

PUBLIC HEARING MEETING NOTICE

FIRST 5 SAN MATEO COUNTY COMMISSION MEETING

DATE: Monday, April 24, 2017
TIME: 4:00 PM – 6:00 PM
ADDRESS: San Mateo County Office of Education
 101 Twin Dolphin Drive, 1st Floor Conference Room
 Redwood City, CA 94065

AGENDA	
Call to Order and Roll Call 1. Approval of the April 24, 2017 Meeting Agenda 2. Introduction of Invited Guests 3. Public Comment 4. Commission Announcements / Youth Commission Announcements	4:00 – 4:15
Consent Agenda 5. Approval of the April 24, 2017 Consent Agenda	4:15 – 4:20
Discussion Items 6. Presentation: Communications Update and Next Steps a. Community and Commission Comments / Discussion	4:20 – 5:00
Advocacy 7. Presentation: First 5 San Mateo County’s Policy and Advocacy Platform a. Community and Commission Comments / Discussion 8. Build Up San Mateo Kids: Childcare Facilities Update	5:00 – 5:40
Information Items 9. Report of the Executive Director 10. Committee Updates	5:40 – 5:50
Other Business 11. Meeting Evaluation 12. Adjourn	5:50 – 6:00

*** Public Comment:** This item is reserved for persons wishing to address the Commission on any Commission-related matters that are as follows: 1) Not otherwise on this meeting agenda; 2) Listed on the Consent Agenda; 3) Executive Director’s Report on the Regular Agenda; or 4) Subcommittee Members’ Reports on the Regular Agenda. Public comments on matters not listed above shall be heard at the time the matter is called.

Persons wishing to address a particular agenda item should speak during that agenda item. If you wish to speak to the Commission, please fill out a speaker’s slip located in the box on the sign in table as you enter the conference room. If you have anything that you wish to be distributed to the Commission and included in the official record, please hand it to Chonne Sherman 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.

Public records that relate to any item on the open session agenda for a regular Commission meeting are available for public inspection. Those records that are distributed less than 72 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 Chonne Sherman at (650) 372-9500 x232, or at csherman@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.

First 5 San Mateo County Commission Meeting

CONSENT AGENDA

April 24, 2017

All items on the consent agenda are approved by one roll call motion unless a request is made at the beginning of the meeting that an item be withdrawn or transferred to the regular agenda. Any item on the regular agenda may be transferred to the consent agenda.

- 5.1 Approval of the February 27, 2017 Commission Meeting Minutes
(See Attachment 5.1)

- 5.2 Approval of the March 31, 2017 Special Meeting Minutes
(See Attachment 5.2)

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**FIRST 5 SAN MATEO COUNTY (F5SMC)
COMMISSION MEETING MINUTES
February 27, 2017**

Present:

- Commission Members: Anne Campbell, David Canepa, Pam Frisella, Michael Garb, Lee Michelson, Neel Patel, Iliana Rodriguez, Louise Rogers, Sandra Phillips-Sved
- Youth Commissioner: Liza Pertseva
- Staff: Michelle Blakely, Khanh Chau, Jenifer Clark, Kitty Lopez, Karen Pisani, Emily Roberts, Chonne Sherman
- County Counsel: Monali Sheth

Call to Order & Roll Call

Commissioner Rodriguez called the meeting to order at 4:07 PM.

1. Approval of the February 27, 2017 Meeting Agenda

MOTION: CAMPBELL / SECOND: GARB
AYES: CAMPBELL, CANEPA, FRISELLA, GARB, MICHELSON, PATEL, PHILLIPS
SVED, RODRIGUEZ, ROGERS
NOES: NONE
ABSTAIN: NONE
ABSENT: PHILLIPS-SVED, ROGERS, CANEPA

2. Introduction of Invited Guests

None

3. Public Comment

None

4. Commission Announcements

None

Consent Agenda

5. Approval of February 27, 2017 Consent Agenda

MOTION: FRISELLA / SECOND: GARB
AYES: CANEPA, FRISELLA, GARB, MICHELSON, PATEL, RODRIGUEZ,
NOES: NONE
ABSTAIN: CAMPBELL
ABSENT: PHILLIPS-SVED, ROGERS, CANEPA

Commissioner Phillips-Sved arrived at the conclusion of this agenda item.

