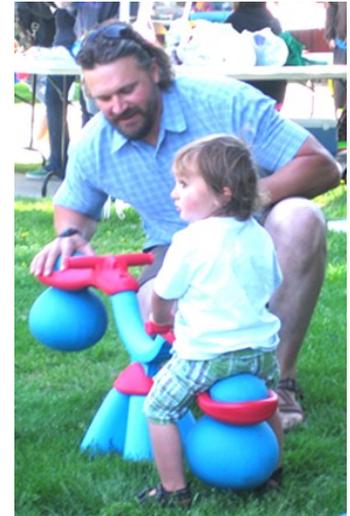
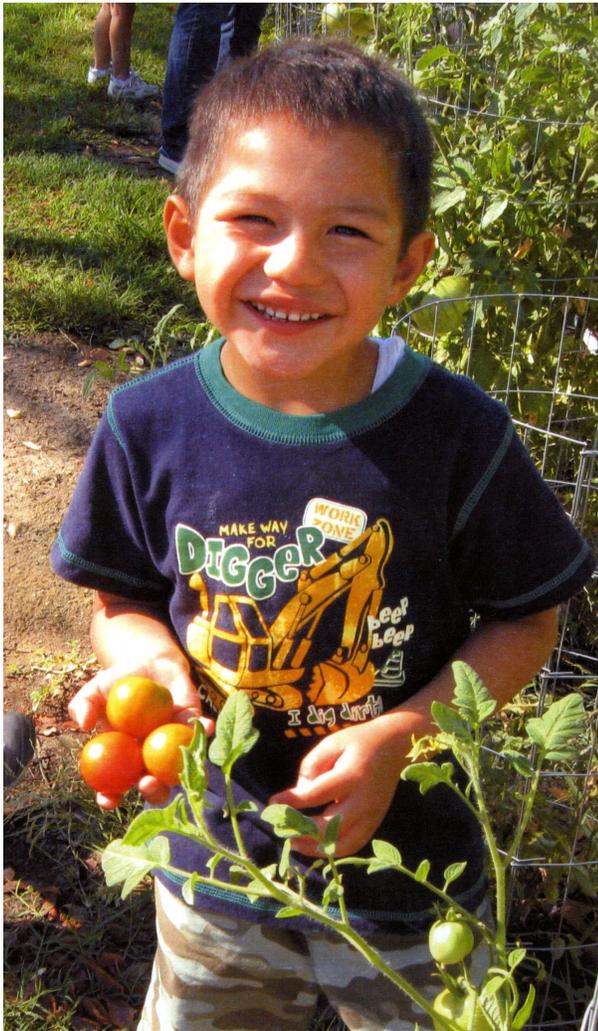




HELPING OUR
KIDS GROW UP
GREAT!

Strategic Plan 2014-2019



FIRST 5 INYO'S VISION:

All children in Inyo County will thrive in supportive, nurturing, and safe environments, enter school healthy and ready to learn, and become integrated, contributing members of society.



FIRST 5 INYO'S MISSION:

The mission of First 5 Inyo County is to fund outcomes that promote optimal early development, shaping the trajectory of a child's life to yield ongoing benefits & rewards. We do this by investing in the 5 Protective Factors in each Inyo community to improve child health, child development, family strengths and critical resources for children from before birth through Kindergarten entry at age 5.



Developed by the Center for the Study of Social Policy, & adopted by U.S. Department of Health & Human Services, research shows that the Five Protective Factors Framework is a tool measuring the network of resources communities have created to strengthen families. Community investment in all 5 of these factors has been proven to result in lower rates of child abuse, child neglect, and domestic violence. By adopting this framework we will equip Inyo children to live happier, healthier, & more productive lives.

