

# Strategic Plan $\frac{2015}{2020}$



*Revised April 2019*

Linda Haugan served on the Children and Families Commission for San Bernardino County from 2005-2016 and as Commission Chair from 2011 to 2016 upon her retirement as Assistant Executive Officer for San Bernardino County Human Services. Ms. Haugan was instrumental in the development and realization of the goals and objectives of the First 5 San Bernardino Strategic Plan 2015-2020.

### Letter from former Chair of Children and Families Commission for San Bernardino County



First 5 San Bernardino is proud to share its newly revised Strategic Plan for FY 2015 - 2020. This is a coordinated plan with clear vision and the intent to contribute to a positive, measurable and collective impact for children ages zero through five and their families in San Bernardino County.

First 5 San Bernardino Commissioners are dedicated to the adopted Countywide Vision and Cradle to Career Initiative. The priorities set forth in this Strategic Plan support Collective Impact through coordination, collaboration, alignment and leveraging.

First 5 San Bernardino's Strategic Plan looks quite different than it has in the past. The plan consists of 2 major parts or Strategic Priority Areas: (1) Children and Families and (2) Systems and Network. This plan allows support to goals that are research based, sustainable, effective, and reach children and families most in need of services. The plan ensures that the specific objectives and strategies employed by the Commission yield the greatest outcomes for young children.

One specific focus is on leveraging resources through partnerships at County, State and Federal levels to strengthen existing systems. Key considerations include ensuring the Commission's ability to provide leadership and respond to opportunities within a changing context, e.g. Federal Health Care Reform and Early Care and Education programs and incentivizing collaboration through Place-Based and Community Initiatives.

First 5 San Bernardino supports children and families in the areas of Child Health, Early Learning, Family and Community Support. The framework of the 2015-2020 First 5 San Bernardino Strategic Plan ensures congruence and enhancement to the existing network of support services for families with children ages 0 to 5 throughout the County and that specific outcomes can be measured. The framework also ensures the Commission's support to sustainability, capacity building, and Community Engagement under Systems and Network.

The First 5 San Bernardino Commission would like to recognize and thank the First 5 Advisory Committee for their work in creating the new vision for First 5 San Bernardino.

First 5 San Bernardino is committed to ensuring that coordinated and comprehensive systems support and strengthen children, families and communities throughout our County. First 5 San Bernardino continues to pursue its vision that all children are healthy, safe, nurtured, eager to learn and ready to succeed in school.

A handwritten signature in black ink that reads "Linda Haugan".

Linda Haugan, Assistant Executive Officer - County of San Bernardino 2005-2016  
First 5 San Bernardino Commission Chair 2011 - 2016

## From First 5 San Bernardino Commission Chair on behalf of the Children and Families Commission for San Bernardino County



San Bernardino County continues to benefit from the remarkable advantage of collaboration and concentrated focus on our county's youngest residents. This strategic plan outlines the vision to coordinate First 5 San Bernardino investments to maximize positive outcomes for families with children living in our county, with careful consideration of relevant needs for our most vulnerable communities. Health, Early Learning, and Family Support are a few of the pillars to ensure our children have the ability to thrive in their future. As conveners and partners in San Bernardino County, we support the work of our investments for children ages 0 through 5 to work well beyond our reach to sustain positive impact in communities that value quality early learning and a child's potential from cradle to career. We thank our First 5 San Bernardino Advisory

Committee, Commission, staff and our funded agencies for their commitment to fulfilling this vision for our most precious resource...our children.

