

# First 5 San Bernardino 2020–2023 | Strategic Plan



## Message from Children and Families Commission Chair



It's hard to believe that First 5 San Bernardino's 2020-2023 strategic plan is already in its third and final year. This plan was the culmination of collaboration between First 5 staff, Advisory Committee members, stakeholders from public agencies and community organizations. Together, this group created a new vision for First 5 San Bernardino's work based on lessons learned, data, research and community input. I am pleased to report this strategic plan is providing significant influence in guiding the organization's work and investment decisions.

Embedded in the plan are supportive strategies that build systems change in each of the strategic priority areas: child health, quality early learning and family supports. This structure ensures that specific outcomes can be measured in a methodology that directly benefits children, families and communities all across San Bernardino County.

It is important to note that First 5 San Bernardino's strategic plan aligns with and supports the Countywide Vision, particularly in the elements of education and wellness. It also bridges with the county's other initiatives such as Community Vital Signs and Cradle to Career. The potential for powerful collective impact is being realized through shared goals and indicators within these road maps.

There are also changes to report regarding the commission membership. CaSonya Thomas, then assistant executive officer of San Bernardino County Human Services, was serving as the commission chair of First 5 San Bernardino when this work began. While she has moved on to other professional responsibilities, I want to take this opportunity on behalf of the commission to thank her for her leadership and dedication to the organization during her nearly five years of service as a First 5 San Bernardino commissioner. Having participated personally as a commissioner for the past 10 years, most recently as vice chair, it was my distinct honor to accept the nomination to serve as chair of the commission in September 2021 and succeed CaSonya in this role. And finally, last year we mourned the passing of Dr. Margaret Hill, who served as a First 5 San Bernardino Commissioner since 2013. Dr. Hill was the chair of First 5's Advisory Committee from March 2014 to February 2018. She was beloved by the entire team who always appreciated her encouragement and support of their work. She will be sorely missed at the monthly Commission meetings as she worked hand in hand with First 5 to prioritize the needs of children.

In conclusion, First 5 San Bernardino continues to invest in the children and families of San Bernardino County through a comprehensive system of care, where stakeholders and services are integrated, coordinated and sustainable, and families experience this system as accessible, inclusive and equitable. I'm looking forward to the next iteration of First 5 San Bernardino's strategic plan in 2023 that will embark on many exciting initiatives, some well-known and some showcasing creative innovation currently in development.

Sincerely,

A handwritten signature in black ink that reads "Elliot Weinstein".

**Elliot Weinstein, MD**  
Pediatrician (private practice)  
First 5 San Bernardino Commission Chair

## Insight from Executive Director



As First 5 San Bernardino embarks on a new Strategic Plan for 2020 - 2023, I find myself reflecting on my message from 13 years ago when I first arrived to the organization - It is truly all about the kids! We strive to honor and respect the diversity of our communities and prioritize our efforts around children's needs to ensure optimal health and development for young children and their families. With the continued investment of the First 5 Commission, the commitment of our partner agencies, and the passion and dedication of our parents, we will work together to ensure that every child in our county has a great start.

As the First 5 San Bernardino Commission continues to build and support a comprehensive system of care for children ages 0 – 5, our vision is that community organizations, collective impact groups and the workforce will be equipped to effectively collaborate and serve children and families to improve the well-being of the whole child.

2015-2020 was indeed a successful strategic period with many positive milestones. The development and launch of Help Me Grow Inland Empire (HMGIE), in partnership with First 5 Riverside, advances local Early Identification and Intervention efforts and unifies by collective leveraging of existing resources to ensure communities identify vulnerable children, establish links to community-based services, and empower families to support their child's healthy development. Quality Start San Bernardino partners markedly boosted children's academic and developmental gains and systematically improved the quality of care within the various early childhood care settings. There were very positive outcomes attained within the Nurturing Parenting Program, bringing families in crisis to a state of safe and stable. Evaluation of program data supported the recent expansion of this family strengthening strategy in moving towards the goal to scale and spread across the County. Offering an academy experience, First 5 San Bernardino has supported a capacity building strategy for community partners over the past five years. Through self-developed leadership among the Academy graduates, the Inland Empire Community Collaborative (IECC) was formed. The IECC is comprised of 87 nonprofits working together to make a collective impact for children and communities through true collaboration, leveraging and resource development. To date, this collaborative has secured over \$19.3 million dollars to support their work countywide.