The 5 Protective Factors Are:

1. Parent Resiliency
2. Parent Knowledge of Child Development
3. Child Development
4. Access to Basic Supports in Crisis
5. Social Connectedness

FIRST 5 INYO'S STRATEGIC GOALS:

1. *Ensure children 0-5 receive timely and adequate health services to prevent, detect, and treat health issues.*
2. *Improve the development of children 0-5 and promote successful transition to school.*
3. *Support optimal parenting and family self-sufficiency.*
4. *Improve systems of care and leverage existing resources throughout Inyo County.*

FIRST 5 INYO'S SUSTAINABILITY GOALS RELATED TO INCREASING PROTECTIVE FACTORS :

Desired Result 1 – CONCRETE SUPPORTS:

Families are able to meet basic needs of food, clothing, shelter, safety, & security

Desired Result 2 – CHILD HEALTH:

Children 0 to 5 throughout Inyo County are healthy

Desired Result 3 – CHILD DEVELOPMENT:

Children in Inyo County are socially & emotionally competent, succeed in school & in relationships, and respect one another & themselves.

Desired Result 4 – PARENT KNOWLEDGE OF DEVELOPMENT, RESILIENCY, & CONNECTIONS:

Parents & caregivers are empowered to create healthy environments in which children thrive & succeed

First 5 Inyo Desired Result 5 – PROTECTIVE FACTOR SYSTEMS:

Community support for child health, development, and family strengthening exists in an accessible, efficient, & collaborative delivery system for families.

Outcomes the First 5 Inyo Commission has decided to target in each broad goal category:

CONCRETE AID: Families are able to meet basic needs of food, clothing, shelter, safety, & security

- Decrease Food Insecurity for 0 to 5 Families
- Decrease Rates of Inyo 0 to 5 Child Abuse & Domestic Violence
- Increase Safe Car Seat Usage Rates

CHILD HEALTH: Children 0 to 5 throughout Inyo County are healthy

- Improve Early Oral Health Screening Rates & Family Habits
- Improve Breastfeeding Resources & Rates
- Decrease Countywide Child Obesity Rates

CHILD DEVELOPMENT: Children in Inyo County are socially & emotionally competent, prepared to succeed in school & in relationships, and respect one another & themselves.

- Support Quality Child Care & Preschool Opportunities
- Increase Early Language & Literacy Development
- Improve Self Regulation Skill Development

PARENT KNOWLEDGE, RESILIENCY, & SOCIAL SUPPORTS: Parents & caregivers are empowered to create healthy environments in which children thrive & succeed

- Increase Parent Knowledge of Child Development
- Increase Parent Resiliency & Social Connectedness
- Increase Fatherhood Engagement & Supports

PROTECTIVE FACTOR SYSTEMS: Community support for child health, development, and family strengthening exists in an accessible, efficient, & collaborative delivery system for families.

- Protective Factors Networking through Inyo Families United Network
- Establish Sustainable Family Resource Centers in Target Communities
- Increase Access to Free Children's Clothing, Books, & Toys



Indicators to Help Track Outcomes

CONCRETE AID: Families are able to meet basic needs of food, clothing, shelter, safety, & security

•Decrease Food Insecurity for 0 to 5 Families

- # and % of 0 to 5 parents who participate in healthy shopping or cooking on a budget classes
- # and % of 0 to 5 parents who participate in family finance, job, or computer skills classes
- # and % of families who report annual incomes above 200% of the Federal Poverty Level
- # and % of families with children 0 to 5 dependent on food banks to supplement income
- # of sites equipped to accept WIC/SNAP Ed redemption

•Decrease Rates of Inyo 0 to 5 Child Abuse & Domestic Violence

- # and % of parents demonstrating appropriate parent attitudes & knowledge of child development
- # and % of 0 to 5 parents with high risk ACE scores who participate in parent education
- # and % of target 0 to 5 parents (low income/resource, high stress) who participate in parent ed
- # and % of 0 to 5 families who report increased connectedness and resiliency
- # and % of 0 to 5 families who attend 5 or more First 5 sponsored services or events each year
- # and % of fathers who document increased, intentional one-on-one interactions with child/ren

•Increase Safe Car Seat Usage Rates

- # of low income parents who are screened for a car seat before their baby is born
- # of car seats distributed annually to low-income parents not using safety seats, or whose safety seats are unsatisfactory
- # of trained safety technicians and # of referring agencies partnering to widen safe practices