Dr. Maxwell Ohikhuare, Public Health Officer - County of San Bernardino  
First 5 San Bernardino Commission Chair 2017

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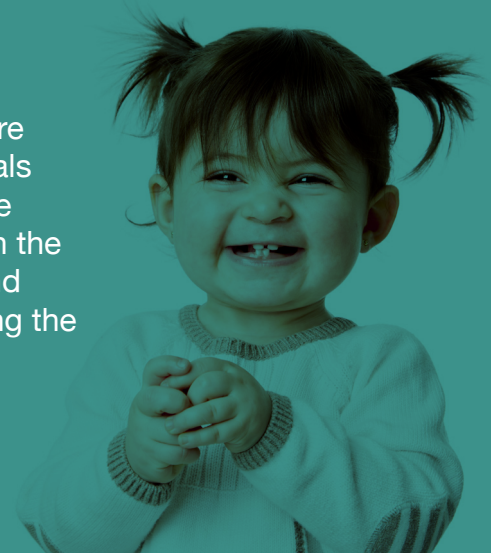
## First 5 San Bernardino Strategic Planning Workgroup

The First 5 San Bernardino Strategic Planning Workgroup (SPW) was created as a subcommittee of the First 5 San Bernardino Advisory Committee. The group began meeting in June of 2013 for the purpose of creating the 2015-2020 Strategic Plan. The Data and Research subcommittee also participated in planning meetings to support the team's use of data and research in the planning process. The Strategic Planning Workgroup saw that the timing of this revision of First 5 San Bernardino's strategic plan provided a unique opportunity for alignment with several other strategic efforts at both the state and county level.



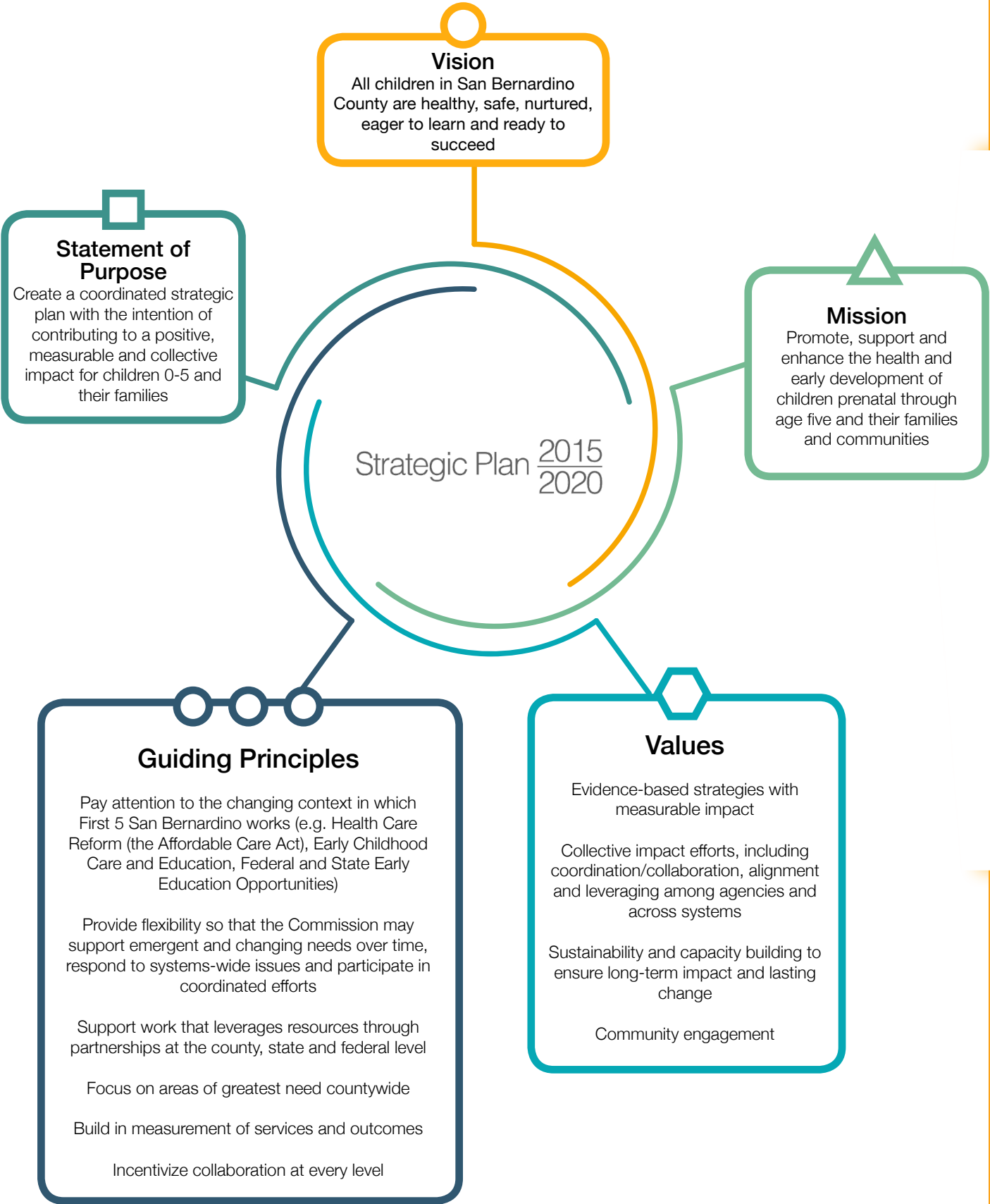
## First 5 San Bernardino Vision and Mission