Action Items6. Approval of Revised First 5 San Mateo County 2017 and 2018 Commission Meeting Calendars

MOTION: GARB / SECOND: ROGERS
 AYES: CAMPBELL, CANEPA, FRISELLA, GARB, MICHELSON, PATEL, PHILLIPS-SVED, RODRIGUEZ, ROGERS
 NOES: NONE
 ABSTAIN: NONE
 ABSENT: CANEPA, ROGERS

Commissioners Canepa and Rogers arrived at the conclusion of this agenda item.

7. Approval of First 5 San Mateo County's FY2016-2017 Revised Budget

Kitty Lopez introduced the agenda item and briefly reviewed the budget. The FY2016-2017 Revised Budget was recommended for approval by the Finance and Administration Committee.

MOTION: ROGERS / SECOND: GARB
 AYES: CAMPBELL, CANEPA, FRISELLA, GARB, MICHELSON, PATEL, PHILLIPS-SVED, RODRIGUEZ, ROGERS
 NOES: NONE
 ABSTAIN: NONE
 ABSENT: NONE

The FY2016-2017 Revised Budget and complete Commission Packet can be downloaded at <https://first5.smcgov.org/events/first-5-commission-meeting-2>.

8. Approval of Contract for Family Engagement Parent Partnerships, Parent Connectivity, and Training & Capacity Building with Family Connections – Nurturing Pre-K Families, in the amount of \$173,127,70, Contract Term from October 1, 2016 to June 30, 2018

Kitty Lopez introduced the agenda item and provided the following background information: Four of five family engagement contracts were approved by the Commission in July of 2016, which included funding for this project. Since the July Commission meeting, F5SMC program staff were engaged in contract negotiations, which resulted in restructuring the original contract into three separate contracts supporting the Family Engagement Initiative.

The contract being presented for approval today is back dated with an October 1, 2016 start date which will allow for this contract cycle to be similar to the other family engagement contracts. In the interim, Family Connections utilized other funds to keep the work moving forward.

Commission Comments / Discussion

Commissioner Campbell requested that a report be provided for the work that is already being done implementing the parent participatory model in Pescadero by Puente de la Sur so the Commission can see how the work has been proceeding. Kitty Lopez responded that a special report on this program will be provided in addition to the upcoming program dashboard that will highlight program progress for the Commission.

In response to Commissioner questions, Karen Pisani, First 5 Family Engagement Program Specialist clarified that this particular Family Connections site isn't a select Big Lift site, but is a QRIS site and does participate in Big Lift meetings and overall QRIS efforts, etc. Kitty Lopez added that this work is part of First 5's collective effort with the local QRIS Consortium to have sites be part of the quality rating and improvement system (QRIS) and to also prepare and improve facilities to possibly become Big Lift sites.

Family Connections has contracted with a search firm to hire a new Executive Director and Fund Development Director.

MOTION: CAMPBELL / SECOND: FRISELLA
 AYES: CAMPBELL, CANEPA, FRISELLA, GARB, MICHELSON, PATEL, PHILLIPS-SVED, RODRIGUEZ, ROGERS
 NOES: NONE
 ABSTAIN: NONE
 ABSENT: NONE

Commissioner Rodriguez called for a recess at 4:30PM and reconvened the meeting at 4:50PM.

Discussion Items

9. Presentation: Early Learning Facility Needs Assessment Final Report

Commissioner Rodriguez introduced Joanne Brion, who presented the Early Learning Facilities Site Assessment & Financing Strategy Phase 2. Ms. Brion provided a recap of Phase 1 of the Early Learning Facility Needs Assessment and an overview of Phase 2 presentation.