CHILD HEALTH: Children 0 to 5 throughout Inyo County are healthy

•Improve Early Oral Health Screening Rates & Family Habits

- # and % of Inyo children ages 1 to 5 who receive an annual oral health screen
- # and % of Inyo parents who register their child with a dental home
- # and % of children with urgent dental needs who are connected to pediatric dental services in Inyo
- # and % of children with urgent dental needs who are connected to pediatric dental services out of county

•Improve Breastfeeding Resources & Rates

- # and % of Inyo Moms who develop a plan for breastfeeding prior to giving birth
- # and % of Inyo Moms who breastfeed for 2 months, 4 months, 6 months, or a year & more
- # and % of pregnancy, birthing, and breastfeeding supports available to women in Inyo

•Decrease Countywide Child Obesity Rates

- # and % of 0 to 5 parents who participate in healthy shopping or cooking on a budget classes
- # and % of 0 to 5 parents who feed their children 5 or more servings of fruits & vegetables daily
- # and % of families who pledge to limit or remove sugary drinks and sodas from their homes
- # and % of families that model active routines with 3 or more hours of play daily
- # and % of preschools using 30 minutes of active transitional games in class and offering at least another hour and a half of active play outdoors.

CHILD DEVELOPMENT: Children in Inyo County are socially & emotionally competent, prepared to succeed in school & in relationships, and to respect one another & themselves.

• Support Quality Child Care & Preschool Opportunities

- # and % of care centers or preschools that have been evaluated with ECCERS
- # and % of child care centers or preschools with an improvement plan
- # and % of Inyo child care or preschool professionals who have a BA, an MA
- # and % of Inyo child care or preschool professionals who participate in training or education
- # and % of children ages 3 to 5 attending preschool at least 2 days per week
- # of available child care opportunities in each Inyo community



• Increase Early Language & Literacy Development

- # and % of Inyo parents who read daily with their child for at least 15 minutes from birth to age 5
- # and % of 0 to 5 families who have reading prescribed to them and receive free books at check-ups
- # and % of parents who learn literacy extension and reinforcement techniques
- # and % of families who limit screen time to 2 hours a day
- # and % of families who eat together 5 or more times a week without any media
- # and % of Inyo children who are reading proficiently by the beginning of 4th grade

• Improve Self Regulation Skill Development

- # and % of children who can identify 5 or more emotions by age 3
- # and % of children who have been taught preliminary self talk and problem solving skills by age 5
- # of children 3 to 5 who are engaged in 1 hour or more of extended imaginary play daily
- # and % of families who regularly use reward charts to introduce the concept of delayed gratification

PARENT KNOWLEDGE, RESILIENCY, & SOCIAL SUPPORTS: Parents & caregivers are empowered to create healthy environments in which children thrive & succeed

• Increase Parent Knowledge of Child Development

- # and % of parents demonstrating appropriate parent attitudes & knowledge of child development
- # and % of 0 to 5 parents with high risk ACE scores who participate in parent education
- # and % of target 0 to 5 parents (low income/resource, high stress) who participate in parent ed
- # and % of 0 to 5 families who report increased connectedness and resiliency
- # and % of 0 to 5 families who attend 5 or more First 5 sponsored services or events each year
- # and % of fathers who document increased, intentional one-on-one interactions with child/ren

PARENT KNOWLEDGE, RESILIENCY, & SOCIAL SUPPORTS continued

•Increase Parent Resiliency & Social Connectedness

- # and % of 0 to 5 families who report increased connectedness and resiliency on annual FIF
- # and % of new parents connected to early childhood parent supports within a year of their child's birth
- # of parent support groups countywide, plus # and % of families participating in parent support groups
- # of families who score high on the protective factors connections survey

•Increase Fatherhood Engagement & Supports

- # and % of Inyo fathers who say they used skills learned on the Daddy Toolkit DVD with their baby
- # and % of Inyo fathers who have developed Fatherhood goals or written a fathering plan
- # and % of Inyo fathers who attend a parent support group or parent education class
- # and % of Inyo fathers who report increased one-on-one activity with their child 0 to 5
- # and % of inmate fathers who re-establish contact with their 0– 5 child and participate in the First 5 Inyo monthly mail program
- Total # and % of dads who are participating in First 5 events, activities, milestones, and classes

PROTECTIVE FACTOR SYSTEMS: Community support for child health, development, and family strengthening exists in an accessible, efficient, & collaborative delivery system for families.

