

*** SPECIAL MEETING NOTICE***
FIRST 5 SAN MATEO COUNTY (F5SMC)
COMMISSION MEETING

DATE: Monday, July 30, 2018
TIME: 4:00 PM – 6:00 PM
ADDRESS: San Mateo Council Chamber
330 W. 20th Avenue
San Mateo, CA 94403

AGENDA		
Call to Order and Preliminary Business		
1	Roll Call	4:00 PM
2	Public Comment	
3	Trauma- and Resiliency-Informed Systems Initiative Presentation and Recommendation by Alex Hildebrand, Director of Strategy Consulting, Learning for Action <i>(See Attachments 3)</i>	4:05 PM
4	Strategic Plan 2020 by Christina Bath Collossi, Managing Partner, VIVA Strategy and Communications <i>(See Attachments 4)</i>	4:30 PM
5	Adjourn	

*** Public Comment:** Public comment in a special meeting is limited to comment on the agenda items being discussed in the special meeting. Persons wishing to address a particular agenda item should speak during the public comment portion of the meeting or during that agenda item. If you have anything that you wish to be distributed to the Commission and included in the official record, please hand it to Myra Cruz who will distribute the information to the Commissioners and staff. Speakers are customarily limited to two minutes, but an extension may be provided to you at the discretion of the Commission Chair.

The identified times are approximate and are intended to serve as a guide to the public and all First 5 meeting attendees regarding the approximate start times for any one section of the Agenda. The actual start and end times for an agenda item may differ from the noted times.

Public records that relate to any item on the open session agenda for a regular or special Commission meeting are available for public inspection. Those records that are distributed less than 24 hours prior to the meeting are available for public inspection at the same time they are distributed to all members, or a majority of the members of the Commission. The Commission has designated the First 5 San Mateo County office located at 1700 S. El Camino Real, Ste. 405, San Mateo, CA, 94402, for making those public records available for inspection. The documents are also available on the First 5 Internet Web site at www.first5.smcgov.org.

IN COMPLIANCE WITH THE CALIFORNIA GOVERNMENT CODE AND THE AMERICANS WITH DISABILITIES

ACT: First 5 San Mateo County Commission meetings are accessible to individuals with disabilities. Contact Myra Cruz at (650) 372-9500 ext. 232, or at ecruz@smcgov.org as soon as possible prior to the meeting, if (1) you need special assistance or a disability-related modification or accommodation, including auxiliary aids or services, in order to participate in this meeting; or (2) you have a disability and wish to receive the meeting notice, agenda packet or other writings that may be distributed at the meeting in an alternative format. Notification in advance of the meeting will enable First 5 San Mateo County to make reasonable arrangements to ensure full accessibility to this meeting and the materials related to it.

Date: July 30, 2018
To: First 5 San Mateo County Commission
From: Kitty Lopez, Executive Director
Re: Trauma- and Resiliency-Informed Systems Initiative Presentation and Recommendation

This item is intended to provide an update to the Commission on the already approved Mental Health Systems Service Strategy and to share the recommendation for the First 5 SMC Trauma- and Resiliency-Informed Systems Initiative for information and feedback.

BACKGROUND

Mental Health Systems Process

The F5SMC 2015-2020 Strategic Plan Implementation Plan approved by the Commission includes a Service Strategy designated for Mental Health Systems Building. The initial phase of this strategy; that of information-gathering, identifying and prioritizing strategies; was intended to inform F5SMC's future investment(s) in this area, and to identify other important opportunities that may be possible to address over time through collaborative efforts. In June 2017, after releasing a Request for Bids, F5SMC selected Learning for Action (LFA), a San Francisco-based consulting group, to lead the planning process for the Mental Health Systems Initiative in partnership with F5SMC staff. The planning process included key informant interviews, the development of a landscape scan, the convening and facilitating of a steering committee, and a community input session attended by nearly 50 stakeholders.

The Steering Committee recommended prioritizing the idea of a Trauma- and Resiliency-Informed Systems Initiative, with specific interest in using this initiative to help young child- and family-serving organizations and systems become more internally trauma-informed in their operations as a first step. The details of the recommendation can be viewed in Attachment 3A. This recommendation was approved by the First 5 SMC Commission at the January 2018 Commission meeting.

Trauma- and Resiliency-Informed Systems Initiative

To further develop the Trauma- and Resiliency-Informed Systems Initiative (TRISI), First 5 SMC conducted an additional planning process over the last few months in an effort to identify the specific elements of the recommendation, the target audience, and the structure. Through further research and an additional round of interviews with trauma experts, consultant LFA and First 5 SMC staff have created a Trauma-Informed Systems Landscape Scan. Please click the link: http://www.first5sanmateo.org/wp-content/uploads/2018/06/F5SMC-TIS-Landscape-Scan_June-2018.pdf A TRISI Planning Committee comprised of local systems leaders and authorities on trauma held three meetings to provide feedback on the Landscape Scan, integrate the findings, and flesh out the vision for the Initiative. The Committee also provided thoughtful feedback on the recommendation that is being presented to the Commission at this meeting.

