



Strategic Plan

2021-26

Update August 2022

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Strategic Plan 2021-26 At A Glance



First 5 Siskiyou promotes the optimal development of children 0-5 by focusing investments in four goal areas: Resilient Families, Quality Early Learning, Child Health and Development, and Strong Systems, which support an overarching goal of Kindergarten Readiness. The purpose of the 2021-26 Strategic Plan is to inform how First 5 Siskiyou can make the best possible use of its investments across these goal areas. Based on community trend data and input from county leaders and community members, First 5 Siskiyou will invest approximately \$1.3M each year to impact its goals and strategies:

	GOAL 1:	GOAL 2:	GOAL 3:	GOAL 4:
GOAL	<p>RESILIENT FAMILIES</p> <p>Promote parental resilience, social connections, knowledge of parenting and child development, and concrete support in times of crisis.</p>	<p>QUALITY EARLY LEARNING</p> <p>Ensure children are healthy and have the socio-emotional and cognitive skills to enter kindergarten ready to succeed.</p>	<p>CHILD HEALTH & DEVELOPMENT</p> <p>Promote each child’s healthy physical, dental, social, and emotional development.</p>	<p>STRONG SYSTEMS</p> <p>Coordinate and collaborate with other willing organizations to build new systems, strengthen the capacity of existing ones, and provide comprehensive and coordinated services for young children and their families.</p>
RESULTS	<ul style="list-style-type: none"> Families have access to resources and support in time of need to support self-sufficiency Parents provide nurturing and positive emotional support to their children Families increase social connections through locally-based family friendly activities 	<ul style="list-style-type: none"> Parents and caregivers read aloud with their children Children have access to high-quality early care and education Children enter kindergarten ready to succeed 	<ul style="list-style-type: none"> Children are healthy and well nourished Children meet developmental milestones 	<ul style="list-style-type: none"> System partners have increased capacity to promote child and family outcomes System partners are efficient and effective collaborators (leverage, cross-refer, etc.) C/FRCs help prevent child abuse C/FRCs engage parents as advisors of service delivery First 5 Siskiyou increases financial and leveraged resources in the county
STRATEGIES	<ul style="list-style-type: none"> Kit for New Parents Home Visitation Family Resource Centers Parenting Education Ready4K 	<ul style="list-style-type: none"> Playgroups Quality Counts Siskiyou Family Literacy Promotion 	<ul style="list-style-type: none"> Nutrition support Tobacco cessation Hearing, Vision, Oral Health screenings Help Me Grow developmental screenings 	<ul style="list-style-type: none"> Help Me Grow Siskiyou Siskiyou Professional Development Partnership Siskiyou Family Resource Center Network Siskiyou Home Visitation Systems Coordination Siskiyou Strengthening Families Collaborative CAPC Child Abuse Prevention Month Parent Advisory Group

Introduction

PURPOSE OF THE STRATEGIC PLAN

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 our 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. 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.



OVERVIEW OF FIRST 5 SISKIYOU

First 5 Siskiyou Children and Families Commission

First 5 Siskiyou consists of seven (7) commissioners appointed by the Board of Supervisors for an unspecified term who serve without compensation. The Commission typically meets 10 times during the year, normally on the 4th Wednesday of the month from 8:30 to 10:30 am, as posted on the First 5 Siskiyou website. Meetings are usually held at the Siskiyou County Office of Education in Yreka. The Commission and the Family and Community Resource Centers work together to identify and refine community needs, resulting in projects that provide integrated services. First 5 Siskiyou is the principal governing body of its Proposition 10 revenue distribution and is the liaison to the First 5 California Children and Families Commission. The Strategic Plan is updated each year with the Commission.

Executive Director

The Executive Director is the primary staff member supporting the First 5 Siskiyou Children and Families Commission in Siskiyou County. The Executive Director is contracted by the Commission. The Executive Director is also the Commission's representative to First 5 California, First 5 Association, Ford Family Foundation, Oregon Community Foundation, and other local, regional and national partners.

Advisory Groups

Advisory (or Task) Groups are formed by the Commission as needed to address specific issues or areas of interest. These groups are comprised of Commissioners and/or non-Commission members, and focus on topics such as strategic planning, contracting, budget/ audit, site visit/ evaluation, or proposal review.

Financial Management

As of June 30, 2015, First 5 Siskiyou was established as a Public Agency with control of its own Strategic Plan and budget, independent of Siskiyou County government. First 5 Siskiyou has adopted and operates under Policies and Procedures as required by the First 5 Financial Management Guide relative to Conflict of Interest Policy of Commission members, Contracting and Procurement, Administrative Cost, Annual Audit, Salary and Benefits, and Funded Program Evaluation. Additionally, policies have been adopted to support the health and wellbeing of our youngest citizens and their families, as reflected in the First 5 Siskiyou Strategic Plan.

Independent Audit

First 5 Siskiyou contracts with an independent Accounting/Audit firm to complete its annual audit in compliance with statutory requirements enumerated in Health and Safety Code section 130151(b). The State Controller's Office, along with a committee composed of representatives from the First 5 California Commission, local commissions, the Government Finance Officers Association, county auditor controllers and independent auditors, developed the initial audit guide which is updated as needed by the State's evaluation committee. When First 5 Siskiyou's independent audit is completed, it is reviewed by the Commission's Budget/Audit Advisory Group and adopted through a Public Hearing by no later than October 30 each year. It is submitted to First 5 California and the State Controller's Office by November 1 of each year.

Project Funding and Administration

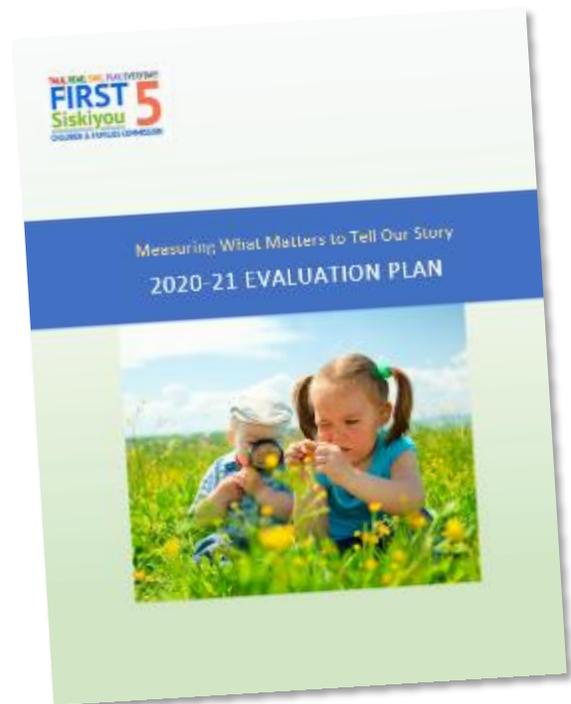
At a designated time each year, the Community and Family Resource Centers (FRCs) and other designated county wide partners present a Request for Funding to the Commission. At a regular Commission meeting, the proposals are reviewed, and funding decisions are made based upon the proposals' adherence to the Commission's established goals and priorities. When a program is proposed that is countywide in nature, the proponents are invited to present a Request for Funding to the Commission between typically between July and September each year. At a regular Commission meeting, the proposals are reviewed, and a funding decision is made based again upon the proposal's adherence to the Commission's established goals and priorities.