Our results show that children from prenatal through five years of age and their families receive broad-based support with parent education, health care, social services, and quality childcare. Thousands of children and their parents, caregivers and childcare providers have been served in this strategic period through these First 5 San Bernardino programs. Positive results in the early years have a dramatic impact on the physical, mental, emotional and social development of our children.

I am very proud of the First 5 San Bernardino Commissioners, my First 5 San Bernardino staff, Advisory Committee and all other collaborative partners and community voices that have contributed to the fiscal health, administrative leadership and optimal support of the First 5 San Bernardino mission.

The early childhood years are the foundation for lifelong well-being. First 5 San Bernardino is committed to promote, support and enhance the health and early development of our children, prenatal through age five, as well as their families and communities! We look forward to exceptional outcomes during the next three years!

Sincerely,

A handwritten signature in black ink that reads "Karen E. Scott". The signature is written in a cursive, flowing style.

**Karen E. Scott**  
Executive Director, First 5 San Bernardino

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# Development of the 2020-2023 Strategic Plan

The First 5 San Bernardino Strategic Plan Advisory Group was comprised of First 5 San Bernardino staff (representing programs and operations), stakeholders from other public agencies, and community based organizations. The group began meeting in January of 2019 to create the 2020-23 Strategic Plan. This timing provided an opportunity for reflection of key lessons learned in the past five years and identification of how and where First 5 San Bernardino should continue to focus programmatic efforts to support better outcomes for children prenatal to age five and their caregivers in San Bernardino County. The diverse stakeholders that participated in the workgroup ensured the plan reflects the values and priorities of the community.

Advisory Group activities that influenced the new Strategic Plan include:

- Mapping San Bernardino County's Early Childhood Development System
- Identification of System & Policy Leverage Points
- Development and implementation of Community Engagement Sessions

## Mapping San Bernardino County's Early Childhood Development System

For the last five years, First 5 San Bernardino's funding focus has shifted from funding specific programs to developing and supporting systems that serve children and families. This marked a dramatic departure from previous strategic plans, where the majority of the work aimed to support agencies providing direct services to children and families. While First 5 San Bernardino continues to fund direct services in 2020 and beyond, funding is limited to innovations or cases where no other source of funding exists.

In preparation for this strategic plan, the Advisory Group participants worked together to map the network of early childhood development systems in San Bernardino County. This process visualized the complex relationships and upstream and downstream variables among the formal and informal network of funders, agencies, service providers, community-based organizations, in-home childcare providers and families themselves. All these entities are part of the early childhood development system in San Bernardino County.

## Identifying System & Policy Leverage Points

As a final step to further understand the relationships, identify leverage points and ripple effects of the early childhood systems in San Bernardino County, the Advisory Group went beyond the countywide systems map to understand strong factors and relationships which have the potential to affect parts of the local system or dynamics downstream. The group reviewed data, research, the community engagement input and current policy trends to identify where First 5 San Bernardino could reinforce already existing positive innovation and where support is most needed in the system to support children and families. For example, the group considered what California Governor Gavin Newsom's newly created Early Childhood Action Research Team's forthcoming Master Plan for Early Learning and Care, could mean for San Bernardino County.