•Protective Factors Networking through Inyo Families United Network

- # and % of Inyo agencies who have been introduced to the Protective Factors Framework
- # and % of Inyo agencies who have restructured their goals in the terminology of the PF Framework
- # of projects local agencies accomplish to jointly improve protective factors in Inyo communities

•Establish Sustainable Family Resource Centers in Target Communities

- # of Inyo communities that have a part-time evening or weekend Family Resource Center where locals can access resources and support
- Quantity and quality of resources, classes, and supports available at each community FRC hub
- # and % of local families who utilize the FRC for social or educational supports
- # and % of families who begin to feel invested in & empowered by their FRC to the point where they start volunteering, or work to sustain certain types of interactions or services through the FRC

•Increase Access to Free Children's Clothing, Books, & Toys

- # of low-income families who find clothing, books, and toys to be difficult to obtain in each community
- # of free opportunities young families have to swap or receive free clothing, books, or toys
- # of families connected through community service barter events
- # of free new and used books distributed to families with children ages 0 to 5
- # of agencies who step up to host or support free swap events in each community countywide

First 5 Inyo's Commission funding structure includes three types of grants:

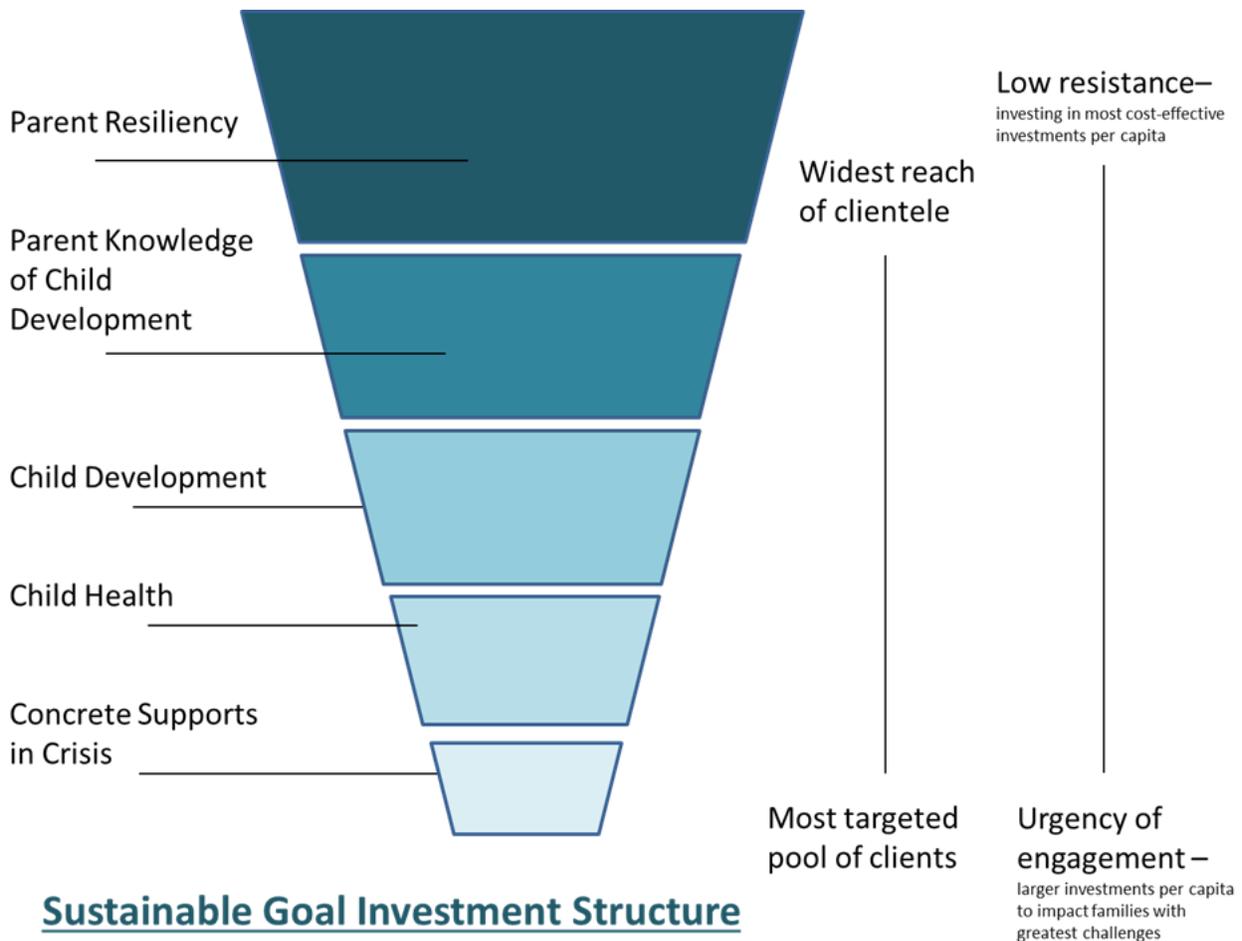
Strategic Grants -Strategic grants will be awarded via monthly application to the First 5 Inyo Commission, and may be funded up to \$2,500. Strategic grants were created to support short term projects, services, or events with clear community benefits in alignment with our goals and easy ways to measure their impact.