RECOMMENDATION

The resulting recommendation for the TRISI includes the following areas of focus:

1. Systems Strengthening
 - Focused on system leaders, organizational leaders, policymakers
 - Activities include:
 - Coordination with other local efforts
 - Promoting common language/ approach
 - Policy and resource advocacy
2. Practice Improvement
 - Focused on organizational leaders, managers, all staff
 - Activities include:
 - Online trauma and resilience resources
 - Trauma 101 trainings
 - Trauma-informed organization assessment support
 - Trauma-informed organization implementation support
3. Initiative Evaluation
 - Will measure if organizations have become more trauma- and resiliency-informed based on the Trauma-Informed Organizations Developmental Framework

FISCAL IMPACT

The First 5 SMC Commission has already committed \$130,000 annually for fiscal years 2018-19 and 2019-20 toward this effort. Additionally, First 5 SMC recently received confirmation of \$150,000 in Mental Health Services Act (MHSA) funding to support this initiative for a total of \$410,000 over the two-year funding period.

CONSIDERATIONS

- The F5SMC Commission approved of the Mental Health Systems Building Service Strategy as a funding priority as part of the 2015-2020 Strategic Plan. At the August 2017 Meeting, the Commission approved an allocation of \$130,000 annually over two years (FY 2018-2020) for the implementation of the identified project(s).
- The recommended approach aligns well with other efforts underway in San Mateo County without creating duplication. There is also momentum at a regional, statewide, and national level to focus on trauma- and resiliency-informed approaches.

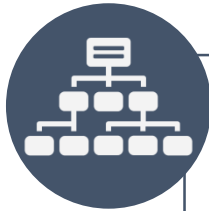
NEXT STEPS

First 5 SMC staff plan to implement this Initiative in the following phases:

- Phase 1: Buildout (July-December 2018): Will include convening an Implementation Committee, any contracting/procurement, market assessment, relationship-building and initiative refinement.
- Phase 2 (January-June 2019): Will include Trauma 101 Training and the Trauma-Informed Organizations (TIO) Program Design.
- Phase 3: (July 2019–June 2020): Will include roll-out of the TIO Implementation, Evaluation, and future recommendations for sustainability

Primary Recommendations

Long-term goal: Embed Trauma-Informed Policies and Practices at every level of the system



Training and support for child- and family-serving organizations to become more trauma-informed, including:

- **Agency Self-Assessments of Trauma-Informed Care**
- **Trauma 101:** Basic training on definition, prevalence, impacts and treatment of trauma as well as information about resiliency and protective factors
- **Reflective Practice Training and Supervision:** An approach that supports various models of relationship-based service delivery and can be used across disciplines, systems of care, and service models for children and families.



Training and resources for professionals working with children and families

- To understand trauma, its impacts, and treatment options
- That incorporates cultural humility into trauma-informed work



Education for parents to help recognize the signs and symptoms of trauma

Date: July 30, 2018
To: First 5 San Mateo County Commission
From: Kitty Lopez, Executive Director
Re: First 5 San Mateo County Strategic Planning Process

The attached documents provide important information for the Strategic Planning Process and discussion that will take place at the Special Commission Meeting on July 20, 2018.

There will be more strategic planning materials shared and discussed at the meeting, but it will be very important that you read and understand these materials in advance. This is one of two meetings where the strategic plan revision will be a lengthy conversation before its scheduled adoption.



First 5 San Mateo County Strategic Planning Process

July 30, 2018

Strategic Planning Revision:

On December 11, 2017 the Commission approved a 2018 Strategic Plan revision rather than embark on a completely new planning process to guide efforts from 2020-2025. This means the Commission and stakeholders will be guided through focused areas of conversation rather than an end-to-end process.

Specifically, the Commission will *not* be asked to reconsider: vision, mission, overarching desired outcomes, values, guiding principles, community roles, and primary focus areas. The strategies also continue to be strongly rooted in research. At the same time, the Commission's financial outlook requires us to think about in the ways we positively impact the community, including funding levels.

Strategic Planning: Input, Discussion and Approval

The groups below will be convened to provide their unique perspective into the revision process. This will culminate in a First 5 San Mateo County Commission approval item at the October 2018 meeting.

Community Input:

- Public Forum
- Systems Executive Partnership meeting
- Input at three Commission meetings

F5SMC Strategic Planning Ad-hoc Committee:

- Three in-person meetings
- Two conference calls

F5SMC Commission Meeting:

- Two regular commission meetings will require a significant portion of the agenda to be focused on strategic planning
- At a third meeting, the plan will be considered for adoption

F5SMC Staff

- Work regularly with the strategic planning consultant, Christina Bath Collosi, and all input groups to develop the revised plan.

Questions we anticipate the groups above will discuss include:

- How can F5SMC create and maximize partnerships to increase outcomes for children 0-5 in light of declining proposition 10 funding?
- Which of our investments are yielding significant and unique benefits?
- What is the desired legacy of the Commission regardless of community funding level?