### Strategic Plan Advisory Group Members

The Commission wishes to express its deep gratitude to the following individuals for their support and guidance in the development of this plan:

- **Allison Cunningham**, San Bernardino County Department of Behavioral Health
- **Juan Solis**, San Bernardino County Children's Network
- **James Moses**, Child Care Resource Center
- **Dianne Wolkenhauer**, San Bernardino County Department of Behavioral Health
- **Susan Gomez**, Inland Empire Community Collaborative
- **Betty Chambers**, Children's Fund
- **Megan Meadors**, The Mom & Dad Project
- **Linda Revoner**, San Bernardino County Children's Network
- **Janki Patel**, San Bernardino County Children's Network
- **Heather Wellons-Blum**, San Bernardino County WIC Program
- **Nancy Ruth White**, Retired Teacher

## Community Engagement Sessions

The Advisory Group knew that to truly understand the strengths and gaps in the system, it needed to consider the experiences of families. For this reason, community engagement sessions were held across the County to hear directly from families about the experience of seeking services. Fifty-seven parents, foster parents and grandparents raising children participated in small group discussions in the communities of Big Bear, Barstow, Yucca Valley, San Bernardino, Muscoy and Upland. Families shared stories reflecting a wide range of experiences, revealing the unique challenges found in some regions of the County. These stories are shared throughout the report like the story **“Struggling to Connect”** found on this page. First 5 San Bernardino is deeply grateful to the families that generously gave their time to inform this plan and the service providers who hosted sessions in their communities.

The 2020-2023 Strategic Plan includes Strategic Priority Areas reflecting the community engagement input, the data from the early childhood development systems map, and San Bernardino County and California State policy leverage points.

### Strategic Priority Areas

- Child Health
- Quality Early Learning
- Family Supports

#### Struggling to Connect

Carlos and Julie are new to the High Desert. They relocated from the Los Angeles area with their three young children in search of more affordable housing and better job opportunities for Carlos, who is a mechanic. The transition has been rough for the family. They are unstably housed in a mobile home that is too small for them. They haven't yet made many friends and they don't know where to turn for help. They need to register their children for school, find a preschool program for their youngest child who is three and help to enroll in safety net services while the family gets back on its feet. The family has one car, which Carlos needs for work, leaving Julie to use public transportation during the day. Julie has gotten some support from the social worker at her older children's school but needs more help. She feels frustrated and isolated so far from her family.



# Mission, North Star, Values and Guiding Principles

To frame the Advisory Group's work in support of the First 5 San Bernardino mission, they focused on the Northstar, Values and a set of Guiding Principles for the Strategic Plan.

## Mission

Promote, support and enhance the health and early development of children prenatal through age five and their families and communities

## North Star

First 5 San Bernardino's North Star is a system that enables communities, organizations and families to ensure that all children in San Bernardino County are healthy, safe, nurtured, eager to learn and ready to succeed.

First 5 San Bernardino envisions a system where stakeholders and services are integrated, coordinated and sustainable, and one that families experience as accessible, inclusive and equitable.

## Values

- Evidence-based strategies with measurable impact
- Collective impact efforts, including coordination/collaboration, alignment and leveraging among agencies and across systems
- Sustainability and capacity building to ensure long-term impact and lasting change
- Community engagement

### Applying Evidence-based Strategies

First 5 San Bernardino's approaches are strength-based, trauma-informed, and focused on the importance of relationship-building across all aspects of work.

### Child Care

Kim is a single mother living in the Big Bear area. She needs infant care so she can go back to work. She used Facebook to connect to other local moms to find childcare options for her daughter. There was only one center that was accepting infants, so she scheduled a visit. She didn't feel comfortable with the center she visited. The child to staff ratios seemed high and the staff lacked empathy for her needs as a first-time mother. The only option left was to drive to her mother's house down the mountain each day for childcare. Although Kim is happy to have her mother's help, the time spent on the road, the cost of gas and the wear and tear on the car are taking a toll on her.



## Guiding Principles

- Be attuned to the changing context in which First 5 San Bernardino works (e.g. Health Care Reform (the Affordable Care Act), Early Childhood Care and Education, Federal and State Early Education Opportunities), and the First 5 Network
- Provide flexibility so that the Commission may support emergent and changing needs over time, respond to systems-wide issues and participate in coordinated efforts
- Support work that leverages resources through partnerships at the County, State and Federal level that focus on areas of greatest need countywide
- Build in measurement of services and outcomes
- Value collaboration at every level
- Integrate approaches that improve equitable outcomes for all children prenatal to age five and their caregivers in San Bernardino County

### Searching for a Dentist

Gloria needed a dentist for her five-year-old daughter. She started by asking her neighbors, friends and family. As an involved parent at her children's local elementary, she checked in with the school administration to find resources who take Medi-Cal and are great with children. Gloria found a local dentist through a flyer and scheduled an appointment. It was not a positive experience—the staff did not speak Spanish and she was left to figure out the complex paperwork on her own. Gloria is undocumented and feared the possibility of the staff giving the information to ICE, so she left. She decided to return to her old community in Los Angeles to a dentist she had taken her other children to find care for her five-year old. The drive takes over two hours and she must pay out of pocket, she will continue to do so, for her daughter.