Phase 1: Was a supply and demand assessment of child care, estimates of the need of care at city and county levels, and the projection of need over the next ten years. Phase 1 included profiles for every city and two large surveys; 1) existing providers; and 2) county stakeholders, which had never been done before. Over 500 people were contacted within the community to gather information.

Phase 2: Includes site assessments, financial strategy and analysis. Phase 2 is follow up with providers and stakeholder leads; one of the main questions in both surveys was, "Do you know any sites, building spaces that could be converted or accommodate new child care centers?" Brion created a list of potential leads, did further research identifying nineteen potential sites that were reduced to seven top candidate expansion sites; developed a Childcare Capital Improvement Plan and evaluated financial mechanisms.

The power point presentation is attached and can be viewed or downloaded by clicking on <https://first5.smcgov.org/events/first-5-commission-meeting-2>. **(See Attachment 5.1a)**

a. Community and Commission Comments / Discussion

The following is a brief overview of some of the topics of focus that were extensively discussed following the Early Learning Facilities Site Assessments & Financing Strategy Phase 2.

Site Assessment Discussion

Commissioner Michelson stated that he wanted to confirm his understanding of the following: Brion had 49 potential recommendations from various sources to analyze and by the time the assessment was completed and Brion looked at the sites, after originally reducing the number to 7, the number of sites went down to 5, and the chances of all of the five sites those moving forward are most likely slim? Then, if we assume a miracle happened and all 5 of the sites could be utilized, what percentage of the need would then be met just by having those five facilities?

Joanne Brion responded that there were 19 potential sites that could have been investigated but the project contract/budget dictated choosing seven of those sites for detailed assessments. If all nineteen sites had been assessed, there could be more than 5 sites that could be viable. She then provided information on the five viable sites: The Daniel Webster Site could accommodate 124 children; Fair Oaks, 40 Children; Midway, 124 children, and this site is likely to move forward because the project is planning on redeveloping the existing center; First Presbyterian 49; Canada College, 84. So, 400 children or 5% out of the existing shortage of child care slots needed for 7,800 children could be accommodated.

Site Expansion

The option of funding the expansion of existing facilities already providing child care if they are not already at maximum capacity was discussed. Many survey responders indicated that they were interested in expanding but did not have the financial resources to do so; there is opportunity to work with existing providers. To expand the First Presbyterian project to accommodate 49 children, classrooms would have to be developed on the second floor, which lead to fire access issues, making the project too expensive. If they were only to add 24 spaces instead of the 49, the cost would have been less – what has been provided are the maximum costs.

Also, outdoor requirements are a constraint as there often isn't any more outdoor space available to meet State licensing.

Community Benefits Strategies

Possible city motivations, such as trying to attract new employers to create jobs and getting behind community benefit strategies/programs was discussed including questions, "Why would cities want to have a community benefits approach to this to include child care spaces?" "What motivates cities to include a child care facility as part of a program?"

Ms. Brion responded that child care hasn't popped up on the list because there is a lack of advocacy. Community Benefits Programs are an attempt by cities to capture the value of new development. Developers are intensifying density especially in the transit oriented development areas, like the Millbrae Station. The City of Millbrae has a list of items that they consider community benefits and has a developer who has a list of community benefits that they can provide. This project could not include child care due to the proximity to the airport and land-use restrictions, so extra shuttles to the Millbrae Bart Station for residents will be provided, reducing traffic; this is a benefit to the community that the City of Millbrae wanted. Developers want more density which makes more money and cities want to share in that "up-zoning / up-value" so they are levying on community benefits programs; cities want to share in the new value; the difference between the current zoning and the new zoning. Financial assessments are conducted to determine what incremental value is created. Some cities tell developers what they think they can afford; i.e., \$10-\$20 a square foot, and some developers just write a check, while other developers want to leverage those community benefits to appeal to their residents or employees. This is where child care is a great seller, marketing tool for developers to say, "Hey, we have on-site child care, you could live here and have child care in this project, or you could work here and have child care that you could apply for."

