of age were food-insecure in 2017, higher than the statewide rate (16.9%, map.feedingamerica.org, 2019). As of January 2017, 6,605 individuals in the County received CalFresh benefits.⁶

⁶ <http://www.cdss.ca.gov/Portals/9/DSSDB/Trends/DFA256FS-A4.pdf?ver=2017-07-03-092129-977>

- Kindergarten Readiness:** In 2017, 35% of students entering kindergarten were found to be fully ready for kindergarten, meaning they had the skills needed to be successful by third grade. Another 34% were found to be partially ready, and 31% were not ready for kindergarten. The biggest factors influencing kindergarten readiness were: not coming to school tired, special needs, family income, English learner status, and experience in formal licensed preschool; many of these factors can be addressed through First 5 Siskiyou partnerships and programming. By 2018, the percent of students *Fully Ready* for kindergarten increased to 41%, and the percent *Not Ready* decreased from 31% to 25%.



- Academic Achievement.** The county has 25 school districts, and most districts providing elementary education have few children. Overall, despite the socio-economic and health disparities noted above, 42% of Siskiyou County 3rd grade students met or exceeded standards for English Language Arts in school year 2018, compared to 48% of students statewide (DataQuest, 2019).



- Child Abuse.** In 2019, the rate of substantiated child abuse allegations for children 0-5 was 21.3 per 1000 (58 children), compared to the state at 10.3 per 1,000. Additionally, there were 33 children in foster care.⁷

⁷ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S... Casillas, E. (2019). CCWIP reports. Retrieved 5/13/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

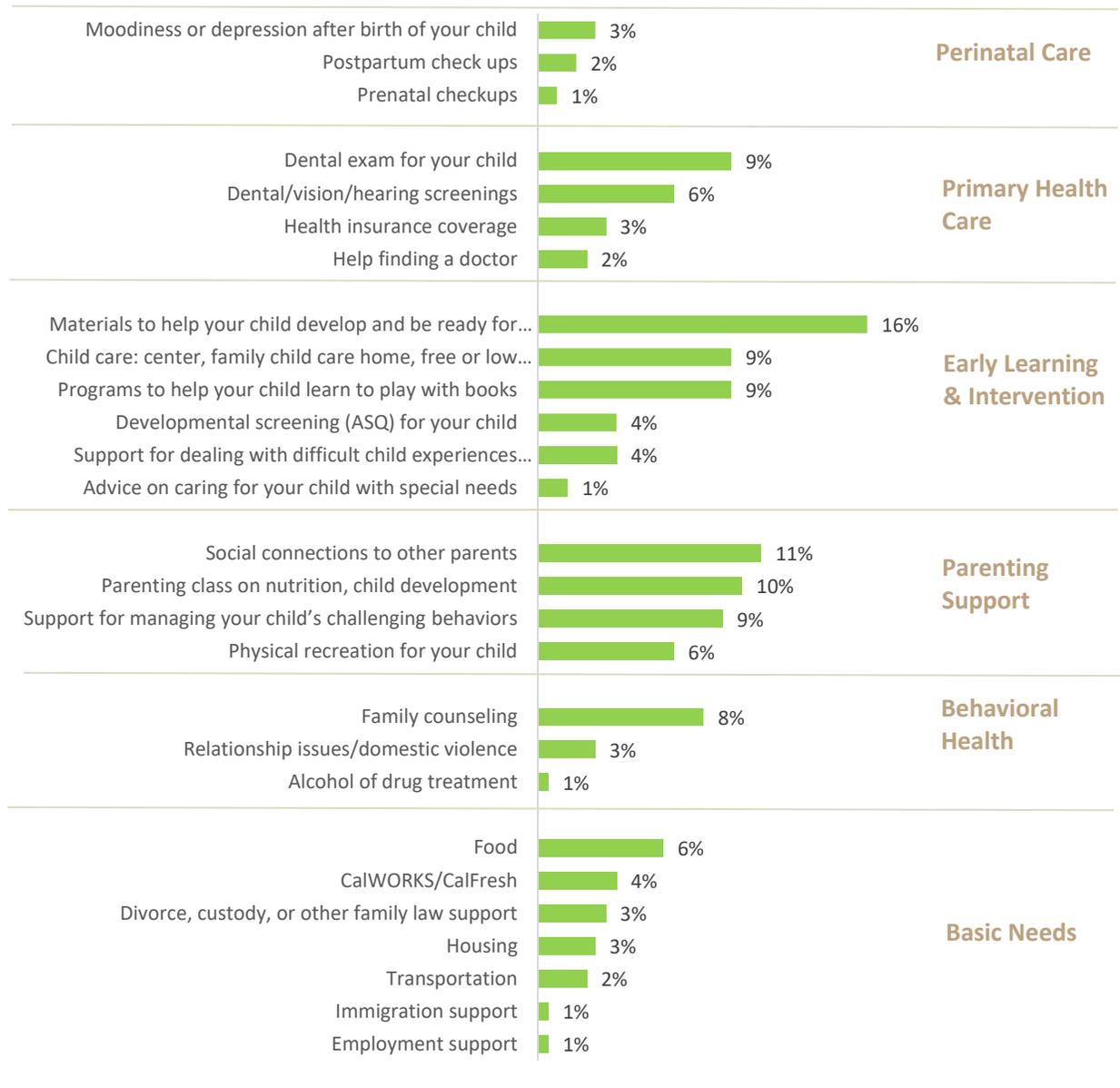
Needs of First 5 Siskiyou Families

Being a rural Northern California county, the data about Siskiyou County families presents not only the impacts of reduced economic opportunity, but also signs of family resilience, and opportunities for First 5 Siskiyou to continue supporting families. In FY 2017-18, there were approximately 2,310 children and 1,756 caregivers served. First 5 Siskiyou piloted a universal Family Intake Form across its community and Family Resource Centers (FRCs). Data were collected from 477 families. Findings were as follows:

- **Income:** Almost 40% of the FRC families earned less than the federal poverty level (\$25,100), and were lower income than the countywide kindergarten population.
- **Health status:** Two-thirds of the children (67%) were on Medi-Cal, and almost all (93%) had been to the doctor in the last 12 months for a well-child check-up. However, only 56% of children had a regular dentist (less than the countywide kindergarten population at 83%), and only 50% had seen the dentist in the past 6 months. In Siskiyou County, 78% of children in First 5 Siskiyou funded programs were reportedly up to date on their immunizations.
- **Protective Factors:** In terms of *Knowledge of Parenting and Child Development*, 75% of families at the FRCs felt they knew how to help their child learn, and in terms of *Social Connections*, 73% said they could find someone to talk to when they needed advice about how to raise their child. However, families need support in the area of *Concrete Support in Times of Need*; only 50% said they “definitely” knew who to contact in their community for help for basic needs.
- **Family Concerns:** Respondents were most likely to be *moderately* or *very concerned* about money and paying the bills (37%), health care issues (30%) and managing their child’s behavior (25%).
- **Greatest barriers to accessing services:** Parents said that the greatest barrier to accessing services was not having child care (55%). Other barriers included not having the time (29%), not having transportation (16%), and not knowing which service provider to contact (14%).
- **Family Activities:** Over three-fourths (76%) of FRC families reported reading to their children at least 5 times per week, more frequent than the countywide kindergarten population (65%).
- **Early Education:** When asked who looks after their children during the day, about two-thirds of children are cared for by a parent (66%), and another 17% by a family, friend or neighbor. Only 5% of respondents’ children were cared for in licensed preschool centers.

When asked about their interest or need in particular services, the chart on the following page reveals findings similar to their intake questions above, with the most frequently requested supports being:

Services Requested by Families Served by First 5 Siskiyou (2017-18)



Source: 2017-18 Family Intake Form, Q75-86.

Other Aspects of Community Need

In addition to demographic data, each year First 5 Siskiyou gathers data and community input about pressing needs in the community. Our communities continue to say they need:

- Locally based access to information, easily accessible services, supports and resources through drop-in services
- Information and resources about Strengthening Families 5 Protective Factors
- Opportunities for families to engage in fun activities to build social connections
- Parenting education workshops, series, and support groups
- Stewards of Children: Darkness to Light Sexual Abuse Prevention Education classes
- New parents support groups
- Father-specific classes, support groups, events and workshops
- Community education about Adverse Childhood Experiences and strategies to promote resiliency
- Home Visitation Systems Coordination / integrated services
- Education and information about immunization
- Resources for Tobacco cessation
- Early developmental screenings, and vision, hearing, dental screenings and resources for treatment
- Early literacy, science, and numeracy-based family events, play groups and other socials
- Resources and support for Early Care and Education, including support for children with challenging behaviors
- Summer Bridge Programs for children before they enter kindergarten.



Overarching Operational Goals in FY 2019-20

In addition to specific strategies presented for each strategy, First 5 Siskiyou plans to accomplish the following in FY 2019-20:

- Maintain an effective working relationship with the First 5 Association and First 5 California.
- Maintain evaluation systems required by First 5 California.
- Continue to draw upon external evaluation expertise where needed, such as the parenting evaluation conducted by Oregon State University, the Home Visitation Systems Coordination evaluation conducted by Portland State University, and the partnership with Applied Survey Research to update the annual evaluation plan, troubleshoot implementation and prepare the annual report to the Commission.
- Continue to acknowledge and celebrate community and county successes through community and county-wide promotional events and presentations.
- Promote public awareness of First 5 activities in Siskiyou County.
- Continue to seek opportunities to discover shared vision and outcomes with key public and private partners across Siskiyou County, and in so doing, align, integrate and maximize all of our resources and strategies to support children and families.
- Continue to leverage funds to expand parenting education programing for all families with children from prenatal to teen.



Goal 1 — Resilient Families

Desired Results

- Parents provide nurturing and positive emotional support to their children
- Families have access to resources and support in time of need
- Families increase social connections through locally based family friendly activities
- Families are self sufficient

Needs

- **Protective Factors:** In terms of *Knowledge of Parenting and Child Development*, 75% of families at the FRCs felt they knew how to help their child learn, and in terms of *Social Connections*, 73% said they could find someone to talk to when they needed advice about how to raise their child. However, families need support in the area of *Concrete Support in Times of Need*; only 50% said they “definitely” knew who to contact in their community for help for basic needs.
- **Family Concerns:** Families at the FRCs were most likely to be *moderately or very concerned* about money and paying the bills (37%), health care issues (30%) and managing their child’s behavior (25%).
- **Greatest barriers to accessing services:** First 5 parents said that the greatest barrier to accessing services was not having child care (55%). Other barriers included not having the time (29%), not having transportation (16%), and not knowing which service provider to contact (14%).
- **Emotional health:** When asked at intake what kind of support they would like, 55% of parents mentioned they dealt with moodiness or depression after the birth of their child, and 36% said they would be interested in family counseling. Perhaps to break down isolation, 54% of parents said they were interested in activities that provided social connections with other parents.
- **Parenting:** Ten percent of families seeking services at FRCs expressed interest in parenting classes and 9% of families expressed interest in support for managing their children’s behavior.



Strategies in FY 2019-20

Family Resource Centers

Family Resource Centers (FRCs) are a vehicle for positive change for families. Research and evaluation have demonstrated that there are positive short-term and long-term outcomes for children and families who participate in FRC activities. Services provided by FRCs throughout Siskiyou County help reduce costs and improve outcomes by: (1) supporting prevention and reduction of criminal justice recidivism; (2) reducing entries into the child welfare system; (3) promoting healthy lifestyles; (4) providing prevention and early intervention for those at risk of mental illness; (5) assisting families in securing access to health care and nutritious food; (6) educating parents and caregivers on raising emotionally healthy children; (7) providing those with chronic illness the skills and support to optimize health; and (8) fostering the spirit of community, neighborhood and family support. (*FRC Vehicles for Change, 2017*). Over the years, many Siskiyou County families who participated in FRC programs have increased their access to food, improved their parenting skills and their ability to obtain and keep jobs, and have worked through the struggles of addiction, as well as have made healthy social connections that last beyond their involvement in the FRCs.