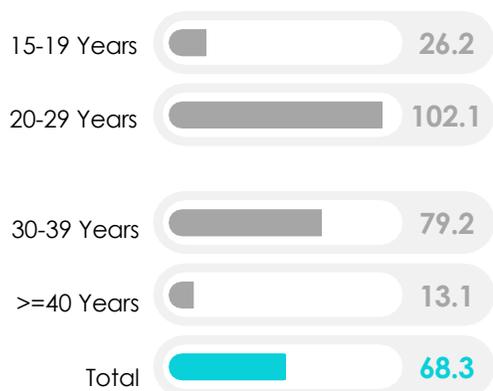
# Profile of Young Children in San Bernardino County

Children and families in San Bernardino County represent a complex mix of strengths and challenges. While the region continues to experience high rates of childhood poverty, it is also among the top third of counties in the percentage of mothers receiving early prenatal care. Birth outcomes are about the same as those statewide but markedly poorer for African American mothers and babies. This data helped inform the selection of First 5 San Bernardino investment areas as detailed later in this plan.

San Bernardino County is home to about **183,279<sup>1</sup> children under the age of 6 six years** and has a total population of nearly 2.2 million.

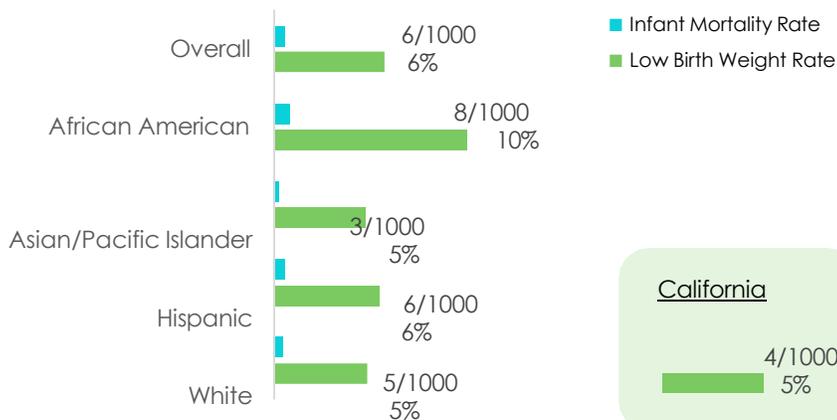
## Birth Rates per 1,000 by Maternal Age, 2014-16<sup>2</sup>

### San Bernardino County



## Birth Outcomes by Race<sup>\*3</sup>

### San Bernardino County



\*Infant Mortality Rate is defined as the number of infant deaths per 1000 live births

\*Low Birth Weight Rate is defined as the percent of live born infants weighing less than 2,500 grams at birth

## San Bernardino County compared with other California counties



### Top Third



Women receiving prenatal care



Children enrolled in preschool

### Middle Third



Children that have a usual source of health care

### Bottom Third



Children at or below 2x the poverty level



Licensed care slots for children with working parents

<sup>1</sup> American Census Bureau, American Community Survey 2018 one year estimates.