First 5 San Mateo County

July 30, 2018

Strategic Planning Process Roles and Responsibilities

- I. **F5SMC Staff:** Provides recommendations to the committee as well as input to the critical questions for discussion and decision making by the committee
- II. **Public:** Provides feedback on existing strategies as well as input on the developing plan
- III. **Strategic Planning Ad-hoc Committee:** Discusses key questions, staff recommendations, and provides recommendations to the Commission
- IV. **Commission:** Discusses and adopts the strategic plan

Strikethrough = Meeting already complete

Schedule for Strategic Planning

Month	F5SMC Team (4) in person	Committee	Other	Commission
March	Kickoff: March 14 th 2:00-3:00 (Staff Mtg.)			
April	April 18 th 2:00-3:00 (Staff Mtg.)	In person: Fri, April 27 th 1:00-3:00		
May	May 17 th 10-11:30 (Program Mtg.)	Phone: May 25 th 1:00-2:30	Community Forum –Wed, May 9 th 9:30 AM-12:00	Input meeting – May 21st 1 hour on agenda <i>No quorum, rescheduled for July</i>
June	Wed, June 13 th 2:00-3:00 (Staff Mtg.)	In person: Fri, June 12 th 9:30-12:00	Partnership – Breakfast Tue, June 5 th 7:30-9:30 AM	
July		In person: Thu, July 12 th 9:30-12:00		Input meeting July 30th 1.5 hours
August	Aug 8 th 2:00-3 (Staff Mtg.)			Input meeting – Aug 27 th 1 hour on agenda
September		Phone: Fri, Sept 14 th 1:00-2:30		
October				Adoption meeting - Oct 22 nd 20 minutes

• First 5 San Mateo County 2015-2020 Strategic Plan Executive Summary



Vision

Success for every child.



Mission

First 5 San Mateo County promotes positive outcomes for young children and their families through strategic investments, community leadership, and effective partnerships.

Desired Outcomes

The following desired outcomes guide First 5 San Mateo County's efforts:

1. San Mateo County will give priority to young children and their families
2. Communities provide a safe and healthy environment for young children
3. Children have access to high-quality early care and education settings
4. Families feel connected to and supported by their community and able to nurture their children's health and development
5. Children have healthy attachments to their parents and caregivers and
6. Children have access to and are utilizing appropriate health care services to meet their health and developmental needs



History

Research shows that children's brains develop more during the first five years than at any other time. What parents and caregivers do during these first years can make a profound difference in a child's development and impacts the rest of a child's life.

Based on this research, in 1998 California voters passed Proposition 10, the California Children and Families Act, which adds a 50-cent tax on all tobacco products to fund programs and improve systems to better the lives of children from the prenatal stage through age five. As a result, the First 5 San Mateo County Commission was established in 1999 and, since its inception, has invested more than \$120 million to serve the County's children and families.

My mommy is pregnant with me! The fundamentals of my brain are already developing.

Prioritizing San Mateo County's Youngest Children

The First 5 San Mateo County Commission strives to create conditions that will allow all young children in San Mateo County to prosper socially, emotionally, and economically.

To this end, the Commission serves three primary community roles: Strategic Financial Investor, Community Partner, and Community Leader advocating for the prioritization of young children and their families in decision-making processes.

This combination of focused financial investments and systems-level work enables the Commission to maximize declining revenues and take advantage of expanding partnership opportunities to achieve positive outcomes for children, families, and the community.



700 new neural connections are forming in my brain every second.



Core Values and Guiding Principles

We believe that our work must:

- Support the whole child within the whole family
- Build connections between the many systems that serve young children and their parents and caregivers
- Embrace the importance of fathers and male role models in the healthy development of children
- Promote positive early development and focus on prevention and early intervention
- Include children of diverse abilities
- Respect and engage parents and families
- Honor cultural, ethnic, and linguistic diversity
- Appreciate strengths
- Enlarge community capacity

In our work on behalf of young children, we strive to:

- Create value
- Promote equity
- Foster excellence
- Demonstrate effectiveness
- Achieve sustainable change

Supporting a Community Approach

Prioritizing young children and those who care for them is especially important in light of the stark inequalities of opportunity in San Mateo County. Although it is one of the wealthiest regions of the nation, the cost of living here is high, making self-sufficiency a struggle for many families.

Lasting improvements to the well-being of San Mateo's youngest residents are possible when the community understands the importance of supporting young children and their families and works together to mobilize resources.

This effort requires common understanding, shared ownership, willingness to change, and commitment to opportunity for all children. First 5 San Mateo County supports a community-wide effort through:

1. Leadership on early childhood advocacy and policy development
2. Multidisciplinary community partnerships
3. Community education to increase understanding of the importance of the early years and build public will to invest in young children



Everything I see, hear, touch, smell, or taste helps shape my brain for thinking, feeling, moving, and learning.

Focus Area: Early Learning

Early learning settings play a critical role in nurturing children's social, emotional, and cognitive development. Supporting a continuum of high-quality early learning, beginning in infancy and with smooth transitions into toddler care, preschool, and elementary school, is a priority for the Commission.