How do FRCs create this impact for families? FRC models use the Strengthening Families model to increase the capacity of families to be healthy, involved members in their communities. The Strengthening Families framework is a research-informed approach to increase family strengths, enhance child development and reduce the likelihood of child abuse and neglect. At its heart, Strengthening Families is about changing how service providers interact in small but intentional ways to help families build their own protective factors.

First 5 Siskiyou is one of two main funders of local FRCs throughout Siskiyou County (the other is Siskiyou County Behavioral Health – Mental Health Services Act). The FRCs are independent 501(c)(3) corporations or affiliated with another resource center 501(c)(3), consisting of a Director/Site Coordinator and appropriate staff. The Siskiyou Community Resource Center Collaborative is the largest FRC nonprofit, supporting FRCs around the county. FRCs further enrich Siskiyou County's economy by supporting at least 30 part-time, full-time and contracted jobs.

5 Protective Factors

- Parental resilience
- Social connections
- Knowledge of parenting and child development
- Concrete support in times of need
- Social and emotional competence of children

FRCs are located in these communities around Siskiyou County:

- Yreka
- HUB Communities (serving Montague, Grenada, Big Springs, and other rural areas)
- Mt. Shasta (serving Mt Shasta and McCloud)
- Weed
- Dunsmuir
- Happy Camp Community Center (serving Happy Camp and surrounding areas)
- Scott Valley Family Resource Center (serving Ft. Jones and Etna)
- Tulelake/Newell Family Resource Center

The communities of McCloud and Butte Valley currently do not have FRCs. However, First 5 Siskiyou continues its commitment and investment in these communities through other linkages. For instance, First 5 Siskiyou is actively providing resources to the McCloud through the preschool, and other community activities.

FRCs offer a range of services, including:

- Parenting education classes
- Support groups for relatives, fathers, new parents or others raising children
- Child development activities
- Resource and referral
- Peer-to-peer support
- Life skills and advocacy
- Application assistance and job search assistance
- Physical activity and nutrition education and promotion
- Safety education and injury prevention

In FY 2017-18, FRCs served 1,617 children and 1,614 caregivers with drop-in services, resources, referrals, free books, screenings, playgroups, Harvest of the Month activities, and parenting education.

Operational Goals for FY 2019-20 include:

- Continue to strengthen the supports for families by FRCs continuing to implement the Strengthening Families Self-Assessment and creating FRC action plans based on the findings.
- Support regular convenings of FRC staff to enhance social and professional connections.

Kit for New Parents

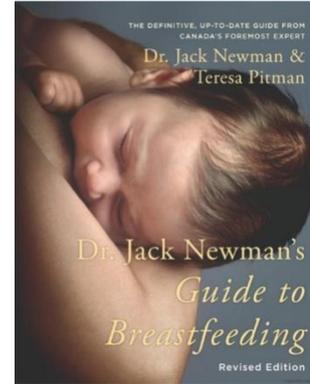
The Kit for New Parents is a free, comprehensive resource from First 5 California for new and expectant parents emphasizing the importance of a child's early years. Kits are available in multiple languages and are distributed in multiple locations throughout the county, including hospitals, clinics, and FRCs. Kits for New Parents were distributed at each of the seven FRCs, as well as through FRC coordination with hospitals, home visitation programs, and community events. First 5 Siskiyou adds additional materials to the Kits, including the book *Raising Emotionally Healthy Children*, and the enrollment form for Imagination Library. In 2017-18, 202 Kits for New Parents were distributed.

Operational Goals for FY 2019-20 include:

- Enhance partnership with Mercy Mt. Shasta to help distribute Kits for New Parents (KFNP).
- Continue partnership with Fairchild Hospital's Auxiliary Birthing Center to distribute KFNP.
- Bridge connections with OBGYNs, community-based midwives and doulas to help distribute provide access to the KFNP.
- Provide training to FRCs and other providers in how to introduce the contents of the Kits.

Welcome Home, BABY! Universal Home Visitation Program

Welcome Home, Baby! (WHB) is a home visitation program to provide new parents with information, support and a trusted partner to help them through the journey of early parenthood. Services are typically offered in three home visits shortly after childbirth, and include information and support about newborns, personalized answers to any questions moms or dads may have including newborn care, infant sleep, crying and soothing, immunization, a developmental screening tool, kits for new parents, infant feeding and nutrition for mom, postpartum blues and recovery, referrals to resources as needed, and referrals to fun and educational activities for parents/caregivers and the newborn. All participating mothers received a kit that contains the First 5 Kits for New Parents, the Breastfeeding Answer Book by Dr. Jack Newman, ACOG Postpartum Depression pamphlet (which contains the Edinburgh self-test), handouts from CalFresh, Text 4 Baby, and Children’s Oral Health, practitioner’s customized list of favorite resources, and information sheets by Medela on preventing engorgement, sore nipple management, breast pump kit care, clogged ducts versus mastitis, and when to call for help. In FY 2017-18, WHB provided in-home breastfeeding support to 15 mothers and newborns.



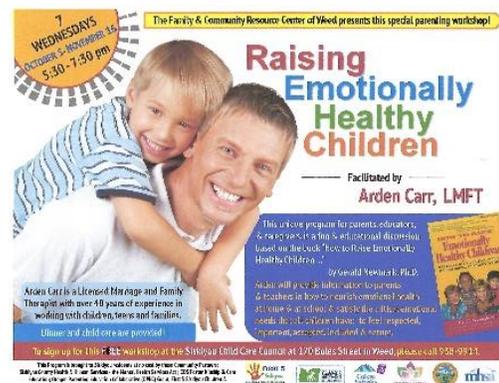
Operational Goals for FY 2019-20 include:

- Maintain the South County delivery of the WHB program.
- Work with Fairchild Hospital to explore offering WHB in North County.
- Ensure WHB home visitor makes linkages FRCs and other programs.
- Ensure every child is enrolled in Imagination Library.