Reporting

All FRCs and County Common Projects are required to provide reports to the Commission. The FRCs provide comprehensive reports by January 10 (Mid-Year Report) and August 10 (Final Report). Each reporting period includes a financial report based on the original budget submitted with the proposal and substantiated by a Profit & Loss statement for that period. Each FRC grantee is required to present a report on its progress towards its goals at a regularly scheduled Commission meeting or through a site visit. In addition, site visits/observations will be conducted by Commissioners and/or the Executive Director for purposes of evaluating the qualitative outcomes of the funded projects. Reporting for County Common Projects follow a similar format. The opportunity to highlight progress will occur at Commission meetings at the request of the Commission. First 5 grantees have direct access to the First 5 Commission Executive Director as needed and regularly work together to support, individualize and update services to best serve families with young children. As needed or requested, First 5 Executive Director assigns contractors to support the FRCs.

Evaluation

Each year in Spring, First 5 Siskiyou reviews and refines its **strategic plan** to guide our actions in the upcoming fiscal year. The strategic plan is then supported by the agency-wide **evaluation plan**. To measure indicators, the Commission utilizes evaluation tools established by First 5 Siskiyou, Oregon State University, Portland State University, and Applied Survey Research. A representative from each funded partner is trained to collect and input data into First 5's evaluation system. Input is required quarterly by October 10, January 10, April 10, and July 10 for their respective programs. In addition to the data entry, funded projects collect surveys and other evaluation summaries at events or services.



PRIORITIZATION OF STRATEGIC OPPORTUNITIES

The strategies recommended are based on findings from the annual Kindergarten Readiness Assessment, the First 5 Siskiyou Annual Evaluation Report, as well as feedback from the Commission Strategic Plan workgroup, current opportunities, partner input, evaluator and staff. The strategies selected are those in which:

SELECTION CRITERIA FOR STRATEGIES

- **Need:** The strategy responds to a significant persistent community gap or need.
- **Capacity:** The strategy has been or can be implemented by First 5 Siskiyou in an impactful way.
- **Niche:** The strategy fills a niche not being filled by other services, thereby avoiding duplication.
- **Leverage:** First 5 Siskiyou can leverage other funds and partnerships to maximize reach and impact.
- **Sustainability:** The strategy can be sustained through blended and leveraged resources.
- **Return on investment:** The strategy will help avoid unnecessary costs in the future.

First 5 Siskiyou secures FRCs and other partners who can deliver the selected strategies. Considerations for funding may be weighted on how well grantees can illustrate the following:

SELECTION CONSIDERATIONS FOR GRANTEES

- **Evidence-based:** Uses or can use an evidence-based model or approach to implement the requested strategy.
- **Quality staff:** Has qualified staff to carry out implementation of the strategy.
- **Equity:** Is committed to using a service delivery approach that reduced disparities.
- **Collaboration:** Is committed to integrating service delivery with other partners to create a seamless, no-wrong-door ecosystem of First 5 Siskiyou programs and services for families.
- **Data Collection:** Has the capacity to collect and submit high quality, accurate data and provide summary reports.



First 5 Siskiyou’s Strategic Framework

VISION, MISSION, & GOALS

First 5 Siskiyou’s vision for the county’s children 0-5 and their families:

VISION

Siskiyou County’s children are safe, healthy, and prepared to succeed in school and life as a result of the support and nurturing they receive from their families, caregivers, educators, and communities.

To promote that vision, First 5 Siskiyou’s mission is the following:

MISSION

Increase positive outcomes for Siskiyou children and families through strong partnerships, a common agenda, and collective impact.

First 5 Siskiyou’s investments are organized around four broad community goals – Resilient Families, Quality Early Learning, Child Health and Development, and Strong Systems. First 5 Siskiyou’s overarching goal is for all children in Siskiyou County to be Kindergarten Ready. Kindergarten readiness leads to smoother transitions into the elementary school systems and predicts third grade achievement. First 5 Siskiyou’s four goals are as follows:

	GOAL 1:	GOAL 2:	GOAL 3:	GOAL 4:
GOAL	<p>RESILIENT FAMILIES</p> <p>Promote parental resilience, social connections, knowledge of parenting and child development, and concrete support in times of crisis.</p>	<p>QUALITY EARLY LEARNING</p> <p>Ensure children are healthy and have the socio-emotional and cognitive skills to enter kindergarten ready to succeed.</p>	<p>CHILD HEALTH & DEVELOPMENT</p> <p>Promote each child’s healthy physical, dental, social, and emotional development.</p>	<p>STRONG SYSTEMS</p> <p>Coordinate and collaborate with other willing organizations to build new systems, strengthen the capacity of existing ones, and provide comprehensive and coordinated services for young children and their families.</p>

VALUES

Our core values describe what is important to us as we carry out our work:

- **Collaboration:** First 5 Siskiyou works cooperatively with communities and within established systems to develop common goals, leverage resources and maximize efficacy of services for children and families.
- **Innovation:** First 5 Siskiyou works with partners to identify and apply fresh solutions based on evidence and best practice to meet the specific needs of the diverse communities within our county.
- **Excellence:** First 5 Siskiyou seeks to attain the highest quality outcomes, measured against established best practices and the most credible current research.
- **Accountability:** First 5 Siskiyou is results-driven, and responsible for the resources the public entrusts in fulfilling its fiduciary, programmatic and legal requirements.
- **Respect:** Centering in equity and unity, First 5 Siskiyou welcomes and embraces input and assistance from families, partners and communities to offer every child and family support and access to resources.
- **Invest Locally:** First 5 Siskiyou understands the importance of community-based investments and is committed to funding Family Resource Centers as well as other services in our communities.