In the partnership between Facebook and Belle Haven, many community workshops were conducted and based on the outcomes from those community workshops, the city told Facebook what community benefits they wanted and Facebook responded with a list of items that they were *willing* to fund. The list was very specific to that community and included scholarship funds and technology training for youth in the community. The list of services, community benefits are specific to communities and are the result of negotiations between cities and developers.

Lack of Child Care – A 20 Year Problem

As a Foster City Council member for eight years, Commissioner Frisella had never heard of the lack of child care as an issue. Ms. Brion responded that was because, with the exception of Redwood City, advocacy and education for cities doesn't happen. The California State Needs Assessments require assessments of existing needs once every five years. What needs to happen is to forecast child care needs 10 years from now so that new developments can be targeted to include child care. If only existing needs are

assessed, there are less resources to address the need, which is why Brion looked at the existing shortfall and forecasted future child care needs.

Kitty Lopez added that there are a number of people that have been working on this issue for many years, David Fleischman, Executive Director of the Child Care Coordinating Council sent out an e-mail this week announcing that the City of San Mateo has listed child care as one of their priorities.

Public Speakers

Tracey Fetcher, Vice President of Programs, Gatepath and Learning Links Preschool: We have one location in Burlingame and one preschool in Mt. View. The site next to Mills Peninsula Hospital is licensed for 101 children. The limiting factor at this location is toilets. They received a contractor bid to add toilets for children in locations that make sense and the bid was easily going to be \$150,000 as the structure is a concrete slab building. It is very complex when it comes down to the details of what it takes to build new spaces. With the center in Mt. View, which is in Santa Clara County, expanding that site also comes down to toilets.

Heather Cleary, Executive Director, Peninsula Family Services (PFS): PFS operates the existing Midway site, serving 109 children. It is a former military site and in desperate need of being rebuilt. There are only 15 new spaces going into the site as presented in the report. As a provider of nine early learning centers in the county PFS does not have any more room to expand. Even if there were funds available and facilities to expand, the only children that can be financially served is full cost children. Slots for subsidized children takes three funding sources to support that work; of which one is the State of California. Finding the other two funding sources is very difficult, to the point where PFS is not actively looking to serve any more subsidized children. There are still lots of full cost children who need service and are looking for spaces.

There is also a teacher shortage in this county, and finding qualified teachers has gotten more challenging because of the new regulations requiring teachers to have BA's or work towards a BA degree which is a big shift in the industry. Also, there is no new funding to support the additional salaries and ideally a tuition reimbursement program for those teachers as a benefit for the organization. PFS is talking with three school districts who are actively looking into to adding early learning facilities to their programs because they have a teacher shortage and that is a way to bring their teachers and administrators back from leave earlier if they have the capacity to serve them.

Nirmalla Dillman, Program Coordinator, San Mateo County Office of Education: The Child Care Partnership Council just finished their subsidized slot survey, building on the work Brion did for all children, adding the estimate of kids who would be eligible and not have a space or are likely to need a space in different age groups. The information should be available within a month; those numbers can be tacked onto Joanne's numbers.

Sarah Kinahan, Child Care Partnership Council: Ms. Kinahan stated that she is working with IHSD to help them quantify their need in their annual report and are estimating that the gap for low income children ages 0-5 at 2,900, roughly a third of the need.

Kitty Lopez stated that now that Brion's work is completed, Silicon Valley Community Foundation's facilities taskforce and, partners engaged in this work are working on next steps and recommendations for a coordinated approach/effort called Build up for San Mateo County Kids. A presentation and recommendations will be brought before the Commission in the next couple of months.