The Vision and Mission Statements for First 5 San Bernardino were reviewed by the Commission and found to be reflective of the goals of the Commission and of continued relevance to the needs of the County. Therefore both remain consistent with those developed in the last strategic planning process. The use of a consistent Vision and Mission create continuity across strategic plans. It's role in shaping the 2015-2020 Strategic Plan can be viewed on Page 5.



# Strategic Planning Purpose, Values and Guiding Principles

The SPW developed a Statement of Purpose, a Values Statement, and a set of Guiding Principles for the strategic planning process as a way to frame the group’s work together.



# Profile of Young Children in San Bernardino County

San Bernardino County is home to approximately

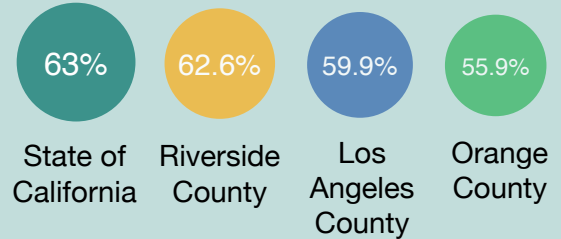
# 190,826

children under the age of 6 years

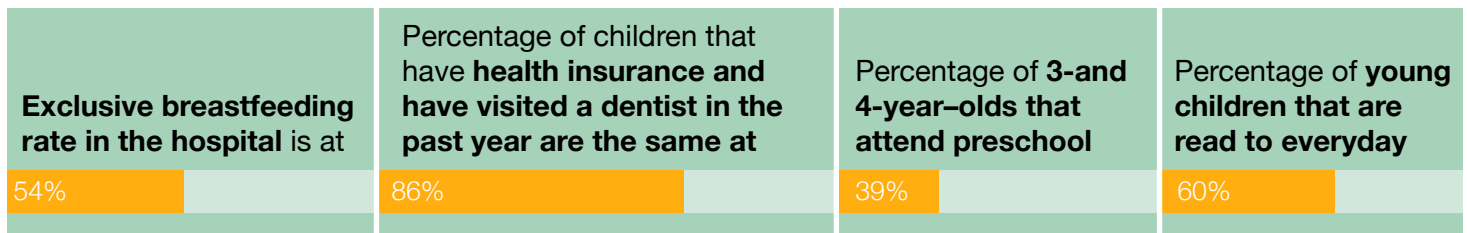
## San Bernardino County Fertility Rate

# 65.1%

The county has a fertility rate greater than:

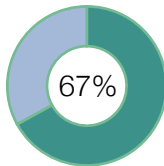


San Bernardino County children and families face many challenges:

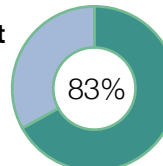


San Bernardino County children are faring relatively better than children in other California counties in several key areas:

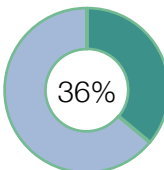
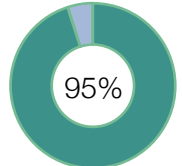
While obesity is still a major concern, the percent of children that are in a healthy weight zone is



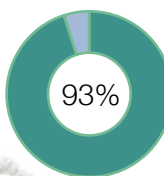
The percent of pregnant women in the county that receive early prenatal care



The percent of children between the ages of 0 to 3 that do not experience recurring abuse or neglect



The percentage of children with asthma that have an asthma management plan



The percentage of children that have a usual source of health care



Rank Amongst Other Counties in California	Exclusive In-Hospital Breastfeeding	Health Insurance	Visited dentist in the past year	Obesity	Children with asthma that have an asthma management plan	Children have a usual source of health care	Prenatal Care
Top Third							
Middle Third							
Bottom Third							

<sup>1</sup> U.S. Census Bureau, 2008-2012 American Community Survey

<sup>2</sup> State of California, Department of Public Health, Birth Records

<sup>3</sup> General fertility rates are live births per 1,000 women of childbearing age (15-44 years)

<sup>4</sup> State of California, Department of Public Health, Birth Records

<sup>5</sup> 2012-13 California County Scorecard

## Strategic Plan Overview

The 2015-2020 First 5 San Bernardino Strategic Plan was modeled after the First 5 California Strategic Plan in order to more readily align local goals, objectives and outcomes with those reported at the state level. The SPW chose to make some shifts in terminology to better align the two plans. Exhibit 1 illustrates the shift in terminology from the 2010-15 Strategic Plan to the 2015-2020 Strategic Plan. An example is provided to illustrate the shift in terminology.

**Exhibit 1. Changes in Strategic Plan Terminology from 2010-2015 to 2015-2020**

2010-2015		2015-2020	
TERMINOLOGY	Focus Area	→	Strategic Priority Area (SPA)
	Health	▶	<p>Children and Families. Support children prenatal through 5 by providing culturally and linguistically effective resources, knowledge, and opportunities for them to develop the skills needed to achieve their optimal potential in school and life.</p> <p><b>Goals</b></p> <p>Children prenatal through age 5 and their families can access the full spectrum of health and behavioral health services needed to enhance their well-being</p>
	Goals	▶	<p><b>Objectives</b></p> <p>Children and families are healthy and safe</p> <p>Children are born healthy</p>
	Strategies	▶	<p><b>Activities</b></p> <p>Early screening and intervention</p> <p>Connect expectant parents with quality prenatal care and education</p>

**One notable difference in the structure of this strategic plan is the addition of Strategic Priority Areas (SPAS).** The two SPAs group together what was previously four focus areas for First 5 San Bernardino (SPA 1 includes health, education, family and community) and creates a stronger emphasis on systems work, which now comprises SPA 2. This structure more clearly delineates work intended to directly benefit children, families and communities and work intended to create, enhance and support systems.

**Strategic Priority Area 1: Children and Families.** Support children prenatal through age 5 by providing culturally and linguistically effective resources, knowledge, and opportunities for them to develop the skills needed to achieve their optimal potential in school and life.

**Goal 1.1 Child Health:** Children prenatal through age 5 and their families can access the full spectrum of health and behavioral health services needed to enhance their well-being.

OBJECTIVES	<b>1.1.a</b> Families have access to resources and environments that support the total wellness of the child	Support and sustain families' access to healthy environments Support and sustain families' access to quality health care	ACTIVITIES
	<b>1.1.b</b> Families are knowledgeable of and utilize available resources to manage their health	Support health education, navigation and utilization Connect children to local health providers to address their specific health needs	
	<b>1.1.c</b> Children are born healthy	Connect expectant parents with quality prenatal care and education	

**Goal 1.2 Early Learning:** Children birth through age 5 benefit from high quality early childhood care and education, family engagement, and support that prepares all children to reach their optimal potential in school and life.