<sup>2</sup> <https://www.childtrends.org/indicators/fertility-and-birth-rates>

<sup>3</sup> First 5 San Bernardino, Maternal Health Network San Bernardino County, Asset & Gaps Analysis. (2019)

San Bernardino County children are faring relatively **better than children in other California counties** in several key areas<sup>3</sup> :



**82** % of pregnant women receive **early prenatal care** <sup>4</sup>  
(ranked 18<sup>th</sup> of 58 counties)



**59** % of children that are in a **healthy weight zone**  
(ranked 37<sup>th</sup> of 58 counties)



**96** % of children have **health insurance for the entire year**  
(ranked 5<sup>th</sup> of 58 counties)



**54** % of young children are **read to every day** <sup>7</sup>  
(39% for California)



**92** % of children have a **usual source of health care**  
(ranked 16<sup>th</sup> of 58 counties)



**11** % of children with **asthma management plan** <sup>5</sup>  
(ranked 34<sup>th</sup> of 58 counties)

However, San Bernardino County children and families **still face many challenges** <sup>6</sup> :



**53%** of children live at or below 2x the poverty level  
(ranked 40<sup>th</sup> of 58 counties)



**15%** of children with working parents have access to a licensed child care slot  
(ranked 56<sup>th</sup> of 58 counties)



**38%** of 3- and 4-year-olds enrolled in preschool  
(ranked 16<sup>th</sup> of 58 counties)



**9.0** substantiated cases of abuse or neglect per 1,000 children <sup>8</sup>  
(ranked 33<sup>rd</sup> of 58 counties)



**60%** exclusive breastfeeding rate in the hospital  
(ranked 51<sup>st</sup> of 58 counties)



**22%** of low-income children visited a dentist in past year  
(ranked 42<sup>nd</sup> of 58 counties)

The First 5 Commission investments look to contribute to Systems Wide efforts that improve these rankings over time, and the well-being of children and families of San Bernardino County.

All data on pages 11 – 12 are valid as of May 2020.

<sup>3</sup> Source: 2016 – 2017 California County Scorecard: <http://pub.childrennow.org/2016/county/san-bernardino/>

<sup>4</sup> 83% in 2018 – 2019 scorecard, rank 18 of 58 counties

<sup>5</sup> Data should be interpreted with caution. Low number of events (fewer than 10) or unstable data with large confidence intervals.

<sup>6</sup> Source: 2018 – 2019 California County Scorecard: <https://www.childrennow.org/portfolio-posts/2018scorecard/>

<sup>7</sup> <https://www.healthypeople.gov/2020/data/map/4363?year=2011-12>

<sup>8</sup> Webster, D., et al. California Child Welfare Indicators Project Reports, UC Berkeley Center for Social Services Research (Jul. 2019), retrieved from Kidsdata.org on June 29, 2020.

# Strategic Framework

The First 5 San Bernardino's Strategic Framework serves a model that drives investments for children and families in San Bernardino County. In this section, First 5 San Bernardino outlines how investment in direct services and systems in each of the Strategic Priority Areas improve children's outcomes and aim to have the greatest impact for children and families.

## Investment Areas

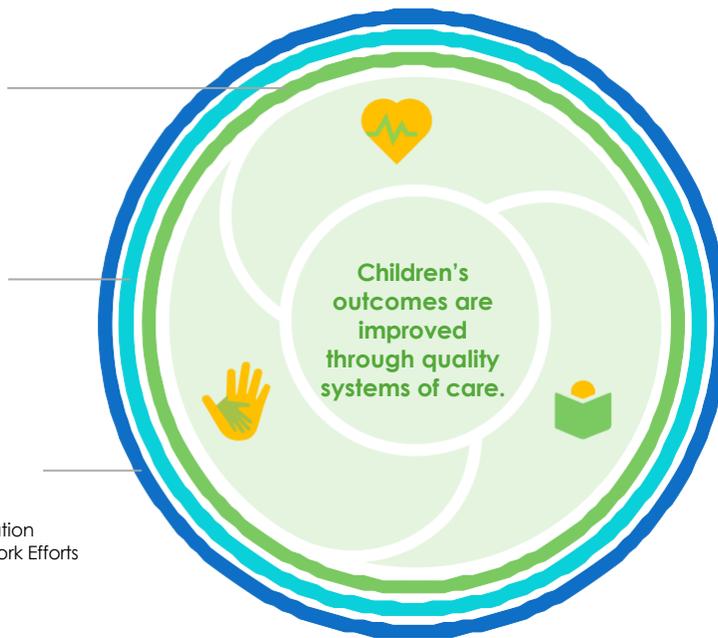
**Direct Services** for children prenatal to age 5 & their families

**Systems Level Efforts**

- Collaboration
- Community Capacity Building
- Workforce

**Supportive Strategies**

- Research & Evaluation
- Policy
- Communications
- Advocacy
- Countywide Collaboration
- Statewide/First 5 Network Efforts



## Strategic Priority Areas and Goals



### 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.



### Quality 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.



### Family Supports

Families and communities are engaged, supported, and strengthened through resources and opportunities that assist them in nurturing, caring, and providing for their children's success and well-being.