“Before you speak, ask yourself if what you are going to say is true, is kind, is necessary, is helpful.

If the answer is no, maybe what you are about to say should be left unsaid.”

~ Bernard Meltzer ~

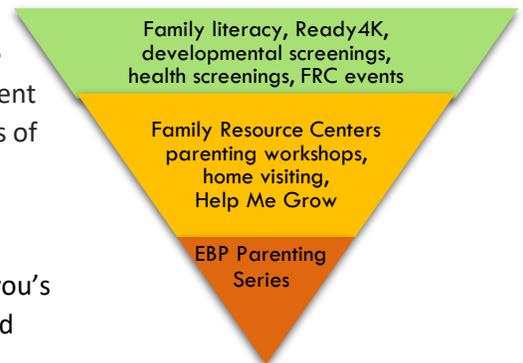
PRINCIPLES

The manner in which First 5 Siskiyou approaches its work is essential for our success. Therefore, First 5 Siskiyou will strive to:

- **Build** long term partnerships by fostering relationships beyond current contracts and programs. Focus on contributions of others rather than our own.
- **Sustain** constructive relationships based upon mutual respect, candor, and confidentiality. Always promote a tone of care, joy, passion, compassion, positive attitude and professionalism
- **Lead** with care, foster unity, share knowledge, work as a team, be nimble and flexible. Act with honesty integrity and kindness
- **Include** the perspectives, opinions, and experiences of the broadest possible sector of the community.
- Be **accessible** and welcoming. Listen, communicate clearly and respectfully.
- **Follow** ethical practices and ensure transparency in all aspects of the work.

STRATEGIC DESIGN: A TIERED APPROACH TO SERVICES

In order to make the best use of scarce resources, First 5 Siskiyou will provide “light touch” **universal** primary prevention services to the entire population. First 5 Siskiyou provides **early intervention** supports to prevent emerging needs from worsening, whether these be developmental needs of children or stabilization support for families. The third tier includes **intervention** services to address needs, such strengthening parent-child relationships amongst families in the child welfare system. The strategic framework on the next page ties the work all together, from First 5 Siskiyou’s efforts, to short term desired results, to longer term community goals and impact.



FIRST 5 SISKIYOU STRATEGIC FRAMEWORK

STRATEGIES

Kit for New Parents

Home Visitation

Family Resource Centers

Parent Education

Ready4K

Family Literacy Promotion

Playgroups

Quality Counts Siskiyou

Nutrition Support

Tobacco Cessation

Help Me Grow

Help Me Grow Siskiyou
Siskiyou Professional Development Partnership
Siskiyou Family Resource Center Network
Siskiyou Home Visitation Systems Coordination
Siskiyou Strengthening Families Collaborative
CAPC Child Abuse Prevention Month
Parent Advisory Group

DESIRED RESULTS

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

- Parents and caregivers read aloud with their children
- Children have access to high-quality early care and education
- Children enter kindergarten prepared to succeed

- Children are healthy and well nourished
- Children meet developmental milestones

- System partners have increased capacity to promote child and family outcomes
- System partners are efficient and effective collaborators (leverage, cross-refer, etc.)
- C/FRCs help prevent child abuse
- C/FRCs engage parents as advisors of service delivery
- First 5 Siskiyou increases financial and leveraged resources in the county



COMMUNITY GOALS

Resilient Families

Promote parental resilience, social connections, knowledge of parenting and child development, and concrete support in times of crisis.

Quality Early Learning

Ensure children are healthy and have the socio-emotional and cognitive skills to enter kindergarten ready to succeed.

Child Health & Development

Promote each child's healthy physical, dental, social, and emotional development.

Strong Systems

Coordinate and collaborate with other willing organizations to build new systems, strengthen the capacity of existing ones, and provide comprehensive and coordinated services for young children and their families.



Kindergarten Readiness

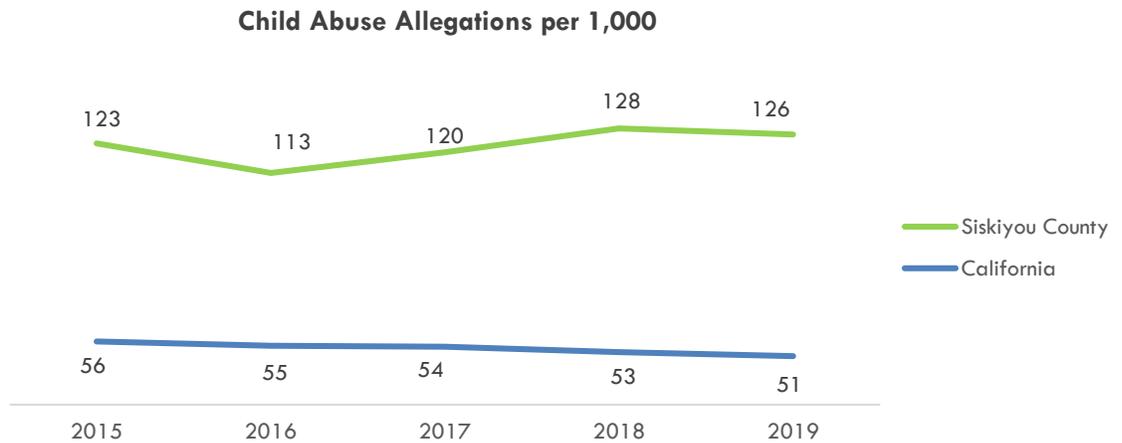
Goal 1: Resilient Families

GOAL	Promote parental resilience, social connections, knowledge of parenting and child development, and concrete support in times of crisis.
RESULTS	<ul style="list-style-type: none"> • Families have access to resources and support in time of need to support self-sufficiency • Parents provide nurturing and positive emotional support to their children • Families increase social connections through locally-based family friendly activities

COMMUNITY NEEDS

Data gathered through the strategic planning process revealed the following challenges and opportunities:

- **Child poverty is high but decreasing.** At \$57,297, the county’s median income for families with children under 18 is only 71% of the state median income of \$80,237.ⁱ An estimated one-quarter of children under the age of 6 years in Siskiyou County suffer from poverty, with disparities occurring among racial/ethnic groups. Additionally, in 2019, 1,159 families received CalWORKs.ⁱⁱ
- **Food security is an issue.** One in four (24.7%) Siskiyou County children under 18 years of age were food-insecure in 2018, higher than the statewide rate of 15.2% (map.feedingamerica.org, 2018). As of 2019, 6,909ⁱⁱⁱ individuals in the County received CalFresh benefits.
- **Child abuse allegations are twice as prevalent as the statewide average.** In 2019, the rate of child abuse allegations for children 0-5 was 126 per 1,000 (330 children), compared to the state at 51 per 1,000.^{iv} Additionally, there were 27 children ages 0-5 in foster care.^v



- **Adverse Childhood Experiences (ACEs) are prevalent:** According to the Family Social History Questionnaire, 41% (n=46) of parent education participants experienced abuse as a child by a person in their family, and almost half of participants (45%; n=53) witnessed abuse between their parents as a child. Additionally, 16% say their child has also experienced abuse inside the family.