Strategies for Investment:

1. Support formal quality improvement in early learning settings
2. Expand access to early learning settings/environments for children with special needs and for infants and toddlers
3. Strengthen parents' understanding of high quality early learning
4. Partner with San Mateo County's Big Lift initiative



My emotional and cognitive development is shaped by the interactions I have with my parents and caregivers.



Focus Area: Child Health and Development

Access to medical care for prevention, early detection, and treatment of physical, developmental, and mental health needs during the first five years is critical to children's long-term well-being. Additionally, improving the conditions where children live, play, and go to school can help them thrive.

Strategies for Investment:

1. Promote health care access and utilization
2. Integrate systems for children with special needs and their families
3. Promote equitable access to safe and healthy communities

My checkups at the doctor help make sure that I am healthy and growing strong.

Focus Area: Family Engagement

Children do well when cared for by supportive families, which, in turn, do better when they live in vibrant and supportive communities. Valuing today's varied family structures, cultures, and languages is key to working effectively with parents. The more we create effective parent partnerships, the more stable foundations we create for lifelong learning and success.

Strategies for Investment:

1. Provide intensive support for families with multiple risk factors
2. Create effective parent partnerships
3. Promote parent connectivity and support networks
4. Strengthen service providers' early childhood understanding

I'm ready for kindergarten!





First 5 San Mateo County Commissioners

Michael Garb, Public Member, *Commission Chair*

Jean Fraser, Chief, Health System, *Vice-Chair*

Angel Barrios, Public Member

Anne E. Campbell, County Superintendent of Schools

Jorge Glascock, Public Member

Harvey Kaplan, M.D., Public Member

Lee Michelson, Public Member

Dave Pine, Board of Supervisors

Iliana Rodriguez, Agency Director, Human Services Agency

First 5 San Mateo County Youth Commissioners

Felipe Afanador

Max Weinstein

First 5 San Mateo County Staff

Kitty Lopez, *Executive Director*

Khanh Chau

Jenifer Clark

Karen Pisani

Emily Roberts

Chonne Sherman

Mey Winata

The 2015-2020 First 5 San Mateo County Strategic Plan was adopted September 22, 2014.

First 5 San Mateo County
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First 5 San Mateo County Creating Impact as an Investor, Partner, & Leader

First 5 San Mateo County promotes positive outcomes for children 0 through age 5 in San Mateo County. As a leading agency in the early childhood field, it increases understanding about foundational early childhood topics in the community. Since 1999, First 5 San Mateo County (F5SMC) has invested more than \$140 million in local programs to serve over 60,000 children. In addition to its role as a strategic financial investor, F5SMC serves as a community partner and early childhood leader.

As outlined in its 2015-2020 Strategic Plan, F5SMC is pivoting away from a primary emphasis on direct service grants and towards partnerships with entities that are achieving both direct impact as well as positive systemic change so that families beyond the direct service reach are also able to benefit. This means that many investments serve present needs as well as examining and improving the underlying systems. As a community leader, F5SMC identifies strategic partners and aligns leadership and resources. As a community partner, F5SMC fosters cross-agency and multidisciplinary partnerships and funding opportunities. In braiding these three key roles—investor, partner, and leader—F5SMC is maximizing its resources as well as partnerships with community leaders and organizations serving young children and their families.

F5SMC is not alone in expanding its non-grant investments. This practice is a trend across the social impact sector. Social entrepreneurs and organizations of

all kinds are iterating and expanding the strategies they use to achieve impact. These strategies include policy development, creative dialogue, collaboration, thought leadership, advocacy, research, critical thinking, and networking hubs.

In his seminal Stanford Social Innovation Review article, “The Road to Scale Runs Through Public Systems,” Patrick McCarthy, President of the Annie E. Casey Foundation, reminds us “that a bad system will trump a good program—every time, all the time.”¹ This searing insight affirms that F5SMC is wise to focus on systems-level changes rather than continuing to invest solely in direct-service grants—particularly as Prop 10 funding declines due to smoking cessation.

This report introduces some popular strategies that drive social impact, their use within the First 5 landscape, and some success stories of systems-level change at F5SMC.

1) McCarthy, Patrick T. “The Road to Scale Runs Through Public Systems.” Smarter Philanthropy for Greater Impact, Rethinking How Grantmakers Support Scale, a Supplement to Stanford Social Innovation Review, vol. 12, no. 2, 2014, pp. 1-24., ssir.org/articles/entry/the_road_to_scale_runs_through_public_systems. Patrick McCarthy is President of the Annie E. Casey Foundation.

First 5 San Mateo County's Strategic Outcomes & Impact

Outcomes

The F5SMC Commission adopted the following desired outcomes to guide its efforts during the 2015-2020 Strategic Plan:

- 1 San Mateo County will give priority to young children and their families;
- 2 Communities provide a safe and healthy environment for young children;
- 3 Children have access to high-quality early care and education settings;
- 4 Families feel connected to and supported by their communities and able to nurture their children's health and development;
- 5 Children have healthy attachments to their parents and caregivers; and
- 6 Children have access to and are utilizing appropriate health care services to meet their health and developmental needs.