In the 2015-20 Strategic Plan, First 5 San Bernardino's systems change efforts were outlined in Strategic Priority Area 2 as a stand alone effort. For this Strategic Plan, the systems change work is embedded in each of the three Strategic Planning Areas (SPAs)—Child Health, Quality Early Learning and Family Supports-- and together with Supportive Strategies, act as a foundation for all programmatic work.

This shift in structure aims to illustrate how all of First 5 San Bernardino's work integrates to create, enhance and support systems that are in service of directly benefiting children, families and communities across all San Bernardino County. This aligns with the First 5 California framework and ensures that local goals and outcomes can be accurately reported at the State level.

# Strategic Priority Areas

First 5 San Bernardino has three Strategic Priority Areas (SPAs) to organize its investments: Child Health, Quality Early Learning and Family Supports. These areas include distinct objectives and outcomes First 5 San Bernardino aims to achieve—these are the “what” of the work. The “how” of the work –direct services, systems level efforts and supportive strategies can be found across all three Strategic Priority Areas.

First 5 San Bernardino establishes accountability to children and families in San Bernardino County by producing an Annual Outcomes Report and having an annual Strategic Plan Revision process, where staff reflect on progress made and determine opportunities for course correction to better serve children and families. More information on how First 5 San Bernardino measures outcomes in each SPA, in addition to the county-level data monitored, is discussed in the Annual Outcomes Report.

## Child Health

### Goal

Children prenatal through age five and their families can access the full spectrum of health and behavioral health services needed to enhance their well-being.



### Outcomes

- Families have access to resources and environments that support the total wellness of the child
- Families are knowledgeable of and utilize resources to manage their health
- Children are born healthy
- Systems and services effectively support and engage children, families, and communities' health

## Why This Matters

The early years of a child's life play a critical role in shaping their health, developmental and life outcomes. Access to health and behavioral services for expectant mothers, newborns and young children can improve outcomes beyond physical health for their lifetimes.

### Initiative Spotlight: Maternal Health Network

While San Bernardino County ranks within the top third of California counties for expectant mothers receiving prenatal care, the County still lags behind the state in birth outcomes, including preterm birth rates and neonatal death rates. These disparities are even more pronounced for African American women. To address this important issue, First 5 San Bernardino provided financial support to convene the Maternal Health Network (MHN). The goal of the MHN is to develop a comprehensive, coordinated, and responsive support system for families who are planning to become pregnant, those that are pregnant and those that have recently delivered a child. In 2019, MHN events engaged over 200 providers and community members in activities and work groups to identify key issues, assets and opportunities to strengthen the maternal health system in San Bernardino County.

The Maternal Health Network is an example of the dozens of initiatives where families, providers, and stakeholders **collaborate** effectively to improve the well-being of the child.

## Quality Early Learning

### Goal

Children birth through age five 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.



### Outcomes

- Families have access to quality early childhood care and education through systems and services that are effectively supported and engage children's families and communities
- Parents and caregivers are knowledgeable of and utilize quality early childhood care and education resources
- Parents and caregivers are engaged in children's learning

### Why This Matters

The developmental and educational opportunities that children have access to in their early years have a lasting impact on their health as adults.