- **Behavioral health issues are prevalent:** Almost half (40%; n=45) of FRC participants attending parenting classes have had a problem with alcohol and/or other drug abuse, and one-third (34%; n=36) reported having a spouse who has had a problem with alcohol and/or other drug abuse.
- **About half of families have strong protective factors:** Through the funded FRCs, First 5 Siskiyou works with families to understand their strengths and needs, and then connect them to the support they need and build protective factors. The Family Intake Form asks parents about series of statements related to protective factors. Families said it was “definitely true” that they had someone to turn to for advice on child-rearing (68%), and to talk about problems (67%) (*Social Connections*). More than half of families (58%) also said it was “definitely true” for them that they knew which program to contact for meeting needs (*Concrete Support in Times of Need*), and 58% knew what to expect at each stage of their children’s development (*Knowledge of Parenting and Child Development*). Protective factors appeared to wane slightly compared to 2018-19, but this was due to the fact that more respondents indicated *somewhat true* than they had in previous years; however, the percent indicating *not true at all* or *not very true* was unchanged between the years (about 5%).

CURRENT STRATEGIES

To achieve the desired outcomes in the Resilient Families goal area, strategies may include:

- **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.
- **Welcome Home Baby!**
 - Welcome Home, Baby! is a south Siskiyou county home visitation program to provide new parents with information, support, and a trusted partner to help them through the journey of the first few weeks and months of parenting. Services offered include information and support about newborns, personalized answers to 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 including breastfeeding support 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 families will receive a package that contains the First 5 Kits for New Parents, the Breastfeeding Answer Book by Dr. Jack Newman, and the ACOG Postpartum Depression pamphlet (which contains the Edinburgh self-test). They also provided handouts from CalFresh, Text 4 Baby, Children’s Oral Health, practitioner’s customized list of 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.
- **Siskiyou County Family/Community Resource Centers/Community Center**
 - 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 family support through FRC activities. Siskiyou FRCs build upon local culture, strengths and resources, and serve as intergenerational hubs of activity and support. FRCs link the faith community, county agencies, schools, health providers, service clubs and local governments to families and individuals, thereby increasing families’

access to services and support as well as agencies' opportunities for community involvement and civic engagement.

- 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 Vehicle for Change, 2017).
- FRCs use the Strengthening Families model to capitalize upon families' strengths, increase their protective factors, and increase their capacity to be healthy involved members of dynamic communities. Consequently, over the years, many Siskiyou County families who participated in FRC programs have increased their access to food, improved their parenting skills, improved their ability to obtain and keep jobs, worked through the struggles of addiction and mental health, and made healthy social connections that last beyond their involvement in the FRCs.

■ Evidence-Based Parenting Education Classes and Workshops

- 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, Oregon Community Foundation, College of the Siskiyou's Foster/Kinship program, Mental Health Services Act, Siskiyou County Probation, Karuk Tribe, Lilliput Family Support Services, Siskiyou Early Head Start, Shasta 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 provided in communities throughout the county; and
 - Provide capacity building trainings by national experts for those who work with families.
- The parenting classes are taught by topic area experts, including licensed clinicians, certified drug and alcohol counselors, educators, and child development specialists. Some of the programs have parents practice the skills with their children in group settings. All classes include quality childcare, and family-style meals. Virtual classes were quickly added to support families during COVID-19 pandemic. Some virtual classes will continue beyond the current situation. Because of diverse funding partnership parenting education program reaches families with children birth to 18 years of age.
- Through a primary partnership with Siskiyou YMCA First 5 Siskiyou and other community partners, a county wide effort is in place to provide child sexual abuse prevention education through Darkness to Light Stewards for Children program. In addition, annual trainings and education opportunities are provided on Child Sexual Trafficking.

■ Ready4K

- In Fiscal Year 2020-2021 First 5 Siskiyou secured a contract with Ready4K Trauma Informed Evidence Based text platform parenting education program to elevate access to sound parenting education resources to families' birth to 10 years of age. Current funding partners include Siskiyou MHSA and Siskiyou County Office of Education Homeless Youth Services.

ADDITIONAL STRATEGIES TO CONSIDER

- Increase education campaigns related to: safe sleep, bedtime recommendations, child abuse prevention, Protective Factors parenting tips and developmental milestones
- Provide or increase access to recorded parenting education resources
- Expand Ready4K
- Provide targeted education and outreach for EITC
- Increase investments in Family Fun events
- Continue Darkness to Light Child Sexual Abuse Presentation Education



Goal 2: Quality Early Learning

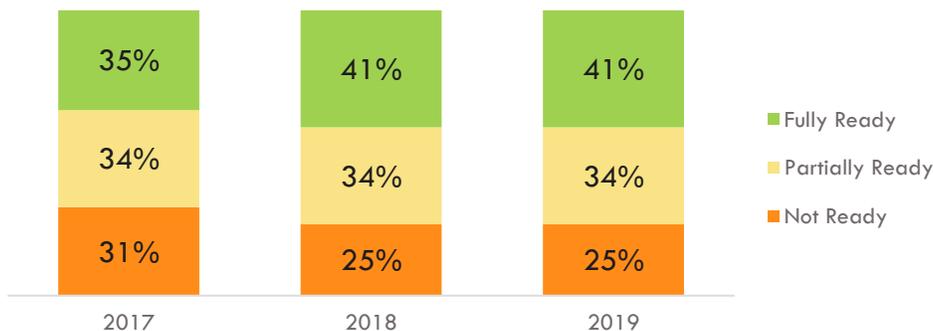
GOAL	Enhance the ability of early care and education settings to nurture children’s health, socio-emotional, and cognitive development.
RESULTS	<ul style="list-style-type: none"> • Parents and caregivers read aloud with their children • Children have access to high-quality early care and education • Children enter kindergarten ready to succeed

COMMUNITY NEEDS

A scan of community needs in Siskiyou County revealed the following challenges and opportunities:

- **Family read-aloud time has increased:** Almost 80% of families reported reading at least five times a week with their child for more than five minutes, up from 76% in previous years. This may be due to the increased reach of Dolly Parton Imagination Library and First 5 activities to promote early literacy.
- **Preschool enrollment rates have been decreasing.** In 2019, the percentage of children ages 3-4 enrolled in child care or preschool was 36%.^{vi}
- **Kindergarten readiness has been gradually increasing.** 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. 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 are addressed through First 5 Siskiyou partnerships. By 2019, the percent of students *Fully Ready* for kindergarten increased to 41%.