10. Advocacy Day, January 31, 2017

Kitty Lopez provided the following overview: On January 31, 2017, the First 5 Association of California hosted Advocacy Day. There were over 100 First 5 representatives in attendance from across the state representing First 5's in every county. Representatives met with legislators and Governor Brown's administration to discuss how to help children succeed in California. Ms. Lopez met with local legislators (Senator Jerry Hill; Senator Scott Wiener; Assemblyman Kevin Mullin; and Assemblyman Phil Ting) and with colleagues from Santa Clara and San Francisco. Ms. Lopez added that we are very fortunate in our community to have supportive legislators; it's not really a hard sell, all the work that we are doing and the emphasis on young children and their families. Ms. Lopez also met with Assemblyman Marc Berman whom represents former Assemblyman and First 5 Commissioner, Rich Gordon's district.

a. Advocacy and Communications: Impact Stories

- Improving Oral Health for Children Prenatal to Age 5
- Early Childhood Facilities for Children, Newborn to Age 5

This is an opportunity to see how policy and communications work together. Commissioners and members of the public have copies of the impact stories, Improving Oral Health for Children Prenatal to Age 5 and Early Childhood Facilities for Children, Newborn to Age 5, as well as Working to Increase Child Care Facilities for Newborns to Age 5, which we will hear more about in the presentation from Brion Economics. The impact stories were left with legislators and their staff so they could see some of the direct work that we are doing in San Mateo County.

Chonne Sherman, Communications & Operations Liaison and consultants RSE developed the Impact Stories which are examples of collateral materials that we can use to demonstrate our impact in the community.

I will be working with staff to set up site visits for Commissioners and perhaps legislators to look at some of the strategic areas that we have been focusing on; child care facilities- quality early child care settings; oral health-the Virtual Dental Home; and perhaps even join a Watch Me Grow Special Needs Roundtable meeting.

Commission Comments / Discussion

Kitty Lopez clarified for Commissioner Michelson that the First 5 Association sets up Legislative Day for 100 participants. The First 5 Association does not have paid lobbyists on staff. There are a number of First 5's that do have policy staff; for example, First 5 Los Angeles, a huge agency, has a Policy Department and actually do have a few lobbyists on staff. Specific bills that affect the 0-5 population were presented at Legislative Day last year, but were not part of this year's legislative meetings.

Commissioner Michelson commented that he feels First 5 should be disseminating current legislative bills affecting the 0-5 world and First 5's position on those bills so that community organizations with likeminded positions can contact legislators and advocate in support of the bills.

Children Now provides information about legislative bills; First 5 often signs onto their support letters as they are a national, state, and local research, policy and advocacy organization. Commissioner Garb clarified that Advocacy Day in Sacramento is not just for First 5's, it is for any organization in the state. There are thousands of people walking through the halls of the capital trying to meet with their legislators. Some groups are small, and some groups have 20 to 30 people; unions, nurses, tons of people trying to meet with and influence their legislators.

Ms. Lopez responded that F5SMC supports legislative bills that may require support letters and informs the Commission Chair whenever possible. In today's packet, Report of the Executive Director, information about First 5 SMC's letter of support for AB 60 was provided.

Information Items

11. Report of the Executive Director

Executive Director Kitty Lopez provided the following: The new style of the Report is the result of conversations held during last year's Special Commission Meetings, which is to increase Commission engagement during meetings and for the topics we discuss. Going forward she will highlight less items, as Commissioners can read the report prior to meetings and ask for additional information if they have questions. Our hope is that the Commission will continue to as they do, to add value and as vocal champions further the work of First 5; use their circles of influence and increase their knowledge base about early childhood. Most importantly, be a systems level builder, and a thought partner with the Executive Director, Staff and with our community; provide knowledge and wisdom on the landscape of opportunities for young children.

The information contained in the Report of the Executive Director is not minimal and still important, but we want to try and keep meetings at a higher level to focus on key topics and issues that we want to delve deeper into.