### Initiative Spotlight: Quality Start San Bernardino

Quality Start San Bernardino (QSSB) is a quality rating and improvement system (QRIS) designed to help child care programs and preschools provide the highest quality early learning experiences to children. QSSB integrates and aligns quality improvement services and investments into one coherent system. The consortium consists of First 5 San Bernardino in conjunction with California State University San Bernardino, Child Care Resource Center, San Bernardino County Superintendent of Schools, and San Bernardino County Preschool Services. 2018-2019 was the initiative's second operational year, and QSSB's reach increased by 50 providers over the previous year, a 27% increase. To learn more please go to [www.qualitystartsb.org](http://www.qualitystartsb.org).



QSSB is an example of how First 5 San Bernardino is ensuring that the **workforce** is developed to effectively serve children and families.

### Connected Services

Jennifer's daughter Chloe is ready for preschool -- she knows other kids in her apartment complex who talk about going to school and she is excited to go to school, too. Jennifer wasn't sure how to find a program she could afford. She was waiting to meet with her WIC case manager when she spotted a flyer about Head Start. She copied down the 1-800 number and called as soon as she got home. A Head Start enrollment coordinator called her back the very next day and walked her through the process to get Chloe signed up. Chloe was in a classroom less than two weeks from the day Jennifer made that first call. Jennifer is looking forward to continuing her education next fall at a local community college now that Chloe has Head Start.



## Family Support

### Goal

Families and communities are engaged, supported, and strengthened through effective resources and opportunities that assist them in nurturing, caring, and providing for their children's success and well-being.



### Outcomes

- Children are free from abuse and neglect
- Parents provide developmentally appropriate care
- Families have the capacity and resources to thrive

### Why This Matters

Children are at the center of the broad ecosystem of their families and communities. In order to support the best outcomes for children, it is important to support the family. There are times that the best approach to support the family is to strengthen the ecosystem.

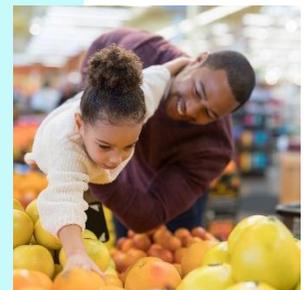
### Initiative Spotlight: Family and Community Support and Partnerships

The Family and Community Support and Partnerships (FCSP) investment provides parenting education classes (Nurturing Parenting) and structured case management services using the Family Development Matrix (FDM) to increase family stability. FCSP is intended to reduce the risk of child abuse and neglect by building parenting skills and increasing family's economic, social and emotional stability. Early research has demonstrated that pairing these two supports together increases family stability more powerfully than either service alone. First 5 San Bernardino's investment in these two evidence-based approaches ensures that organizations are well-equipped to serve families for generations to come.

FCSP is an example of **community capacity building**, ensuring that community organizations and groups are equipped to effectively serve children and families.

### Navigator Needed

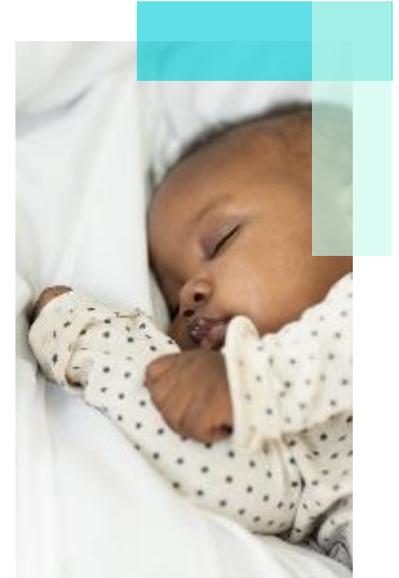
Eric and his partner work two jobs each to make ends meet for their family but still found themselves running out of food before the end of the month. So Eric started looking into SNAP and food pantries to supplement their budget. He asked his friends and family for help with how to apply for assistance and they suggested he visit the SNAP website. While he found the website, the resources on the site were difficult to understand and navigate. Additionally, running between two jobs makes it hard to get away for an appointment. Eric then turned to his church, where a member connected him to a local food pantry. Eric is grateful for the help he receives from the food pantry but wishes he could get more help navigating the SNAP system, which would be a better resource for his family. He would benefit from a case manager to help him locate and secure the help his family needs.