Countywide Kindergarten Readiness



- **Third grade reading proficiency has been generally stable but reveals stubborn achievement gaps.** Overall, 35% of Siskiyou County 3rd grade students met or exceeded standards for English Language Arts in 2018, compared to 49% of students statewide (DataQuest, 2019).^{vii} The achievement gap between low income students and their higher income peers in the county has been persistent over the years.

CURRENT STRATEGIES

To achieve the desired outcomes in the Quality Early Learning goal area, strategies may include:

■ Quality Counts Siskiyou:

- Continue to enhance the quality of early learning and expanding the number of ERS and CLASS certified observers, assessors, and trainers in the county that utilize the QRIS system. Quality Counts Siskiyou (QCS) is a locally-implemented quality rating and improvement system (QRIS) administered by First 5 Siskiyou and co-funded from First 5 California and CA Department of Education. It supports early childhood centers, preschools, family child care homes and FRC play groups that voluntarily commit to continuous quality improvement based upon state and nationally recognized quality standards. QCS additionally coordinates with the early care and education community to help ensure high quality programs and increase knowledge for parents, educators, and caregivers about the importance of quality environments and interactions. Quality Counts partners included: First 5 Siskiyou, the Child Care Planning Council, the Siskiyou Child Care Council, and the College of the Siskiyous' (COS) Early Childhood Education Program. First 5 applies for the CA State Preschool Program QRIS funds on behalf of Siskiyou County Office of Education (SCOE). A portion of the funds are used by SCOE to the increase days of service for the Local Child Care Planning Council Coordinator to act as a coach for Quality Counts Siskiyou. The balance of the funds are contracted back to First 5 for QRIS system, coordination and program incentives. The First 5 QRIS Coordinator works with coaches to support the locally based services and supports.

■ Playgroups

- Playgroups provided 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 were always available to families. These community-based play groups are co-funded by the Siskiyou County Library and First 5.

■ Family Literacy

- Continue to implement book distribution programs to promote the importance of daily reading, singing, playing and talking. Books are distributed through FRCs, early care and education programs, Health and Human Services agencies, Reach Out and Read, Food Bank, Red Scarf Society, Kindergartens, Siskiyou County Fair, Community events and celebrations. Additionally, Library, First 5 is also a subscriber to Dolly Parton Imagination Library, which mails books each month to participating families.
- Through a partnership with Siskiyou County Library, First 5 Siskiyou provides matching funds to increase the menu of quality early childhood books as well as parenting education books and resources.

ADDITIONAL STRATEGIES TO CONSIDER

- Work with partners to increase support and resources for Family Friends and Neighbors.
- Continue Kindergarten Readiness Assessment partnership with schools.

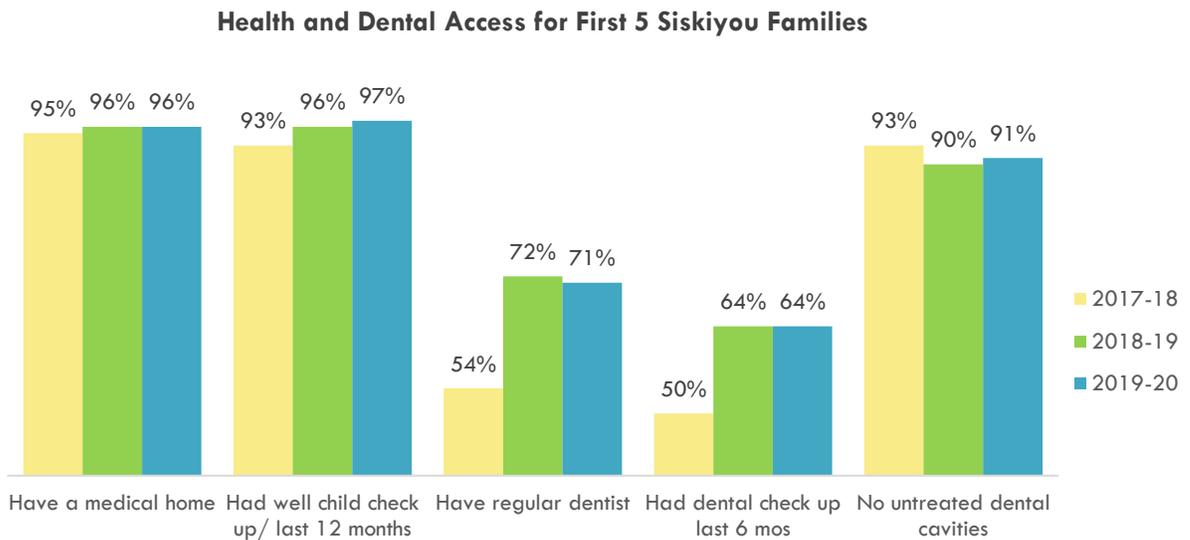
Goal 3: Child Health and Development

GOAL	Promote each child’s physical, social, and emotional development.
RESULTS	<ul style="list-style-type: none"> • Children are healthy and well nourished • Children meet developmental milestones

COMMUNITY NEEDS

A scan of community needs in Siskiyou County revealed the following challenges and opportunities:

- **Birth outcomes are less favorable than statewide averages.** In 2020, there were 441 babies born in Siskiyou County.^{viii} However, 76% had adequate prenatal care, compared to 84% statewide, and the percent of babies born low birth weight was 7.9% compared to 6.9% statewide. The teen birth rate is 18.8 per 1,000 births, about 26% higher than the statewide rate of 14.2.^{ix}
- **Children’s health access remains high, but less so for dental care:** Almost all children (98%) had health insurance, including Medi-Cal (75%), and almost all children (97%) had been to the doctor for their well-child checks, compared to 62% of Medi-Cal -enrolled children countywide. Additionally, 71% of children had a regular dentist, 64% had seen the dentist in the past six months, and 91% had no untreated cavities.