Commission Comments / Discussion

Commissioner Rogers commented that there are many things that have been in a state of transition since November and there are many uncertainties. One of the things that we all have held dear is dental services through Federally Qualified Health Centers (FQHC's); this has been a strong anchor and solid foundation for child dental access, under the MediCal program. Even though the foundation was flawed, there are many things that could be advocated for and improved in the MediCal program for dental care. We need to now be thinking about risks attached to that, we all know that there are risks attached to the Affordable Care Act and to the MediCal expansion. In addition, I think that we should not take for granted any of the progress that we have made on dental and FQHC's because as the state is managing all of the risks they are dealing with and we are dealing with, we know that dental care is always one of the first things to go to the side.

12. Committee Update

- Program, Operations and Planning (POP) Committee Meeting, March 6, 2017: Commissioner Campbell stated that one of the highlights of the meeting was the attendance of former Commissioner Harvey Kaplan and then thanked staff for the informative reports that are always helpful in keeping Commissioners and Committee members up to date and knowledgeable about emerging issues. There was in-depth discussion about the development of the new website and communication efforts which are reported in detail in the attached Committee report as well as an update on child care facilities.

Commissioner Michelson made a recommendation to Commissioner Campbell and the POP Committee, in addition to the monthly Communication updates staff gives to the POP Committee, to ensure that staff provides a progress report on Communications at every Commission meeting, especially now that the yearly number of Commission meetings have been reduced. Communications, an extremely important area, one which the Commission has invested a lot of money and time in over last couple of years; there should be a progress report on the agenda every month as it relates to what we are doing on the web, social media and other aspects of communications, including some targets and numbers of what we have accomplished and that this be an ongoing discussion by the Commission.

Kitty Lopez responded that staff provides a deep dive into Communications at POP meetings and will add monthly Communications update to the agenda as a standing item. RSE is scheduled to provide a presentation on their work to date at the April 24th

Commission meeting

- Finance & Administration Committee Meeting, February 13, 2017: Commissioner Garb stated that the Committee reviewed the budget monitoring report and revised budget for this fiscal year. The Committee made a few suggestions for report revisions discussed the Family Connections contract, of which both were approved at today's meeting. Commissioner Michelson added that staff is doing a great job managing the budget.

Other Business

13. Meeting Evaluation

Commissioners approved of the new Commission meeting format and remarked that there was rich conversation, which should continue.

14. Adjourn

Commissioner Rodriguez adjourned the meeting at 6:10PM

Early Learning Facilities Site Assessments & Financing Strategy Phase 2

Presentation to First 5 SMC Commission

Prepared for
San Mateo County Human Services Agency
First 5 San Mateo County
Child Care Partnership Council of San Mateo County

Prepared by
Brion Economics Team
February 27, 2017



Phase 1 Tasks: ELF Needs - Complete

- Evaluate demand for child care, ages 0 to 4
- Evaluate existing supply
- Estimate shortage by city and countywide
- Estimate future need over 10 years
- Provide Need Profiles for each city or county area
- Survey center-based providers and county stakeholders



Phase 2 Tasks: ELF Sites, Costs, & Strategy

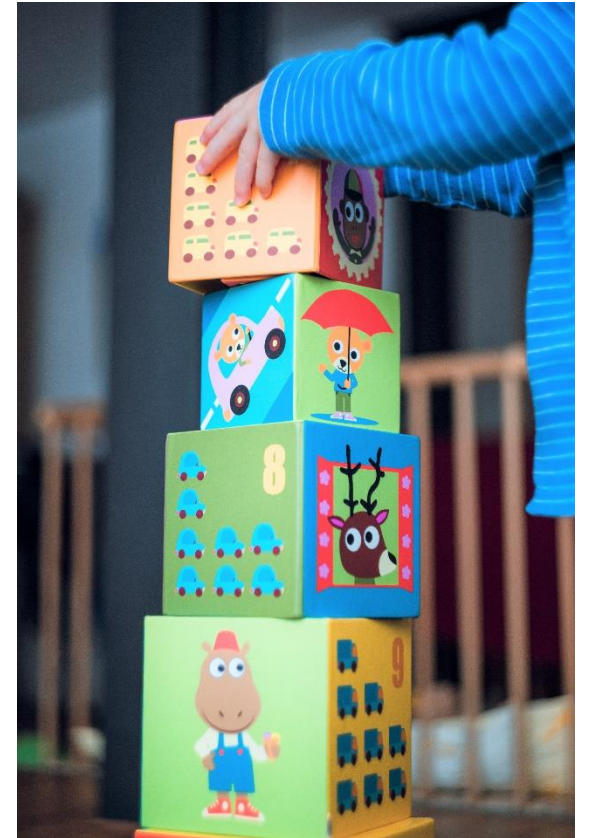
- Follow up with Provider & Stakeholder sites leads
- Identify potential child care sites for further research
- Conduct assessments of top 7 candidate expansion sites
- Develop Child Care Capital Improvement Plan (CIP)
- Evaluate financing mechanisms, e.g., developer fees