Evidence Based Parenting Education Classes and Workshops

First 5 Siskiyou values parents are their children’s first and most important teachers, and that investment in a strong parenting education system is a critical strategy for ensuring that all children are ready to succeed. Parent education programs help parents develop appropriate child behavior management techniques and gain knowledge and understanding of age-appropriate behavior and expected developmental milestones. The programs often contain a component to help parents learn the skills of identifying community resources that provide support to families. Parent education is a successful approach to reducing the risk of child abuse and neglect.

The Strengthening Families Collaborative, Siskiyou’s Parenting Education HUB Initiative, is a countywide partnership between First 5 Siskiyou Children and Families Commission, Ford Family Foundation, College of the Siskiyou’s Foster/Kinship program, Mental Health Services Act, Siskiyou County Probation, Karuk Tribe, Lilliput, California Department of Adoptive Services, Siskiyou Early Head Start, Human Services and other partners, schools and



FRCs throughout the county. The goals of the Collaborative are to:

- Build a stronger more coordinated parenting education system;
- Enhance parenting skills through evidence-based programs; and
- Provide capacity building trainings by national experts for those who work with families.

In FY 2017-18, First 5 Siskiyou supported the Siskiyou Strengthening Families Collaborative to offer 179 evidence-based parenting classes offered (attended by 312 parents), and 45 parent workshop sessions (attended by 470 parents). Ninety-seven percent of parents reported increased knowledge and satisfaction, and 98% of parents reported that they would use the information from the workshop.

Operational Goals for FY 2019-20 include:

- Continue to sustain efforts and streamline existing services.
- Continue to ensure implementation to fidelity by using the Parent Education fidelity tool.
- Continue to expand funding partnership for sustained funding.
- Work with local media about raise knowledge about the importance of parent education as a sound investment, and how to contact First 5 to find local parenting classes.
- Offer daytime parenting class in partnership with Siskiyou Early Head Start (0-3) and other partners.
- Increase promotion of text4babies and vroom.
- Create parent videos and testimonials in order to connect to harder –to-reach parents.
- Increase resources for families with older children through leveraged funding.
- Implement Train the Trainers to increase the number of trained facilitators.
- Partner with YMCA to increase community education about child sexual abuse prevention through the Darkness to Light program.
- Increase outreach and communication about ACEs and resiliency.

Goal 2 — Quality Early Learning

Desired Results

- Children have access to high-quality early care and education
- Children enter kindergarten ready to succeed

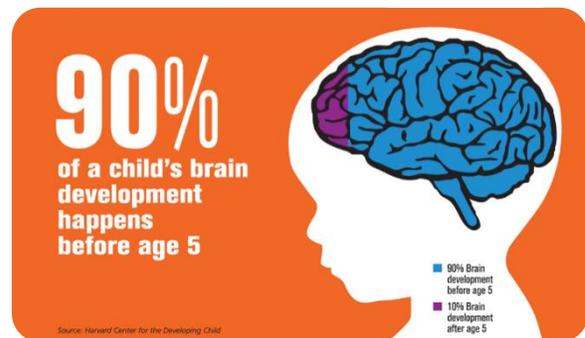
Needs

- **Family Activities:** Over three-fourths (76%) of FRC families reported reading to their children at least 5 times per week, more frequent than the countywide kindergarten population (65%).
- **Early Education:** When asked who looks after their children during the day, about two-thirds of children at the FRCs are cared for by a parent (66%), and another 17% by a family, friend or neighbor. Only 5% of children were cared for in licensed preschool centers. However, 49% in parents said they needed access to child care.
- **Early literacy and kindergarten preparation:** When asked at intake what kind of services they would be interested in, 16% of parents at FRCs said they would like materials to help support their children’s development and readiness for kindergarten, and 9% said they would like activities to help their children learn to engage with books.

Strategies in FY 2019-20

Quality Counts Siskiyou

Quality Counts Siskiyou (QCS) is a First 5 California-funded effort to increase the quality of programs and increase knowledge for parents, educators and caregivers about the importance of quality environments and interactions. Partners included: First 5 Siskiyou, the Child Care Planning Council, the Siskiyou Child Care Council, and the College of the Siskiyou’s (COS) Early Childhood Education Program Coordinator and instructional staff. The Quality Counts Siskiyou partnership is implementing a three-pronged approach to improve the number of high-quality early learning programs:



1. A master coach/mentor to help FRC’s, tribal programs, family child care and licensed early childhood programs complete the Environmental Rating Scales (ERS), CLASS, Strengthening Families Self-Assessment, and implement Continuous Quality Improvement (CQI) Plans aligned with the state’s QRIS framework and with the Strengthening Families Protective Factors;
2. A QRIS/incentive program to build QRIS systems, recruit and incentivize QRIS participation and quality improvement connected to the state QRIS matrix and tools;

3. Common training, a county-wide system of family engagement, and strengthening activities centered on the Strengthening Families Protective Factors, and development of quality improvement models for FRC play groups and activities.⁸

In 2017-18, First 5 Siskiyou's partnership worked with 19 early learning programs to enhance quality through QRIS assessments, mentors, and training.

Operational Goals for FY 2019-20 include:

- Maintain and enhance support for Quality Counts Siskiyou for Family Child Care Homes and alternative settings.
- Strengthen internal control systems to assure long term sustainability.
- Increase community awareness about importance of QCS as a resource for supporting child care providers as essential parts of the community fabric.
- Maintain and continue to support implementation of Strengthening Families Self-Assessment and goal-setting.

Playgroups

Playgroups provide an opportunity to enhance early learning skills, promote social development, increase school readiness, increase parents' knowledge about the importance of play, and help parents find easy activities to do at home that support early learning. The FRCs offer weekly playgroups to increase social interactions, including parent/child(ren) interactions through play, story time, and developmentally appropriate activities set in an inviting space. Free children's books are always available to families. In FY 2017-18, First 5 Siskiyou provided 232 playgroup sessions to 1,268 children and 956 parents.