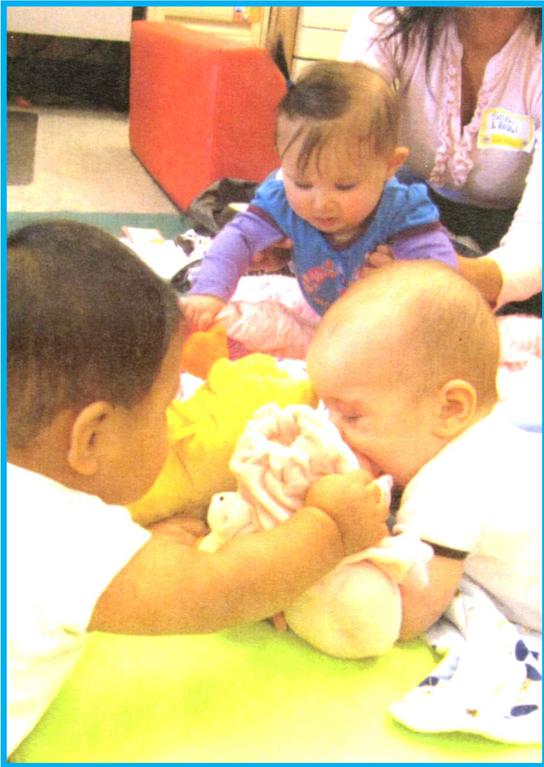
Special Grants - In contrast to Strategic Grants, Special Grants are awarded by yearly Request For Proposals process, and are designed to fund annual services with larger budgets. After Commission approval, these grants are contracted out through the Inyo County Board of Supervisors. Ideas to increase child health, improve child development, strengthen families of children 0 to 5, or improve systems of service delivery must meet rigorous scrutiny to both commission and county policies.

Targeted Grants -Targeted grants are for services prioritized by the First 5 Inyo Commission that were not funded through the Special Grant proposal process. The Commission will issue a targeted Request for Proposals if it is determined that a vital need of Inyo children 0 to 5 or their families still needs to be met.

The Commission has chosen only to fund annual contracts in the past 5 years since they adopted this funding structure because it is important to them that contractors understand that funding is tied to annual accountability, and also because they want contractors to understand that First5 funding is based on a diminishing revenue source. Developing diverse funding streams for successful programs, and educating our communities about the importance of supporting early education needs to stay at the forefront of our partnerships.