CURRENT STRATEGIES

To achieve desired outcomes in the Child Health and Development goal area, strategies may include:

■ Health Access and Utilization Resources

- Family and Community Resource Centers provided support and referrals for health utilization and access resources:
- Referral for health insurance enrollment
- Referral to health or dental provider
- Enrollment assistance in WIC, CalFresh/ Food stamps
- Education about well-child visits
- Referral for car seat distribution
- ASQ and ASQ-SE screenings
- Referral to early intervention support

■ Nutrition Education and Fitness

- The key goal of this service area 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 (HOTM) program, with supplies and resources provided to the FRCs from Siskiyou County Public Health and First 5. Children and their parents are introduced to a different fruit or vegetable each month over the course of the nine-month school year. Forms of education include taste testing, newsletters, flyers, posters, and books that correlate with highlighted produce. Nutrition education is integrated into 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.
- Siskiyou County Public Health's CalFresh Healthy Living collaborates with five additional preschools in Siskiyou County for HOTM activities. In addition, several FRCs host WIC at their site and promote these critical resources to families.

■ Help Me Grow

- First 5 Siskiyou is a Help Me Grow affiliate, in partnership with Klamath Health Services, funding from the Ford Family Foundation and support of the First 5 Association. This collaboration enabled First 5 and partners to expand from oral health, vision, and hearing screens to include developmental (ASQ-3) and social emotional (ASQ-SE) screenings as well.

ADDITIONAL STRATEGIES TO CONSIDER

- Target CalFresh outreach for hard-to-reach populations.
- Work with partners to create targeted education for Prenatal visits /care.
- Work with partners to increase education for “First Year First Tooth” recommendation, establishing dental homes and oral health screenings.
- Promote the Kindergarten Oral Health Assessment as a community-wide gauge of oral health.

Goal 4: Strong Systems

GOAL	Strengthen local systems to meet the needs of all children and families in a high quality, sustainable manner.
RESULTS	<ul style="list-style-type: none"> • System partners have increased capacity to promote child and family outcomes • System partners are efficient and effective collaborators (leverage, cross-refer, etc.) • C/FRCs help prevent child abuse • C/FRCs engage parents as advisors of service delivery • First 5 Siskiyou increases financial and leveraged resources in the county

COMMUNITY NEEDS

A scan of community needs in Siskiyou County revealed increased demand for the following services:

- **Connections to community services is gradually increasing:** Compared to previous years, the most commonly-used services by families (n=244) in the prior 6 months were *food support services* (52%), followed by the *library* (39%), *playgroups* (36%) and *family resource centers* (35%).

POTENTIAL FIRST 5 STRATEGIES

To achieve the desired outcomes in the Strong Systems goal area, strategies may include:

- **Siskiyou Community Resource Collaborative (SCRC)**
 - The purpose of the Siskiyou Community Resource Collaborative is to: 1) collectively coordinate the efforts of the FRCs around the county, and 2) to strengthen the capacity to deliver high quality programs, to be a valuable resource in their communities, and to be sustainable. Five FRCs are part of the collaborative Network and three FRCs are independent. Seven FRCs regularly attend the convenings. The SCRC and FRCs are actively engaged with their local preschools, home visitation programs, family child care homes, and elementary schools.
- **Siskiyou Home Visitation Systems Coordination**
 - By invitation, First 5 Siskiyou receives funding from the Ford Family Foundation to be part of a multi-county collaborative to strengthen systems for home visitation. Community partners endorsed and recommended First 5 Siskiyou as the lead agent for this grant. The vision for the project is for Siskiyou County to have a coordinated home visiting (HV) system that strengthens and benefits all home visiting models. The long-term goal for the project is to expand the region's capacity to serve more families. The work is primarily focused on:
 - Improving internal communication between and among home visiting providers;
 - 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; and
 - Development of a regional home visitor professional development plan to promote shared training opportunities.

■ **Siskiyou Strengthening Families (Parenting Education) Collaborative**

- The Siskiyou Parenting Education Collaborative is part of the Oregon Parenting Education Collaborative (OPEC) system that works with local and regional partners to connect families through parenting education. OPEC is a partnership between four of Oregon's largest foundations ([The Oregon Community Foundation](#), [The Ford Family Foundation](#), [Meyer Memorial Trust](#) and [The Collins Foundation](#)) and [Oregon State University](#) (OSU), and includes many agencies: Siskiyou County Human Services - Mental Health Services Act, Adult and Family Services, Siskiyou County Probation, Dunsmuir High School, Siskiyou Early Head Start, Karuk Tribe, College Of The Siskiyou's Foster Kinship Program, Lilliput Families, California State Adoption, Local Childcare Planning Council, Foster Family Agencies, Siskiyou County Court Mediation Services, FRCs, Siskiyou Domestic Violence and Crisis Center, and more. The Collaborative collectively advocates and plans for increased parenting education programs, classes, and support services for families. The Collaborative offers a menu of county-wide educational opportunities offered by multiple funders. Additionally, parents have access to parenting education resources from monthly newsletters developed by Oregon State University, community-based classes, media, and the First 5 CA Parent website.

■ **Siskiyou Professional Development Partnership**

- First 5 Siskiyou promotes the wellbeing of children by building the capacity of service providers through free, high quality professional development trainings. The Siskiyou Professional Development Partnership is comprised of child-centered institutions, such as Behavioral Health Mental Health Services, Child Protective Services, early childhood educators, Head Start/Early Head Start, FRCs, and Foster Family Agencies.

■ **Child Abuse Prevention:**

- First 5 Siskiyou will encourage activities during Child Abuse Prevention Month each October to increase community awareness about child abuse prevention and intervention.

■ **Parent Advisory Group**

- Beginning in FY 2022-23, First 5 Siskiyou will ask each of its partner community/ family resource centers to form parent advisory groups. These groups will provide input to the C/FRC operations and help ensure that programming is responsive to families' needs.