Operational Goals for FY 2019-20 include:

- Implement ASQ/ ASQ-SE activities based on ASQ/ASQ-SE results.
- Continue to work with First 5 California to bring the Express Van for special socials.
- Continue to have targeted play groups focusing on art, science, language arts and math concepts.
- Provide training opportunities for child development specialists to continue to grow knowledge around developmentally appropriate multi-age playgroups.
- Implement Mommy and Me playgroups with infants and their parents.

⁸ First 5 Siskiyou Children and Families Commission. Form 3. First 5 IMPACT Phase 2 High-Quality Action Plan Implementation Step Layer Funding. (Grant Application) December 11, 2015.

Family Literacy

To promote the importance of daily reading, singing, playing and talking, First 5 Siskiyou invests in a menu of programs which support early literacy promotion. Books are distributed at places such as family fun events, community celebrations, county and regional fairs, preschools, childcare programs, FRCs, play groups, story time events, WIC, Siskiyou Human Services, and libraries. In FY 2017-18, over 25,000 books have been provided to Siskiyou families with young children through the following efforts.

Dolly Parton’s Imagination Library: The Dolly Parton Imagination Library (DPIL) is a nationwide book distribution and literacy promotion program. Findings from the body of Dolly Parton’s Imagination Library national research⁹ indicate the program is very popular in the communities where it is implemented, and shows promise in promoting: 1) changes in home literacy environments, 2) children’s attitudes toward reading, and 3) early literacy skills. In a new partnership between Dolly Parton’s Foundation and the local Delta Kappa Gamma, Yreka Community Resource Center and First 5 Siskiyou provides monthly books to children mailed straight to their home.

10th Annual Read Across Siskiyou: Read Across Siskiyou is an annual event that connects special guest readers to events hosted throughout the county. The Read Across Siskiyou program encourages children to read daily by highlighting one particular book at events held throughout local schools, preschools, child care centers, and libraries, with each participating child receiving a copy of the book to take home.

Reach Out and Read (ROR): Reach Out and Read prepares our youngest children to succeed in school by partnering with local medical clinics to distribute free books and encourage families to read together daily. In 15 independent published research studies, Reach Out and Read is shown to be an effective mechanism to champion reading out loud and aid child development.

Reading Center in the Health and Human Services Department’s Waiting Room: First 5 Siskiyou and the Department of Health and Human Services (HHS) partnered to create a reading center in the HHS waiting room. The books are located in the HHS lobby and enjoyed by CalWORKS applicants who are required to attend a face to face interview at the time of application. Families and children attending these appointments enjoy the books while they are waiting.

Books for Babes—Read to Your Bunny: This partnership between the Gamma Nu Chapter of Delta Kappa Gamma and First 5 Siskiyou provides “Read to Your Bunny” books and an educational brochure (available in English and Spanish) about the importance of daily reading to new parents at Fairchild Medical Center in Yreka and Mercy Medical Center in Mt. Shasta.

Red Scarf Society for the Performing Arts: Each year, First 5 Siskiyou and the Red Scarf Society for the Performing Arts co-sponsor a family concert, and provide children’s books at the Siskiyou County Fair.



⁹ Dolly Parton’s Imagination Library research. Retrieved from the web: <https://imaginationlibrary.com/news-resources/research/>

Operational Goals for FY 2019-20 include:

- Continue to work with Delta Kappa Gamma to leverage individual donors and partners to sustain the DPIL project.
- Expand partnership with Siskiyou County Library to increase family literacy activities, education and resources.

Kindergarten Readiness

In Fall 2017, First 5 Siskiyou launched a first-ever countywide kindergarten readiness assessment, including 318 kindergarten students from 19 classrooms. The assessment was repeated in Fall 2018, with 342 children assessed in 21 classrooms. Based upon the Kindergarten Observation Form, 35% of kindergartners in 2017 were fully ready for kindergarten across all domains of readiness (self-regulation, social expression, and kindergarten). This percentage increased to 41% in 2018. By comparison, the percent of children fully ready was 50% across Santa Clara County, 42% across Alameda, San Francisco, and Contra Costa counties (combined), 23% in Alum Rock (East San Jose), and 18% in the Franklin McKinley area (also in San Jose).

First 5 Siskiyou is helping families and children become ready for kindergarten by addressing the key predictors of readiness (*box at right*). Seventy-nine percent of families who had participated in First 5 services reported that their child(ren) went to bed by 8:30pm¹⁰ and over 76% of families reported reading with their children at least 5 days a week or more. Additionally, in 2017, 45% of former First 5 Siskiyou participants were fully ready for kindergarten, compared to 34% of children who had not engaged with First 5 Siskiyou.

Factors that Predict Kindergarten Readiness in Siskiyou County

- Coming to school well-rested and well-fed
- Child's age
- Preschool, family child care, or Transitional Kindergarten
- Family income
- Presence of special needs

Operational Goals for FY 2019-20 include:

- Repeat the countywide kindergarten assessment in Fall 2019
- Create a system to provide more rapid turnaround to share school-level results
- Create a Call to Action that identifies the role that each sector can play to ensure all Siskiyou County children enter kindergarten ready to succeed

¹⁰ Fall 2017 Kindergarten Assessment.

Goal 3 — Child Health and Development

Desired Results

- Children are healthy and well nourished
- Children meet developmental milestones
- Children have good oral health

Needs

- **Health status:** Two-thirds of the First 5 parents' children (67%) were on Medi-Cal, and almost all (93%) had been to the doctor in the last 12 months for a well-child check-up. However, only 56% of children had a regular dentist (less than the countywide kindergarten population at 83%), and only 50% had seen the dentist in the past 6 months. In Siskiyou County, 78% of children in First 5 Siskiyou funded programs were reportedly up to date on their immunizations.
- **Screenings:** When they began First 5 services, parents indicated that they would be interested in getting a dental exam for their child (9%), hearing and vision screens (6%), and developmental screenings (4%).
- **Special needs:** About 4% of First 5 parents said they would like support in dealing with difficult child experiences (trauma), while 1% of First 5 parents said they would like support in getting advice on caring for a child with special needs.
- **Nutrition support:** Parents were interested in participating in nutrition education (10%), and 6% said they need help with food access, and 4% for enrollment in CalFresh/ CalWORKS.