## Systems-Level Efforts

Across the SPAs there are three outcomes that support efficient systems. These include First 5 San Bernardino's commitment to ensuring that families, providers, and stakeholders **collaborate** effectively to improve the well-being of the child; that **community organizations** and groups are equipped to effectively serve children and families (community capacity building); and that the **workforce** is developed to effectively serve children and families.

Additionally, programs and approaches are strength-based, trauma-informed, focused on the importance of relationship-building, and aim to be culturally effective across all aspects of SPA work.



### Collaboration

First 5 San Bernardino is committed to ensuring that families, providers, and stakeholders collaborate effectively to improve the well-being of the child.

The Oral Health Action Coalition brings together oral health providers and advocates from public and nonprofit agencies, academia and policy makers to ensure that children and families have access to oral health services and resources. The annual oral health convening helps unify advocacy and policy change efforts across the county.

### Community Capacity Building

First 5 San Bernardino is committed to ensuring that community organizations and groups are equipped to effectively serve children and families.

The Inland Empire Community Collaborative (IECC) grew out of the alumni network of local nonprofits and community based organizations who participated in First 5 San Bernardino's Capacity Building Academy. The IECC has in turn, helped leverage new sources of funding for San Bernardino County organizations.

### Workforce

First 5 San Bernardino is committed to ensuring that the workforce is developed to effectively serve children and families.

The professional development provided through Quality Start San Bernardino ensures that early childhood education teachers have the skills they need to ensure children enter kindergarten ready to learn. These experiences also allow teachers to advance in their careers, earn better pay and advance the quality of early education in San Bernardino County.

# Supportive Strategies

First 5 San Bernardino works to improve outcomes for children and families in many ways beyond just programmatic and systems investments. These **supportive strategies** are foundational to First 5 San Bernardino's work.

First 5 San Bernardino...

## Research & Evaluation

Monitors initiative data and provides timely research to inform Commissioners and other county leaders



## Policy

Tracks federal, statewide, regional and local efforts on policies that can impact children and families



## Communications

Shares information with parents, caregivers, educators and other stakeholders throughout the county about early childhood



## Advocacy

Ensures that early childhood issues are included in local, countywide and regional efforts



## Countywide Collaboration

Works in support of the Countywide Vision, Community Vital Signs and the Cradle to Career Initiative



## Statewide/First 5 Network Efforts

Contributing member of the First 5 Network to unify the work of First 5 California, the First 5 Association, and the 58 County Commissions



# San Bernardino Countywide Vision

First 5 San Bernardino is part of a countywide system of agencies and organizations that work together to achieve the San Bernardino Countywide Vision. First 5 San Bernardino's work in Child Health, Quality Early Learning and Family Support provide for the safety, health and social service needs of County residents.

## San Bernardino County envisions...

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.

**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.

**a sustainable system** of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure, in which development complements First 5 San Bernardino's natural resources and environment.

**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.

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.



## Persistent Parents

Mark and Franchesca have two children and have recently moved to Ontario from San Bernardino. The couple searched for extra-curricular activities for their six-year old to stay active and connected to other children. After many dead ends, they enrolled their daughter in a local science camp. But they were disappointed to learn that the program did not use an evidence-based curriculum and the staff didn't seem to know much about working with young children. The couple was excited when they found out about Cal State San Bernardino's summer science activities for children, so they decided to enroll their daughter in the summer camp despite the cost and distance from their home.





# First 5 San Bernardino Commission

**ELLIOT WEINSTEIN, M.D., CHAIR**  
Pediatrician (private practice)

**GARY OVITT, Vice Chair**  
Retired Teacher, Principal, and  
4<sup>th</sup> District Supervisor

**TED ALEJANDRE**  
San Bernardino County  
Superintendent of Schools

**DIANA ALEXANDER**  
Assistant Executive Officer  
San Bernardino County Administrative Office

**JOE BACA JR.**  
Fifth District Supervisor  
San Bernardino County Board of Supervisors

**DR. GWENDOLYN DOWDY-RODGERS**  
President, Arrowhead United Way  
San Bernardino City Unified  
Board of Education Member

**JOSHUA DUGAS**  
Director  
San Bernardino County  
Public Health Department