■ **Partnership with Siskiyou County Behavioral Health**

- In an effort to improve access to developmentally appropriate therapeutic services for young children, First 5 Siskiyou continues to partner with Siskiyou County Behavioral Health to fund supportive resources, and the Therapeutic Playroom at Children's Systems of Care. First 5 Siskiyou will continue to support efforts through a partnership with UCSF and Siskiyou Behavioral Health to elevate the knowledge of Siskiyou Behavioral Health providers through virtual trainings. Mental Health providers will participate in a series of trainings including Diagnostic Classification of Mental Health and Developmental Disorders of Infancy and Early Childhood (DC:0-5™) as well as Child Parent Psychotherapy. These resources are also available to other local mental health providers.

ADDITIONAL STRATEGIES TO CONSIDER

- Explore service path for Path 1 and 2 differential response families.
- Expand coordinated referral system.
- Design systems to successfully adopt the responsibility of CAPC; Based on CAPC designation, expand partnerships with schools.

- Explore the possibility with Public Health to offer mobile services in locations without FRCs.
- Continue to offer services virtually.
- Launch Cradle to Careers for Siskiyou County
- Continue to evaluate, improve and streamline internal systems and staffing for efficiency, fiscal accountability and successful succession planning.

Financial Plan 2021-2016

Source Year	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Revenue			Projected		
Prop 10 Revenue	490,000	490,000	490,000	490,000	490,000
CA State Revenue	175,000	175,000	175,000	175,000	175,000
Government Contracts - Federal	103,074	103,074	103,074	97,000	97,000
Government Contracts - Local	206,109	206,000	200,000	190,000	185,000
Interest	5,500	3,000	3,000	3,000	3,000
Grants	28,953	25,000	25,000	25,000	20,000
Public/Foundation Funds	218,600	185,000	185,000	185,000	180,000
CA Quality Counts Consortium (CAQCC)	109,066	109,966	109,966	109,966	109,966
Donations/DPIIL	30,000	25,000	25,000	25,000	25,000
Total Revenue	1,366,302	1,322,040	1,316,040	1,299,966	1,284,966
Total Expenses	1,339,784	1,321,879	1,316,050	1,298,150	1,283,150

First 5 Siskiyou Evaluation Plan

This table connects the Strategic Plan goals, results and indicators to the various funded or leveraged efforts carried out by First 5 Siskiyou, and in effect, ‘assigns’ strategic plan indicators to each program.

GOAL & RESULT	PROGRAM	INDICATORS	DATA SOURCE
Resilient Families			
Families have access to resources and support in times of need to support self-sufficiency	FRC Resource and Referral	Number of parents receiving direct support for: Earned Income Tax Credit	
		Number of parents receiving direct support for: TANF/ CALWORKs	
		Number of referrals for: Housing	
		Number of referrals for: Mental health	
		Number of referrals for: Drugs and alcohol	
		Number of referrals to: Adult Education Pathways	
		Number of referrals to: Home visiting (Welcome Home Baby, Early Head Start)	
Parents provide nurturing and positive emotional support to their children	Kit for New Parents	Number of “New Parent Kits” distributed through Family/Community Resource Centers	
	Welcome Home Baby	Number of referrals to: Welcome Home Baby / Early Head Start or other home visiting program	
		Number of 1) mothers and 2) infants participating in the First 5-funded Welcome Home, BABY! visit initiative, by <ul style="list-style-type: none"> - Mothers ethnicity and language - Infant ethnicity and language - WIC (income proxy) 	
		Number of mothers who are given the Edinburg Depression Screen Number of mothers given resource/ referral for postpartum depression	
		Number of home visitation contacts: <ul style="list-style-type: none"> - Total - Per mother - Average 	
		Percent of mothers at hospital discharge who are: <ul style="list-style-type: none"> - Exclusively breastfeeding - Combination: BF and formula - Formula only 	
		Percent of mothers at 6 months who are <ul style="list-style-type: none"> - Exclusively breastfeeding - Combination: BF and formula 	

GOAL & RESULT	PROGRAM	INDICATORS	DATA SOURCE
		- Formula only	
		Number of parents who receive Kit For New Parents	
		Number of parents who referred to enroll in Imagination Library	
		Number of parents referred to: <ul style="list-style-type: none"> - FRC - Home Visiting programs - Early Head Start Programs - WIC 	
	Parenting <i>Workshops</i> , including Darkness to Light and ACES	Number of families with children prenatal to under age 6 who participate in workshops, by type of workshop	
		Percentage of parents participating in workshops who report increased knowledge and satisfaction (participant surveys)	
	Parenting Education <i>Series</i>	Number of evidence-based parenting series offered to families with children prenatal to under age 6	
		Number of families with children prenatal to under age 6 who participate in evidence-based series	
		Percentage of parents participating in evidence-based parenting series who report improvements in parenting behaviors (OSU Evaluation)	
	Ready4K	Number of parents served	
		Number of parents who increase positive interactions with their children	
	Families increase social connections through locally-based family friendly activities	Number of support groups and other educational opportunities provided through Family/Community Resource Centers to support families with children pre-natal to 5 years old.	
Number of First 5 funded/co-funded family friendly events and gatherings (Family Fun events)			
Number of individuals attending family friendly events			
Quality Early Learning			
Children and families have access to high-quality early care and education	Resource &Referral	Number of referrals for: Child Care	
		Percentage of First 5 participants who have a regular source of quality child care (center or family-based)	
	Quality Counts Siskiyou	Number of licensed care providers and alternative sites participating in IMPACT / QRIS	
		Number of children enrolled in centers participating in IMPACT / QRIS	
		Number of IMPACT sites that are rated, and quality rating of each	
	Playgroups	Number of early childhood educators, social workers, health, mental health providers, family support workers, home visitors, CASAs and other providers participating in IMPACT training and education opportunities co-funded by First 5	
		Number of active playgroups funded/co funded by First 5	
		Number of playgroup sessions held	