Strategies in FY 2019-20

Nutrition Education and Fitness

The key goal of this strategy is to promote diet and physical activity behavior changes with a focus on increasing fruit and vegetable consumption, physical activity, and participation in the CalFresh assistance program. The largest activity is the Harvest of the Month program, at which children and their parents are introduced to a different fruit or vegetable each month, and learn about them through taste testing, newsletters, flyers, posters and books that correlate with highlighted produce. Nutrition education is also integrated to playgroups, family events, fairs, parenting classes and other promotional activities. Water, or fruit or vegetable-infused water are the only choice of



beverage for First 5 Siskiyou funded programs and events. Parents have reported that because of these programs, families are changing norms by increasing water consumption, physical activity, and fruit and vegetable consumption. Based upon a report from CSU Chico, children in Siskiyou County are now consuming more fruits and vegetables. This service is coordinated with Siskiyou County Public Health SNAP-Ed. In 2017-18, Family Resource Centers provided a combined total of 1,009 activities to support nutrition education and physical activity promotion.

Operational Goals for FY 2019-20 include:

- Continue to work with Public Health to increase parent education around importance of early nutrition.
- In response to 3 recent “shaken baby” occurrences, educate the community about how to prevent Shaken Baby syndrome.
- Continue to work with Siskiyou County Human Services, Chico State University and the FRCs to increase access to CalFresh for qualifying families, particularly working low-income families.
- Increase awareness about perinatal mood and anxiety disorder.

Health Utilization and Resources

In 2017-18, Family Resource Centers provided support and referrals for health utilization and resources to a combined total of 402 parents. Across all seven FRCs, a total of 182 people were provided CalFresh application assistance. Additionally, First 5 Siskiyou is an active member of the Siskiyou Tobacco Education Council, which leads efforts to increase education, promote resources and prevent tobacco use, and provides education about 2nd and 3rd hand smoking.

Operational Goals for FY 2019-20 include:

- Educate the community about the effects of cannabis and secondhand smoke on children’s development.
- Work with parents to increase understanding about the importance of immunization and well-child visits.
- Increase partners’ knowledge about the importance of early oral health care (First Year, First Tooth).

Help Me Grow

Help Me Grow connects children and their families with developmental services to enhance the development, behavior, and learning of children birth through 5 years. With help from the First 5 Association, First 5 Siskiyou carried out the planning efforts in FY 2017-18 needed to become a Help Me Grow Affiliate. Staffing and service



protocols were developed for developmental screenings. Calls to Help Me Grow are serviced by the County's Maternal Child Health call line. Our plan is to provide training to organizations and medical staff on ASQ-SE and begin Phase II of building the universal early screening systems in Siskiyou County. The success of this effort is based on strong partnerships between multiple organizations including medical providers, early childhood and family support programs, county departments, and First 5 Siskiyou.

On behalf of the Siskiyou Health Partnership, Klamath Health Services, Inc. (KSHI) continues to provide its Oral Health, Vision and Hearing Early Education and Screening projects through Siskiyou County's preschools. This oral health screening system utilizes the services of Registered Dental Hygienists in Alternative Practice (RDHAP) qualified to provide dental screenings, cleanings, fluoride treatments, referrals and educational programs. An educational component of the project is directed towards teachers and parents. Each child participating in the educational and screening process receives a tooth-brushing kit (toothbrush, toothpaste, timer), information on nutrition and tooth-brushing and an age-appropriate educational storybook to keep. In addition, this project incorporates the general outreach and educational portion to pregnant women through the distribution of tooth-brushing kits and educational information to area obstetricians, including Karuk Tribal Health Clinic, for their patients. In FY 2017-18, 527 children received vision, dental, and hearing screenings from Klamath Health Services, Inc.

Operational Goals for FY 2019-20 include:

- In partnership with Siskiyou County Behavioral Health and KHSI, expand access to developmental and social emotional screenings.
- In partnership with KHSI, explore ways to sustain Help Me Grow.
- Explore partnership HHS to expand HMG model.
- Educate providers about infant and early childhood mental health.

Goal 4 — Strong Systems

Desired Results

- System partners have increased capacity to promote child and family outcomes
- System partners are efficient and effective collaborators (leverage, cross-refer, etc.)
- First 5 Siskiyou increases financial and leveraged resources in the county

Strategies in FY 2019-20

Siskiyou Professional Development Partnership

First 5 Siskiyou promotes the wellbeing of children by working to build the capacity of service providers through implementation and coordination of free county-wide, high quality professional development trainings. These trainings showcase the importance of empathy in dealing with clients, and increase knowledge about child development, impact of trauma, and trauma informed care. To this end, the Siskiyou Professional Development Partnership was established, and is comprised of child-centered institutions, such as CASA, Child Protective Services, early childhood educators, Head Start/Early Head Start, FRCs, and Foster Family Agencies. The merits of the trainings provided are not only manifested by the consistent high number of participants, but more importantly, by the reported impact of trainings on attendees.

In addition, First 5 Siskiyou promotes the 5 Protective Factors of the Strengthening Families Approach: parental resilience, social connections, concrete support in times of need, knowledge of parenting and child development, and social and emotional competence of children. All 19 QCS organizations reported adoption of the Strengthening Families 5 Protective Factors Framework.

In 2017-18, the Partnership reached a total of 351 individuals to develop the shared knowledge and commitment needed to sustain First 5 Siskiyou's systems.

Operational Goals for FY 2019-20 include:

- Maintain current partnerships and funding.
- Work with Portland State University to conduct follow up evaluation of how providers are using the knowledge gained from the training (s) they attended.
- Increase knowledge about Adverse Childhood Experiences (ACEs) and Resilience; screen the film *Resilience* in partnership with the library and through Movies with a Purpose.