Impact

The F5SMC Commission adopted the following three primary community roles to guide its efforts during the 2015-2020 Strategic Plan:²

Strategic Financial Investor:

The Commission's role as an investor is to move positively toward its desired outcomes in critical areas of need for young children and their families. These investments aim to make a unique contribution to specific family needs that currently can't be addressed by other entities. Strategic investments will also target quality improvement and enhancements with and across organizations and professionals serving children 0-5 and their families.

Community Partner:

The Commission's role as a community partner may be as a leader initiating collaborative efforts aligned to its vision and mission; as a partner in existing efforts for which the leadership is provided or shared; or as a champion of community efforts, encouraging the efforts of others better resourced to make a positive impact. F5SMC prioritizes partnerships that are results-driven, action-oriented, and that are likely to achieve measurable results and community impact.

Community Leader:

As the County's leading organization dedicated exclusively to achieving positive outcomes for children 0-5 and their families, the Commission will vigorously advocate for their needs and priorities. Using appropriate and respectful channels, this leadership aims to ensure that young children's unique health and developmental needs are known, discussed, and integrated into community solutions for families.



2) First 5 San Mateo County 2015-2020 Strategic Plan. pp. 1-24, First 5 San Mateo County 2015-2020 Strategic Plan. Adopted September 22, 2014.

Scaling Impact Beyond Grantmaking: Lessons from Philanthropy

F5SMC's community roles—investor, partner, leader—represented a shift in the operational model F5SMC uses to achieve its outcomes. This shift away from direct service grantmaking as a primary activity is gaining traction in philanthropy. Other funders, including many foundations, are doing the same thing.³ “Many still think of foundations as a source of grants. In our information age, they are as much about ideas and knowledge as they are about dollars. A grant to a single organization allows for the success of the grantee, but promoting the thinking behind the grant, as well as its results, allows for broader learning and idea generation,” according to Vikki Spruill, President and CEO of the Council on Foundations.⁴

“Many still think of foundations as a source of grants. In our information age, they are as much about ideas and knowledge as they are about dollars. A grant to a single organization allows for the success of the grantee, but promoting the thinking behind the grant, as well as its results, allows for broader learning and idea generation”

— Vikki Spruill, President and CEO of the Council on Foundations

In New York, a health-conversion foundation whose aim is to improve the health of all New Yorkers uses convening and communications to drive impact. Reflecting on a blog he wrote that caught a senator's eye, CEO David Sandman says, “Access to decision-makers is a key strategy for us, so our communications and outreach are critical... That is impact: We didn't make a grant; instead, our in-house capabilities enabled our access to decision-makers.”⁵ Menlo Park's Jacques M. Littlefield Foundation has given over \$6.5 million in direct-service grants since its inception in 2014. However, in refining

its mission and model the board began looking at emerging philanthropic trends and discussing ways to make impact beyond conventional grantmaking. This has resulted in increased capacity building efforts. Additionally, in 2017, some of the Foundation's leaders met with peers at Denver's Donnell-Kay Foundation to discuss its approach to impact. The two foundations have the same endowment size but vastly different approaches to achieving impact.

“Access to decision-makers is a key strategy for us, so our communications and outreach are critical... That is impact: We didn't make a grant; instead, our in-house capabilities enabled our access to decision-makers.”

— CEO David Sandman, Jacques M. Littlefield Foundation

Donnell-Kay began as a traditional grantmaking foundation with minimal staffing but has made a strategic pivot. Donnell-Kay now has more staff members and they work in-house on policy, advocacy, and communicating ideas to drive action and impact. Donnell-Kay executive director Tony Lewis says the Foundation “organically grew into this model because it had a trustee who had served in the legislature and wanted to⁶ get in and be involved in solutions, instead of just waiting for them to arrive on our doorstep.” Donnell-Kay now functions mostly as “a think tank with money,” Lewis says, an incubator of ideas and solutions aligned with the Foundation's mission.

These two foundations, like F5SMC, are deploying resources and using innovative strategies to drive systems-level change that complements direct-service grants. Below are ways that F5SMC drives impact at the system level using multiple strategies alongside its historical focus on grantmaking.

3) McDaniel, Erika. “Top 5 Ways to Make an Impact Beyond Grantmaking.” *Philanthrophiles.org*, Exponent Philanthropy, 4 Oct. 2017, philanthrophiles.org/2017/10/04/top-5-ways-to-make-an-impact-beyond-grantmaking/?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+PhilanthroFiles+%28PhilanthroFilesBlog%29. 4) Spruill, Vikki. “FIVE TRENDS IN PHILANTHROPY.” *Cof.org*, Council on Foundations, 16 Dec. 2016, <https://www.cof.org/blogs/re-philanthropy/2016-12-16/five-trends-philanthropy>. 5) Berman, Melissa, et al. “Frameworks for Private Foundations: A New Model for Impact.” 27 June 2017, pp. 1-28.,doi:10.15868/socialsector.27605. 6) Lewis, Tony. “Checking in on quote.” *Checking in on quote*, 15 Feb. 2018. Response to query confirming permission to use previously provided quote included in the email.