GOAL & RESULT	PROGRAM	INDICATORS	DATA SOURCE
		Number of children participating in playgroups	
		Number of parents/caregivers participating in playgroups	
Parents and caregivers read aloud with their children	Family Literacy Promotion	Number of events and strategies used to promote Imagination Library	
		Number of books distributed by: First 5 Siskiyou funded book distribution (FRCs/ Playgroups, preschools)	
		Number of books distributed by: Dolly Parton’s Imagination Library	
		Number of books distributed at other venues (combined): <ul style="list-style-type: none"> - Siskiyou County Library - Community Events - Red Scarf Society - Read Across Siskiyou - Center in the Health and Human Services Department’s Waiting Room - Books 4 Babes - Books for Babies - Reach Out and Read (ROR) 	
		Percent of DPIL participants who report reading to their children every day	
		Number of Family Fun or community <u>events</u> that promote daily reading with children, including family literacy events, pajama story times, by type	
		Number of <u>families</u> reached with family fun community events that promote daily reading with children, including family literacy events, pajama story times (column J)	
		Percent of First 5 families who report they read aloud with their children every day	
Children enter kindergarten “ready to succeed”	Parent education about Kindergarten Readiness	Number of trainings and activities that increase family knowledge about healthy child development and the practices that promote children’s readiness for kindergarten	
	Kindergarten Readiness Assessment	Percent of First 5 families who put their children to bed at 8:30 or earlier	
		Percent of First 5 families whose children have breakfast everyday	
		Percent of First 5 families who report they play with their children every day (e.g., art activities, puzzles, singing)	
		Percent of children (and former First 5 participants) ready for kindergarten	
Child Health and Development			
Children are healthy and well nourished	Nutrition Education and Fitness	Number of trainings and activities that promote healthy nutrition such as Color Me Healthy and Harvest of the Month activities at preschools, play groups, parent education classes and community events	
		Number of parents receiving direct support for: Enrollment in WIC, CalFresh/ Food Stamps, food pantries	
	Health Access and Utilization	Number of parents receiving direct support for: Education about Immunization	
		Number of referrals for: Health Insurance enrollment	
		Number of referrals for: Health or dental provider	
	Number of parents receiving direct support for: Education about well-child visits		

GOAL & RESULT	PROGRAM	INDICATORS	DATA SOURCE
		Number of referrals for: Tobacco cessation	
		Number of referrals for: Car seat distribution	
		Percentage of children in First 5 funded programs who are immunized	
		Number/ percent of children who had medical check-up (well-child visit) in the last 6 months	
		Number/ percent of children who had dental check up in the last 6 months	
Children meet developmental milestones	Help Me Grow / FRC developmental screening activities	Number of children with a developmental screening (ASQ or ASQ-SE) (HMG indicator 1a, 4a)	
		Number of children flagged with Developmental Concerns (general development, developmental concern, cognitive learning, communication, adaptive) (HMG 2a)	
		Number of children receiving referrals for Developmental services (HMG 3a)	
		Number of children who were provided sufficient support by initial service and did not require referrals	
		Number of children who received referrals and follow up	
		Number of children who received referral and do not follow up	
Strong Systems			
System partners have increased capacity to promote child and family outcomes	Siskiyou Home Visitation Systems Coordination	Number of home visiting partners engaged in the Siskiyou Home Visitation Systems Coordination project	
		Percent of participating programs who increase 1) coordination and capacity, 2) community awareness about Home Visiting programs, and 3) coordinated referrals between programs	
	Siskiyou Strengthening Families Collaborative	Number of meetings	
		Numbers of training offered	
	Siskiyou Professional Development Partnership	Number of training opportunities for service providers co-funded by First 5	
		Number of service providers participating in training opportunities co-funded by First 5	
		Percent of participants who reported the trainings were helpful	
System partners are efficient and effective collaborators	Siskiyou Family Resource Center Network	Number of FRCs who participate in the FRC Network to promote cost savings, operational efficiency, local community engagement, shared decision making and effective outcomes	
		Number (and list) of partners that are active collaborators with FRCs to support families with children prenatal through 5 (e.g., Family childcare homes, elementary schools, Human Services Agency)	
		Percent of First 5 partners who rate the partnership with First 5 as helpful or very helpful	
C/FRCs help prevent child abuse	Child Abuse Prevention Month	Number of outreach activities	
C/FRCs engage parents as advisors of service delivery	Parent Advisory Group	Parent Advisory Group formed	
		Number of members	
		Number of Parent Advisory Group meetings held in 12 months	
		Average attendance at each meeting	

GOAL & RESULT	PROGRAM	INDICATORS	DATA SOURCE
<p>Increases financial and leveraged resources in the community</p>		<p>Amount of funding received in the fiscal year</p>	
		<p>Amount of 1) cash donations and 2) in-kind support drawn down by FRCs from sources other than First 5 to support children and families</p>	

Endnotes

- ⁱ US Census Bureau, American Community Survey, 2019 5-year estimates.
https://data.census.gov/cedsci/table?q=S1903&g=0400000US06_0500000US06093&tid=ACSST5Y2019.S1903&hidePreview=false
- ⁱⁱ California Dept. of Social Services, [CalWORKs Cash Grant Caseload Movement Report](#); California Dept. of Finance, [Population Estimates and Projections, 2000-2009, 2010-2060](#) (Mar. 2019).
<https://www.kidsdata.org/topic/670/calworks/table#fmt=953&loc=322,2&tf=124&sortType=asc>
- ⁱⁱⁱ Tableau Public (2019). <https://public.tableau.com/profile/california.department.of.social.services#!/vizhome/CFdashboard-PUBLIC/CFCaseloadDemos>
- ^{iv} Allegations: <https://ccwip.berkeley.edu/childwelfare/reports/AllegationRates/MTSG/r/rts/s>
- ^v CCWIP reports. Retrieved September 2020, from University of California at Berkeley California Child Welfare:
 Foster Care (all entries): <https://ccwip.berkeley.edu/childwelfare/reports/EntryRates/MTSG/r/rts/s>
- ^{vi} US Census Bureau, American Community Survey, 2019 5-year estimates
https://data.census.gov/cedsci/table?q=ACSST1Y2019.S1401&g=0400000US06_0500000US06093&tid=ACSST5Y2019.S1401&hidePreview=false
- ^{vii} California Department of Education. <https://caaspp-elpac.cde.ca.gov/caaspp/DashViewReport?ps=true&lstTestYear=2019&lstTestType=B&lstGroup=1&lstSubGroup=1&lstSchoolType=A&lstGrade=13&lstCounty=00&lstDistrict=00000&lstSchool=0000000>
- ^{viii} California Department of Finance. Calendar year estimated and projected births for California and counties: 1990-2040. Retrieved from the web:
http://www.dof.ca.gov/Forecasting/Demographics/Projections/documents/P_Births_Report.xlsx
- ^{ix} CDPH County Health Status Profile, 2019.
https://www.cdph.ca.gov/Programs/CHSI/CDPH%20Document%20Library/CountyProfiles_2019.pdf