Siskiyou Community Resource Collaborative

In 2017-18, First 5 Siskiyou adopted of an FRC Network and organizational structure that promotes cost savings, operational efficiency, local community engagement, shared decision making, and effective outcomes across Siskiyou County. The purpose of the Family Community Resource Collaborative (SCRC) is to: 1) coordinate the efforts of the FRCs around the county, and 2) to strengthen the capacity to deliver high quality programs, be a valuable resource in their communities, and to be sustainable. Five FRCs participate in the Network (i.e., SCRC), and two other FRCs attend the convenings. All seven FRCs are actively engaged with their local preschools, home visitation programs, family child care homes, and elementary schools.

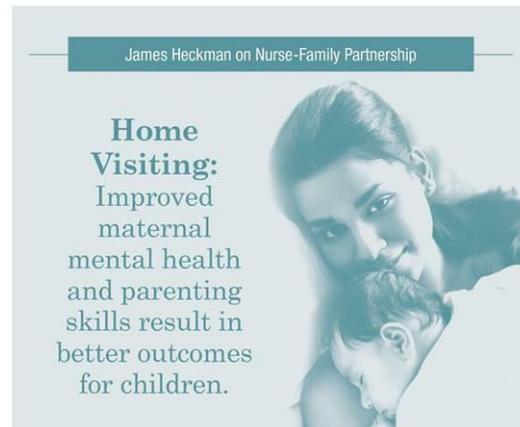
Operational Goals for FY 2019-20 include:

- Increase the leadership skills FRCs with On the Move's program for emerging leaders.
- Work with county partners to advocate for diversified and sustained for the FRCs.
- Support the capacity building of the FRC Collaborative.

Siskiyou Home Visitation Systems Coordination

Beginning in 2016, The Ford Family Foundation began funding a Regional Home Visitation Systems Coordination (HVSC) project. In Siskiyou County, First 5 Siskiyou was invited and awarded the grant to participate in this work. Partners include Shasta Head Start, Siskiyou Early Head Start, Siskiyou County Public Health, and Modoc Early Head Start. The vision for the project is for Siskiyou County to have a coordinated home visiting (HV) system that strengthens all home visiting models as part of our local birth-to-five early childhood development system, and improve outcomes for children and families. Activities include:

- Increasing community awareness about the availability and benefits of home visiting;
- Development of a shared intake & referral system to connect families to the best matched home visiting program;
- Improving internal communication between home visiting providers; and
- Development of a regional home visitor professional development plan to promote shared training opportunities.



Operational Goals for FY 2019-20 include:

- Sustain partnership with Ford Foundation and home visiting programs to continue promoting the vision of this collaborative.
- Develop a centralized intake process
- Increase community outreach to health provider about the importance of home visiting.

Siskiyou Strengthening Families (Parenting Education) Collaborative

The Siskiyou Parenting Education Collaborative system is a multi-partner collaborative that supports the coordinated delivery of parenting education programs, thereby reducing duplication of scarce resources. The Collaborative partners believe that parents are their children’s first and most important teachers, and that layered investment in strong parenting education programming offered countywide is a critical strategy for ensuring that all children are healthy and prepared to learn. First 5 Siskiyou is the coordinating body for the multi-agency partnership, which includes: Siskiyou County Human Services - Mental Health Services Act, Adult and Family Services, Siskiyou County Probation, Adult Education Pathways, Early Head Starts, Head Starts, College Of The Siskiyou’s Foster Kinship Program, Sierra Forever Families, Siskiyou County Probation, California State Adoption, Siskiyou Childcare Council, Local Childcare Planning Council, Foster Family Agencies, Siskiyou County Court Mediation Services, FRCs, and more. The combined resources for parent education across all partners are more than \$536,294 per year, including First 5’s contribution.

The Collaborative collectively advocates and plans for increased parenting education programs, classes, and support services for families. The Collaborative keeps one calendar of all county-wide educational opportunities offered by multiple funders. Additionally, parents have access to parenting education resources from monthly newsletters, community-based classes, social media, the First 5 CA Parent website, and Siskiyou Parenting Collaborative websites.

Operational Goals for FY 2019-20 include:

- Help partners see the value of pooling resources to sustain parent education.
- Strengthen the collaborative meetings.

Annual Partner Survey

In Summer of 2018, an anonymous survey was sent out to 48 partners, and 21 responded, yielding a response rate of 44%. Most notably, organizational partners expressed gratitude for First 5 Siskiyou and offered a few ideas for expanding partnerships, such as:

- *“Expanding the reach of information to elementary schools, (and) specifically finding ways to get the teachers more involved in the information shared”*
- *“I would like to see unified efforts around Parent Cafés. This is a powerful tool for helping families to help each other. Perhaps we can have a community calendar of Parent Cafes so that parents can have access to at least one each month. This would require joint planning to ensure Parent Cafes format is consistent at all locations.”*

“First 5 Siskiyou gave us funding, training, encouragement and support.... All of our best successes with these families can be traced to the support of First 5 Siskiyou.”

*- Partner agency,
Annual Partner Survey*

Operational Goals for FY 2019-20 include:

- Implement the Annual Partner Survey in June 2019
- Convene a meeting with partners to discuss successes as well as recommendations for 2019-20

Outreach and Communications

While First 5 Siskiyou seeks to strengthen the “scaffolding” of systems to support Siskiyou children and families, it also seeks to stimulate demand for such services through outreach and communication. In 2017-18:

- First 5 Siskiyou had 601 subscribers on their email list. This number only reflects the receiving email address of local organizations and individuals, but recipients often forward such emails on to colleagues.
- The **open rate**, or percent of users who opened a First 5 Siskiyou email, was 28.28%, higher than the industry average of 24.11%, indicating that the email subject lines were appealing.
- The **click rate**, or percent of users who interact with the content of a First 5 Siskiyou email, was 6.56%, significantly higher than the industry average of 2.57%.
- First 5 Siskiyou additionally engaged community members through Facebook (410 friends) and its website (2,700 visitors to the website).
- There were 335 newspaper articles or advertisements featuring First 5 Siskiyou events and services.