OBJECTIVES	<b>1.2.a</b> Families have access to quality early childhood care and education	Support increased availability of quality early childhood care and education Support capacity building and quality improvement in early childhood care and education settings	ACTIVITIES
	<b>1.2.b</b> Parents and caregivers are knowledgeable of and utilize quality early childhood care and education resources	Increase access to and awareness of quality early childhood care and education resources	
	<b>1.2.c</b> Parents and caregivers are engaged in children's learning	Promote and support parent engagement and advocacy	

**Goal 1.3 Family and Community Support and Partnerships:** Families and communities are engaged, supported, and strengthened through culturally effective resources and opportunities that assist them in nurturing, caring, and providing for their children's success and well-being.

OBJECTIVES	<b>1.3.a</b> Children are free from abuse and neglect	Promote and support prevention of child abuse and neglect	ACTIVITIES
	<b>1.3.b</b> Parents provide developmentally-appropriate care	Support families in caring for their children	
	<b>1.3.c</b> Families are resilient	Connect families to community supports and social services	



**Strategic Priority Area 2: Systems and Networks.** Provide leadership within San Bernardino County in the development of support systems serving children prenatal through 5, their families, and communities that results in sustainable and collective impact.

**Goal 2.1 Leadership as a Catalyst, Convener, and Partner:** Work with the community and stakeholders from multiple sectors in support of the countywide goal of supporting all children from cradle-to-career.

OBJECTIVES	<b>2.1.a</b> Systems and services effectively support and engage children, families and communities	Identify and strategically align resources county-wide	ACTIVITIES
	<b>2.1.b</b> Families, providers and stakeholders collaborate effectively to improve the well-being of the child	Develop, create, and support or coordinate opportunities for collective impact	

**Goal 2.2 Capacity Building:** Communities have the capacity to address diverse needs of children.

OBJECTIVES	<b>2.2.a</b> Community organizations and groups are equipped to effectively serve children and families	Support ongoing learning and professional development	ACTIVITIES
	<b>2.2.b</b> Workforce is developed to effectively serve children and families	Support organizational development for community organizations and groups	

“First 5 San Bernardino can continue to be a leader, a convener, and to frame the conversation. They can actually shape the action.” - *San Bernardino County Child Welfare Key Professional*



## Preliminary Indicators of Success and Alignment with other County Efforts

The Strategic Plan Workgroup identified a set of preliminary indicators of success that will be refined over the course of the Strategic Plan period. Baselines will be established in the first year of the new Strategic Plan and will be evaluated for progress annually and in alignment with investments made by the Commission.

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In this section we also illustrate the ways in which the First 5 San Bernardino's 2015-2020 Strategic Plan aligns with and supports the work of the San Bernardino CountyWide Vision Cradle to Career Roadmap (C2C), and the Community Vital Signs Project (CVS). The San Bernardino County Wide Vision was a joint project of the County and the San Bernardino Association of Governments and included input from a broad range of stakeholders, including residents. The Countywide Vision Statement that resulted from these efforts appears in Exhibit 2.

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The CountyWide Vision is comprised of eight elements: Jobs/Economy, Education, Housing, Public Safety, Infrastructure, Quality of Life, Environment, Wellness, and Image. **The Cradle to Career (C2C) Roadmap** offers natural alignment with First 5 San Bernardino's Strategic Plan. As the Early Childhood Education Subcommittee finalizes their indicators, First 5 San Bernardino may revisit the Strategic Plan to ensure areas of overlap are enhanced via shared goals and indicators. Areas of potential overlap between the First 5 San Bernardino Strategic Plan and the Cradle to Career Roadmap are denoted by "C2C".

The **Community Vital Signs (CVS)** Initiative is a community-driven effort (in collaboration with County Departments of Public Health and Behavioral Health) to establish a health improvement framework by using data to help set goals and priorities for action to improve the quality of life in the county. Over the course of several years, and with the input of thousands of stakeholders, seven priority indicators were identified, including: education, economy, access to health care, nutrition/ access to healthy foods, mental health, community safety, and safety at school. Proposed First 5 San Bernardino Indicators that overlap with CVS indicators are denoted with the CVS superscript.