Case Study: Watch Me Grow (WMG)

The Impact of First 5 San Mateo County as Investor

Experts agree:

Early detection of behavioral or developmental concerns and connection to appropriate services lead to the best outcomes for children and families. 12 to 16 percent of all American children experience developmental or behavioral problems. Many families and providers need help in navigating the complex array of community-based services and supports available to promote children's optimal health and wellness. Residents of San Mateo County now have a way to get this support: Watch Me Grow (WMG).

This innovative program mirrored a statewide effort aligned with First 5 California's Special Needs Demonstration Site projects. WMG is funded locally solely by First 5 SMC and covers, in-depth, children within the attendance zones of South San Francisco's Spruce and Martin Elementary Schools, in addition to countywide advocacy and a medical-legal multidisciplinary team.

Main goals for the effort

- 1 **Improve the system of care for children with special needs and their families**
- 2 **Implement a local demonstration site to generate recommended best practices in developmental screening and services**

Strategies used to support the two main goals

The *child health provider outreach* strategy focuses on:

- Understanding pediatric developmental screening practices
- Educating medical providers on screening and surveillance
- Resource promotion to educate and streamline referrals to Early Start
- Promoting the co-location of screening, care coordination, and assessment services in pediatric clinics

The *community & family outreach* strategy focuses on:

- Case and resource sharing among providers through the WMG Collaborative Roundtable and WMG Child Study Team
- Identifying and addressing system barriers through the Systems Change Group and Policy Workgroup
- Connecting children and families to services

There are several steps on the path to ensuring children and families receive the care they need through WMG: intake, screening, referrals, care coordination and follow-up. As in many systems, people enter and exit the path at different points and some loops are repeated.

In its first 10 years (2007-2017) WMG has served thousands of San Mateo County residents and providers through the various program components:



6,322

ASQ Developmental Screenings



493

Multidisciplinary Case Review/Conference



329

Legal Services



2,048

Participants in Provider Capacity Building

Further Developmental Assessments & Care Coordination: 3,913—over 60% of the children screened

The data shows that the percentage of parents with referrals for developmental services for their child but who had not received those services decreased 56% after their participation in WMG care coordination. The percentage of parents that have a good understanding of their child's developmental milestones increased over 25% after six months of WMG services.

26%

of the shared children's screening results with F5SMC yielded at least one concern in a developmental domain included in the Ages and Stages Questionnaire (ASQ). ASQ is an evidence-based, parent-administered, online screening tool endorsed by the American Academy of Pediatrics.

The in-depth, place-based approach of WMG has made it a trusted community partner and the go-to point of contact for families as well as for health care, early childhood education, and family support providers in the South San Francisco community. WMG has also focused attention on addressing barriers and gaps in services throughout the entire county. SMC now has a track record of quality services for children and families, marked by collaborative relationships among providers and expertise in care coordination. WMG has helped develop local expertise in developmental screening tools and systems, by promoting and implementing online screening with the ASQ throughout the County. There is also Countywide cooperation between medical and legal teams that serve children requiring complex coordination and follow-up.

Because of the history and success of Watch Me Grow, F5SMC and its partners have made an easy transition to Help Me Grow (HMG)—a national initiative. The County is a state affiliate Help Me Grow site as of Fiscal Year 2016-17. HMG and WMG have distinct but aligned components. HMG is a universal access system for all parents of young children and their providers to access information and resources about early development. HMG and WMG together will have a wider presence and focus on systemic improvement, broader prevention, and provision of early intervention supports to families and providers. As a blended effort, HMG/WMG will have a greater focus on engaging high-level county leaders and decision-makers in advocacy and on participating in an advisory role.

The success of Watch Me Grow enabled F5SMC to leverage other funds for WMG/HMG, including a \$300,000 grant from The David and Lucile Packard Foundation and a \$25,000 Peninsula Health Care District grant.

Case Study: Human Services Agency Visitation Kit The Impact of First 5 San Mateo County as Partner

F5SMC's strategic planning process identified the importance of fostering cross-agency and multidisciplinary partnerships to better serve children 0-5 and their families. One such opportunity is the collaboration with the County's Human Services Agency on the creation of a kit filled with developmentally appropriate activities for use by children during their County supervised family visitations. These visitations occur in situations where a child has been removed from a family for the child's well-being but is allowed supervised visits with a parent or family member under the guidance of Human Services Agency staff.

F5SMC and HSA worked together to develop a shared vision to benefit both foster care children as well as its HSA staff and non-custodial parents. Among the staff that benefit from the kits are community workers, family workers, and transportation officers. The two agencies partnered in developing a list of items for Visitation Kits that address child welfare and the social, emotional, and behavioral needs of the young children. Staff professionals are then trained in the Kit's use.

“There have been many staff comments and feedback as to how wonderful the kits are!! Staff is truly appreciative!”

— HSA Supervisor Marcela Rodriguez

As a result of this successful partnership, other ideas for partnerships have emerged which leverage F5SMC's thought leadership and content knowledge of early childhood. These include the HSA's proposed Safe Care program and meetings with foster parents on ways to recruit more residents willing to serve our County's foster youth.