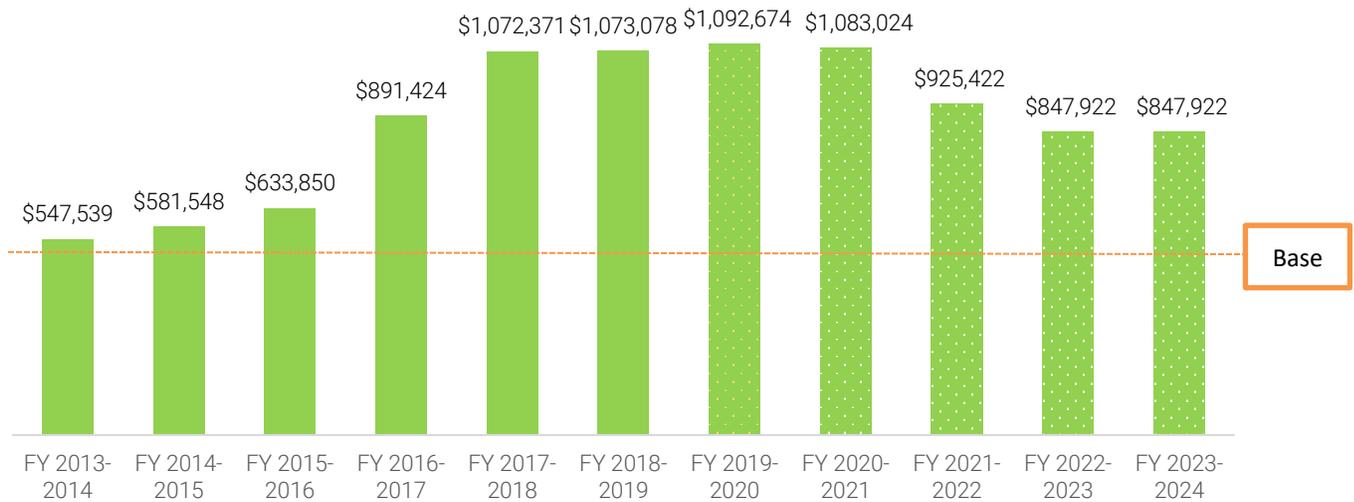
**Operational Goals for FY 2019-20 include:**

- Continue giving presentations to service clubs in order to raise awareness about the importance of children’s first five years.
- Increase knowledge about Adverse Childhood Experiences (ACEs) and Resilience; screen the film *Resilience* in partnership with the library and through Movies with a Purpose.

Financial Outlook

Revenue

Due to extensive efforts to raise other resources, the Commission’s revenues have continued to increase over its base allocation of around \$500,000 per year. The chart below displays trends in revenue since 2013-14, and well as projections into the next 5 years.



The table below explains these projections, with the biggest changes expected because of the sunset of two major grants (Ford Foundation / Home Visitation and Oregon Community Foundation/ Parent Education).

Source Year	FY 19-20 Projected	FY 20-21 Projected	FY 21-22 Projected	FY 22-23 Projected	FY 23-24 Projected
Revenue from First 5	500,000	500,000	475,000	475,000	475,000
Interest	5,500	5,500	3,000	3,000	3,000
CalFresh Reimbursement	56,922	56,922	56,922	56,922	56,922
State Match Programs	145,102	145,102	145,000	145,000	145,000
Home Visitation Coord. Grant	95,000	95,000			
Oregon Community Foundation	75,000	65,000	65,000		
County Partners	139,650	123,000	113,000	113,000	113,000
YMCA Darkness to Light	12,500	12,500	12,500		
Other Grant Revenue	67,621	67,000	55,000	55,000	55,000
Total Estimated Revenue	1,097,295	1,070,024	925,422	847,922	847,922
Expenses	-1,104,512	-1,108,909	-771,085	-771,085	-771,085
Net Loss Reserve Balance*	-7,217	-38,885	154,337	76,837	76,837
Fund Balance	602,407	571,909	717,859	794,696	871,533

*Net assets at 6/30/18 - \$609,624 per audit

Expenditures

As revenue is expected to decline, First 5 Siskiyou is also scaling back expenditures in order to maintain a balanced budget. The following presents expected expenditures over the next five years.

	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Public Education	7000	7,000	3,500	3,500	3,500
Communications	1,500	1,500	1,000	1,000	1,000
Insurance	2,200	2,200	2,000	2,000	2,000
Memberships	4,500	4,500	4,500	4,500	4,500
Prog. Materials/Office Supplies	20,000	20,000	5,000	5,000	5,000
Legal/Publications	350	350	350	350	350
Rents/Leases	12,000	12,000	12,000	12,000	12,000
Travel/Training	55,000	55,000	30,000	30,000	30,000
ED Contract	127,921	131,119	121,000	121,000	121,000
Admin. Svcs Coord Contract	47,941	49,140	46,635	46,635	46,635
Contracted Services (spec proj.)	300,000	300,000	135,000	135,000	135,000
Audit	7,000	7,000	7,000	7,000	7,000
Accounting/Legal Services	3,600	3,600	3,600	3,600	3,600
Parenting & Parent Support	96,000	96,000	10,000	10,000	10,000
Tech. Supp/Software/Internet	4,500	4,500	4,500	4,500	4,500
Eval./Kindergarten Readiness	15,000	15,000	12,000	12,000	12,000
Resource Centers/FRC Network	250,000	250,000	250,000	250,000	250,000
Countywide Programs	65,000	65,000	40,000	40,000	40,000
CalFresh	30,000	30,000	30,000	30,000	30,000
Literacy/Numeracy	29,000	29,000	29,000	29,000	29,000
Imagination Library	21,000	21,000	21,000	21,000	21,000
Developmentally Appropriate Environment	5,000	5,000	3,000	3,000	3,000
TOTAL	1,104,512	1,108,909	771,085	771,085	771,085