Engaging hard-to-reach, target parents not just in services, but in meaningful lifestyle change to increase their child's safety, health, or early development takes ongoing outreach. Motivating stressed or distracted parents to participate in evidence-based programs & act according to the best interests of their child is an intensive investment. We are constantly looking for proven strategies to help us better serve our most impoverished, isolated, and embattled families .





Part of the Commission's current fiscal strategy also includes limited direct services by staff in key areas where we have found a way to leverage our office resources to keep the cost of implementing a service low and sustainable, or to offer continuous, high quality services to participants in some areas that local agencies do not have the infrastructure to deliver. Examples of this include: our countywide Reach Out and Read family literacy program, Baby University & Preschool University Classes, and events like the free Swappportunity or Parent's Christmas Shop which involve collecting and distributing children's clothes, books, and toys to low income, low-resource 0 to 5 families.

Community Data

The First 5 Inyo Commission values local input from 0-5 parents and care takers.

They prioritize engaging children and parents from our most hard-to-reach populations in services, or increasing their connectivity to supports and resources, but the Commission

also looks for cost-effective ways to positively impact all of Inyo's young children.

This balance of smaller, targeted services and broader all-inclusive initiatives is driven by data from a variety of sources including: the First 5 Inyo Community Needs Assessment, MCAH findings, information from the Inyo County Superintendent of Schools Report, local law enforcement and children's service agency reports, and other pertinent sources.

Some of the most important things they are telling us about our community at this time include:

POVERTY

- *Inyo's median income is more than \$16,000 below the state median income and our community's housing, grocery, and fuel prices are far above the state average.*
- *For the last 5 years about 60 percent of families with kids 0 to 5 participating in First 5 Inyo services reported family incomes of less than \$20,000. Over the past 7 years, an average of 83% of Inyo families we serviced fell within 200% of the federal poverty level. That is roughly 800 out of 1,200 Inyo families with children 5 or younger who struggle with basic family needs every year.*

FOOD INSECURITY

- *Over 60% of families with children in Inyo are eligible for food assistance through WIC, school meal programs, or even more intensive programs like CalFresh according to state reports and data from the Inyo Superintendent of Schools office.*
- *Both Salvation Army and IMACA food pantries in Bishop have been depleted multiple times in 2012-13. Communities outside Bishop report struggling to access fresh produce and meat regularly throughout the year not only due to finances, but also because of an absence of any WIC redemption outlets for about a 50-60 mile radius in Southern Inyo.*

DOMESTIC VIOLENCE & CHILD WELFARE CONCERNS

- According to the Packard Foundation, Inyo County was one of the top 3 counties in all of CA with the highest domestic violence calls for assistance per capita in 2012, with over 18 incidents per every 1,000 citizens, or over 300 calls.

- Wild Iris, the only nonprofit support for victims of domestic violence in Inyo, says they served 558 victims of domestic violence, sexual assault, or child abuse out of their Bishop office in 2012-2013, with over 100 of those clients needing 1 or more nights of safe haven.



- According to a 2013 Berkeley Center for Social Services Research report, Inyo county averaged 11.5% rate of substantiated cases of child abuse per 1,000 children in 2012. For the 0 to 5 population that could work out to be anywhere from 22 to 56 children depending on how many different types of abuse charges were substantiated in each child's case, ranging from endangerment and neglect to emotional or physical abuse. These numbers can vary greatly year to year, but we are hoping to be able to track this more consistently in the future with the adoption of a new state database system that our child welfare department will be training to utilize in May 2014.

LANGUAGE, LITERACY, & SUCCESS IN SCHOOL

- According to the Raising a Reader surveys, Reach Out and Read surveys, and Inyo Family Intake Annual Data Forms, more Inyo families with children 0 to 5 than ever report reading daily, or reading 3 or more times a week with their child than ever before. However, we have not seen the same rise in Spanish-language family literacy habits as we have seen in the overall population of the county, especially with Spanish speaking families in Southern Inyo. Access to bilingual books and supports is still an issue, as well as message saturation among Spanish-speaking parents.