Case Study: Child Care Facilities Leadership

The Impact of First 5 San Mateo County as Leader

F5SMC's facilities leadership began with a conversation at a cross agency partner meeting that took place during the 2015 F5SMC strategic planning process. This initial conversation included partners who were discussing potential common points of intersection as an impact strategy. The leadership conversation led to an incredible community partnership that included work with The Early Learning Quality and Inclusion Partnership (EQ+IP) and the Child Care Partnership Council (CCPC). It contributed to the creation of the San Mateo County Child Care and Preschool Facilities Task Force and a joint op-ed by Supervisor Dave Pine and F5SMC's Kitty Lopez highlighting the need for a coordinated approach to solving the shortage.

The Task Force was a joint effort of the Silicon Valley Community Foundation's Center for Early Learning, the San Mateo County Office of Education, and F5SMC, which gathered insights from government, nonprofit, education, housing, business, and faith-based leaders. In May 2017, the Task Force issued its report and it has galvanized action countywide. The report outlines the needs, challenges, and solutions surrounding the massive shortage of child care and early learning facilities in San Mateo County.

Our impactful outcome was the creation of Build Up for San Mateo County's Children, whose four goals map to the Task Force's recommendation:⁷

1

Work across sectors to reuse/re-designate existing space to increase the number of early learning spaces

2

Work with cities and county on policies and incentives to prioritize child care in future developments

3

Engage large employers to create child care facilities for employees

4

Generate revenue for facility development and assist providers in drawing down existing funds

F5SMC supported initial communications work around Build Up that has helped make a case for greater investment. Significant progress has already been made as several local funders have engaged in facilities leadership in new ways and committed over half a million dollars to adding facilities capacity in the County. The Los Altos based Heising-Simons Foundation is supporting technical assistance for developers and agencies working on bringing projects to term. The Jacques M. Littlefield Foundation is lead funder of a two-year staffing model of Build Up's work to be housed at 4C's. A private donor has come forward with grant money for direct funding of expansion or renovation of a facility. San Bruno Community Foundation is also supporting the initiative. F5SMC's role in maintaining momentum and increasing the visibility of Build Up is substantial. Build Up partners are also advocating on the state level as there is not a federal or state funding stream to support this work.

7) San Mateo County Child Care and Preschool Facilities Task Force. Silicon Valley Community Foundation, 2017, San Mateo County Child Care and Preschool Facilities Task Force, www.siliconvalleycf.org/sites/default/files/publications/2017-ChildCarePreschool-FacilitiesReport.pdf. The San Mateo County Child Care and Preschool Facilities Task Force was led by the Center for Early Learning at Silicon Valley Community Foundation, the San Mateo County Office of Education and First 5 San Mateo County.

Supervisor Dave Pine has said “Quality child care must be part of our civic dialogue to ensure that our families are supported, and our communities thrive.” Civic leaders on school boards and city councils, Supervisor Carole Groom’s office, and Assemblyman Kevin Mullin are advancing the cause throughout the County. With First 5 SMC’s leadership and collaboration with community leaders, Supervisor Pine’s vision is becoming a reality.

“ Quality child care must be part of our civic dialogue to ensure that our families are supported, and our communities thrive.”

— Supervisor Dave Pine, San Mateo County Board of Supervisors





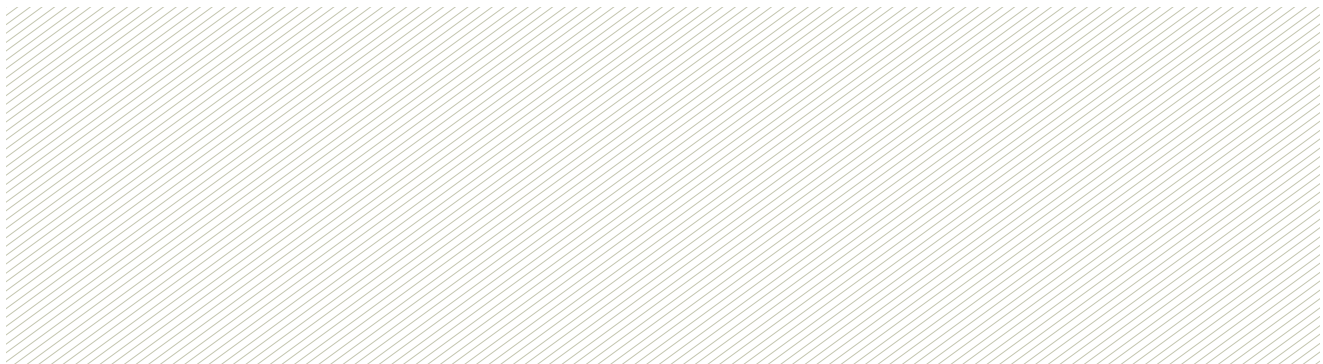
Conclusion

It is with tremendous gratitude for our fellow investors, leaders, and partners, that F5SMC celebrates its contribution to the increased well-being of children ages birth through five and their parents in our County. It is gratifying to know that as Proposition 10's funding has decreased, the impact of First 5 continues to be significant.