<sup>6</sup> The Early Childhood Education (ECE) Subcommittee includes Commission Staff and Advisory Committee members.

<sup>7</sup> The C2C indicators were in the process of being finalized as this report was going to press, so these are areas where we believe alignment is likely. This information will be updated as soon as the C2C indicator selection process is finalized which is anticipated by the end of 2014.

## Exhibit 2. San Bernardino CountyWide Vision

We envision a complete county that capitalizes on the diversity of its people, its geography, and its economy to create a broad range of choices for its residents in how they live, work, and play.

We envision a vibrant economy with a skilled workforce that attracts employers who seize the opportunities presented by the county's unique advantages and provide the jobs that create countywide prosperity.

We envision a sustainable system of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure, in which development complements our natural resources and environment.











We envision a model community which is governed in an open and ethical manner, where great ideas are replicated and brought to scale, and all sectors work collaboratively to reach shared goals.






From our valleys, across our mountains, and into our deserts, we envision a county that is a destination for visitors and a home for anyone seeking a sense of community and the best life has to offer.

**Strategic Priority Area 1: Children and Families.** Support children prenatal through 5 by providing culturally and linguistically effective resources, knowledge, and opportunities for them to develop the skills needed to achieve their optimal potential in school and life.

**Goal 1.1 Child Health:** Children prenatal through age 5 and their families can access the full spectrum of health and behavioral health services needed to enhance their well-being.

Objective	Indicators
<b>1.1.a</b> Families have access to resources and environments that support the total wellness of the child	<ul style="list-style-type: none"> <li>• Children who have health insurance </li> <li>• People with a usual source of health care </li> <li>• Asthma hospitalizations by age group </li> <li>• Medical home access </li> <li>• Kindergarteners with all required immunizations</li> </ul>
<b>1.1.b</b> Families are knowledgeable of and utilize available resources to manage their health	<ul style="list-style-type: none"> <li>• Children who see a dentist regularly </li> <li>• Asthma hospitalizations by age group </li> <li>• Kindergarteners with all required immunizations</li> <li>• In-hospital and at home breastfeeding </li> <li>• Medical home access </li> </ul>
<b>1.1.c</b> Children are born healthy	<ul style="list-style-type: none"> <li>• Babies with very low and low birth weight</li> <li>• Preterm births </li> <li>• Infant mortality</li> <li>• Mothers who received early prenatal care </li> </ul>

**Goal 1.2 Early Learning:** Children birth through age 5 benefit from high quality early childhood care and education, family engagement, and support that prepares all children to reach their optimal potential in school and life.

Objective	Indicators
<b>1.2.a</b> Families have access to quality early childhood care and education	<ul style="list-style-type: none"> <li>• 3 &amp; 4 year olds who receive a preschool </li> <li>• 3rd graders who read at grade level </li> <li>• Annual cost of childcare for infants and preschoolers relative to median income</li> </ul>
<b>1.2.b</b> Parents and caregivers are knowledgeable of and utilize quality early childhood care and education resources	<ul style="list-style-type: none"> <li>• Annual cost of childcare for infants and preschoolers relative to median income</li> <li>• Availability of Child Care for potential demand</li> </ul>
<b>1.2.c</b> Parents and caregivers are engaged in children's learning	<ul style="list-style-type: none"> <li>• % of young children who are read to every day </li> </ul>



**Goal 1.3 Family and Community Support and Partnerships:** Families and communities are engaged, supported, and strengthened through culturally effective resources and opportunities that assist them in nurturing, caring, and providing for their children's success and well-being.