- An average of 90—95 percent of Inyo children attend preschool prior to Kindergarten entry according to the Inyo County Superintendent of Schools.

- Average STAR language arts test scores for Inyo elementary students from the last 3 years reveal that 65% of third graders and 44% of fourth graders are reading below grade proficiency. With more below basic and far below basic readers than the state average, 1 out of every 5 Inyo third and fourth graders is at a significant disadvantage for graduating from high school, much less attending college or securing a higher paying job.

PARENT SUPPORTS & RESOURCE SYSTEMS

- Many parents still have trouble accessing supports or resources for their family, when supports even exist in Inyo. Coordinating systems & services so families can access an entire network of resources is an ongoing challenge for service providers. Parents rated "Family Resource Centers as community hubs for family services and resources" as their #1 need in our 2014 assessment.

PARENT SUPPORTS & RESOURCE SYSTEMS CONTINUED

•Parents tell us they not only need better early childhood networks, but that they also need networks to access parent knowledge, resiliency, and connectivity as children grow to 18. Many young families are sharing with us that they successfully connect to a supportive network through Head Start, a parent group like MOPS, or a nutrition program like WIC — or often all 3 — but that after their child enters Kindergarten it seems like these resources dry up and they are left without any visible family and parenting supports. Identifying and helping families transition into other support networks through schools, health, and faith organizations, or partnering with such agencies to extend successful supports to families as their children grow, could significantly lengthen the impact of our investment in children. It will definitely strengthen Inyo families and communities.

ADDRESSING SILENT ISSUES THAT NEED FURTHER EXPLORATION

•Learning how to better respect others, and removing barriers to participation are important steps to building a healthy, inclusive community. According to the 2012 Census, Inyo's largest ethnic groups were about 65% White, 20% Hispanic, and 13% Native American. However, the ethnic breakdown among Kindergarteners in 2012 reflected different majorities with about 30% White, 50% Hispanic, and 15% Native American young children countywide. Shifting ethnic influences and the history of relationships throughout Inyo between the Whites, Hispanics, and Native Americans, much less groups with smaller ethnic representation countywide, is not directly discussed in many of our community settings. The full role that ethnic barriers may play in preventing some families from accessing child and family supports can only be discerned through more much-needed community dialogue, but an important step toward beginning these conversations is acknowledging that every member of our community could benefit from a greater understanding of local race issues from a variety of perspectives.

•42% of Inyo 0 to 5 parents categorized themselves as a single parent on our 2014 needs assessment, and 25% of those single parent respondents were the only adult residing in their household. These Inyo single parent head of householders also reported routinely low incomes, with 42 of 45 living on \$20,000 or less annually. This is significant because lower income is a key factor contributing to at least 50% of the greater risks that single parent children face including: , greater exposure to child neglect and abuse, and a decreased likelihood of graduating from high school. Plus, we know that a whole host of positive parenting skills decline the longer parents have to cope with chronic stress from poverty, or even just the increased sense of isolation and responsibility that many single parents encounter.

•Another factor we get a lot of anecdotal questions about from parents in our services, but have not found an effective way to measure yet, is the impact on young children of fluctuating family relationships/informal family blending. (Examples: My two children go to separate households at different times of the week because I have shared custody with both of their fathers, but the rules and involvement level of one of their dads especially changes every time he gets a new girlfriend; I don't know how to respond to my boyfriend's 5-year-old son when he is at our home since his father and I have only been together about 2 months and he frequently tells me "you are not my mom and your baby is not my brother"; I am worried that my daughter misses my ex-boyfriend. I can't tell her he doesn't live us anymore because he cheated on me, and she doesn't understand why he comes by to pick up her baby brother who is his biological son, but he won't have anything to do with her.) However, we do have some data indicating that Inyo parents feel an unmet need for both counseling/support groups and co-parenting classes that focus on developing a mutual co-parenting plan, since over 76 of 178, or 43% of needs assessment respondents selected these as their greatest needs in the Family Strengthening category.