F5SMC's pivot from primarily serving as a direct-service grant maker to a strategic investor, leader, and partner has set up its enduring relevance and the championing of young children for years to come. The work as a leader in the area of facilities has brought other funders to the work, educated the public, and focused policymakers like never before. The work as a partner with HSA to provide developmentally appropriate kits for young children to explore and enjoy during supervised visits

benefits the children, their parents and County staff. As an investor, F5SMC has seen the payoff of Watch Me Grow in better care and screening of the County's developmentally vulnerable children.

Now at its 20-year anniversary as an organization, the maturation of F5SMC, its leadership, and community partners facilitated the ability to rethink the strategies used to make the most impact. Rather than perceiving the funding decline as a fiscal cliff from which one should recoil, it was embraced as an opportunity to seek out new opportunities for leverage and significance. This creative and opportunity-based approach has yielded profound impact for young children and their families, and reinvigorated F5SMC as a community investor, partner, and leader.





STRATEGIC PLANNING FORUM

MAY 9, 2018 | WEDNESDAY
9:30 AM - 12:00 PM

SOBRATO CENTER
SHOREWAY CONFERENCE ROOM
350 TWIN DOLPHIN DRIVE
REDWOOD CITY, CA

Share your experiences,
ideas, and priorities as
First 5 San Mateo County
develops its 2020-2025
Strategic Plan

Register [HERE](#) by May 4th

WHO SHOULD COME?

- F5SMC GRANTEES
- COMMUNITY PARTNERS
- COMMUNITY-BASED ORGANIZATIONS

9:15 AM BREAKFAST SERVED





**First 5 San Mateo County
Strategic Planning Public Forum Synopsis
May 21, 2018**

Background

Statewide, Proposition 10 revenues are on the decline. It is estimated that by the year 2020, the voter-approved initiative will generate only \$100 per child, down from \$200 per child in 2010. Locally, the First 5 San Mateo County Commission made a decision many years ago to spend down the fund balance so that more dollars could be put into the community for early care and education programs and services.

On May 9, First 5 San Mateo County convened a community of more than 80 key stakeholders to discuss the legacy and financial landscape of First 5 San Mateo County in the context of declining revenues. The charge for the community was to think strategically about how the limited resources can be leveraged to build upon nearly 20 years of investment and to continue serving the needs of children and families in San Mateo County. The thoughtful and inclusive half-day process resulted in key overarching themes, insights, and input as summarized below.

Forum Summary

1. First 5 SMC as Convener and Collaborator

This public forum theme was about helping stakeholders tap into collaborative opportunities through the convening and facilitation of strategic partnerships (e.g. public/private partnerships) and funding opportunities and through making connections and key linkages between programs and services as well as ‘maintaining the pulse’ on policy developments at the state level. F5 SMC has the opportunity to continue impact through integration of programs and services and facilitation of communication between agencies working in the county.

2. First 5 SMC as Resource Maximizer

This public forum theme was about leveraging, aligning, blending, and braiding funding sources. This includes leveraging more agile funding mechanisms, accessing dedicated funding streams (e.g. ensuring that available entitlements are maximized before utilizing other resources) alongside private philanthropy, corporate philanthropy and individual donors and/or helping partners and community-based organizations connect to these funding streams. This theme also included the utilization of a Collective Impact model to pool resources to create sustainable systems change.

3. First 5 SMC as Impact Investor

This public forum theme was about measuring impact and strategically targeting investment to services and programs that have significant return on investment such as programs that target at-risk children (e.g. homelessness, special needs, and teen parents) and/or trauma informed care practices that have a positive impact on the resiliency of at-risk populations as well as early intervention and prevention programs. The community also placed a strong emphasis on ‘clear definitions of community impact in actual measures and outcomes’ and how all stakeholders are

contributing to achieving the defined impact. Looking at best practices and programs that work and making further investments in such programs was also highlighted as a strategic priority.

4. First 5 SMC as Systems Catalyst

This public forum theme was about working across silos, not creating competition among community-based organizations and striking the balance between individual grantee funding of direct services and systems level funding of partnerships and collaborations among community-based organizations that help integrate programs and services and build stronger county-wide systems of care. Continuing to be the beacon of high quality service delivery but also working in multi-sector initiatives were highlighted as important strategic choices by the community.

5. First 5 SMC as Advocate and Champion

This public forum theme was about impacting policy makers and decision makers at the regional and state level by continuing to be an advocate and champion for high quality early care and education, parent engagement and whole family involvement (including male involvement). This role also means ‘expanding the circle of engagement’ to go beyond traditional partners (e.g. engaging the business community) and utilizing partners as extension of staff to also advocate and champion young children and families.

First 5 San Mateo County Legacy

Finally, the community was asked about First 5 San Mateo County’s legacy. To secure its legacy, First 5 SMC should know the full measure of its investments and know that outcomes for children and families are significantly better than before. First 5 SMC should be able to count new non-traditional partners as advocates and champions of early care and education, and First 5 SMC should be able to claim that the community is more collaborative and aligned in its effort to create seamless systems of care for all children and families who reside in San Mateo County. In short, *“families are safe and stable and raise children who are ready for school”* as a result of First 5 San Mateo County’s legacy.