Objective	Indicators
<b>1.3.a</b> Children are free from abuse and neglect	<ul style="list-style-type: none"><li>• % of substantiated referrals to foster care</li><li>• Rate of child abuse and neglect per 1000</li><li>• # and rate of children 0-5 in Foster Care</li><li>• Children, ages 0-3, who do not experience recurring neglect or abuse 🔄</li></ul>
<b>1.3.b</b> Parents provide developmentally-appropriate care	<ul style="list-style-type: none"><li>• % of substantiated referrals to foster care</li><li>• Rate of child abuse and neglect per 1000</li><li>• # and rate of children 0-5 in Foster Care</li><li>• Children, ages 0-3, who do not experience recurring neglect or abuse</li></ul>
<b>1.3.c</b> Families are resilient	<ul style="list-style-type: none"><li>• Child food insecurity rate</li><li>• Food insecurity rate</li><li>• Children living below the poverty level 🔄🔄</li><li>• Infants born to mothers with &lt; 12 years of education</li></ul>



**Strategic Priority Area 2: System and Network.** Provide leadership within San Bernardino County in the development of support system serving children prenatal through 5, their families, and communities that results in sustainable and collective impact.

**Goal 2.1 Leadership as a Catalyst, Convener, and Partner:** Work with the community and stakeholders from multiple sectors in support of the countywide goal of supporting all children from cradle-to-career.

Objective	Indicators
<b>2.1.a</b> Systems and services effectively support and engage children, families and communities	<ul style="list-style-type: none"> <li>• Number and type of new partners/investors contributing to 0-5 population</li> </ul>
<b>2.1.b</b> Families, providers and stakeholders collaborate effectively to improve the well-being of the child	<ul style="list-style-type: none"> <li>• Number of collaborations and partnerships in which F5SB participates</li> <li>• Strong and positive perception of F5SB as an influential champion for children 0-5 and their families</li> <li>• Number and type of projects/investments in which F5SB plays a lead or catalytic role</li> <li>• Amount of dollars leveraged by funding source</li> <li>• Number, type and amount of investments that contribute to the “cradle to career” continuum</li> </ul>

**Goal 2.2 Capacity Building:** Communities have the capacity to address diverse needs of children

Objective	Indicators
<b>2.2.a</b> Community organizations and groups are equipped to effectively serve children and families	<ul style="list-style-type: none"> <li>• Number, type and amount of organizational capacity building grants and activities</li> <li>• Increase in grantees’ funding from other sources</li> </ul>
<b>2.2.b</b> Workforce is developed to effectively serve children and families	<ul style="list-style-type: none"> <li>• Number of organizational leaders who demonstrate increased awareness, knowledge and skill</li> <li>• Change in overall management capabilities, governance, financial management, communications strategy, etc.</li> <li>• Improved quality of programs, capacity to meet community needs and/or service delivery</li> <li>• Providers exhibit high standards as defined by best practices in their field</li> </ul>

## Strategic Plan Workgroup

Thank you to the following Advisory Committee Members who dedicated countless hours, energy, and boundless enthusiasm to the strategic planning process:

Stacy Iverson, Children's Fund  
Diana Alexander, San Bernardino County Preschool Services  
James Moses, Child Care Resource Center  
Ellen Cervantes, Child Care Resource Center  
Amy Cousineau, Children's Network  
Dr. Dani Hodge, California State University, San Bernardino  
Edison Medina, Arrowhead Regional Medical Center  
Dr. Pat Krizek, Rialto Unified School District  
Ken Johnston, San Bernardino County Department of Public Health  
Ron Griffin, Hope Through Housing Foundation

Thank you to the following First 5 Commission Staff for their advice, guidance, support, and participation in the strategic planning process:

Karen Scott  
Cindy Faulkner  
Scott McGrath  
Mary Jaquish  
Mary Alvarez  
Jeffrey Pontius  
Staci Scranton  
Ann Calkins  
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The Children and Families Commission for San Bernardino County (First 5 San Bernardino) was created in December, 1998 in order to realize the benefits of Proposition 10 (California Children and Families Act) for the County's youngest residents and their families. The act created a program for the purpose of promoting, supporting, and improving the early development of children from the prenatal stage to five years of age.