Potential Child Care Site Assessments

- Sites first evaluated based on unmet demand by location
- Surveys generated 49 potential site leads
 - 19 of 49 showed potential and were evaluated by Study Committee and Consultants
- Consultants contacted each site lead to gather more information
 - 7 of these 19 were researched further and were the focus of the site assessments

Site Assessment Criteria

- Size of site and building space
- No. of children accommodated
- Cost or availability of site
- Ownership & support of owner
- Zoning and other planning considerations, e.g., parking
- Options for outdoor space



7 Assessment Sites

1. Daniel Webster Elementary School, Daly City
2. Fair Oaks Center at St. Anthony's Church, Menlo Park
3. Midway Village, Daly City
4. First Presbyterian Church, San Mateo
5. Cañada College, Redwood City
6. Various Sites, Cabrillo Unified School District
7. Oddstad School Site, Pacifica



Sites 6 and 7 were eliminated upon further research

Site Assessment Findings

- Cost and Funding
- Building Codes
- Zoning and Permits
- Licensing and Outdoor Space
- Multiple Parties and Approvals Involved
- Lack of Available Land
- School Districts and Faith Based Organizations Best
- Strong Interest and High Need
- Many Challenges, including neighborhood opposition



Child Care Capital Improvement Plan*

- Costs based on 13 recent projects, adjusted for inflation
- Costs Estimates assume:
 - 40% - New building construction – \$43,200 per space
 - 20% - New or existing commercial space – \$53,800 per space
 - 15% - Expanding existing centers – \$37,000 per space
 - 20% - Portable buildings – \$25,400 per space
 - 5% - Employer-based centers – \$41,000 per space
- Overall average Cost: **\$40,717** per ELF space

**includes indoor & outdoor space costs*

How Many Children are Served with 1 New Space?

- Average cost: \$40,717 per space
- 30 year life per space
- Attendance - 4 years per child
- 7.5 children served over 30 years
- Average cost per child: \$5,429



Existing & Future ELF Space Unmet Demand

Existing Unmet Demand as of 2015

- 7,802 spaces
- \$327.2 million*

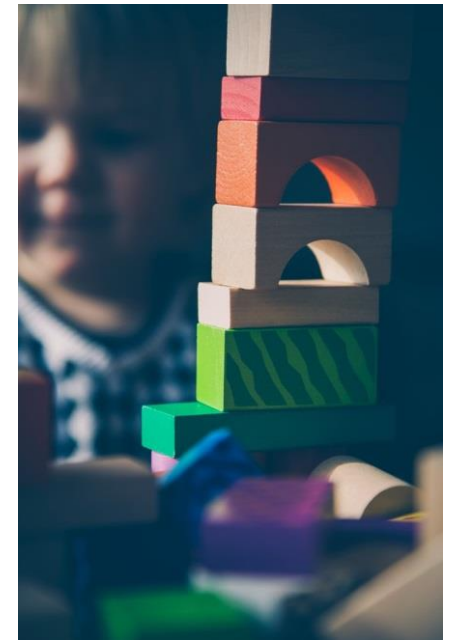
Future Growth in Demand – 2015 to 2025

- 2,414 spaces
- \$101.2 million*

** includes 3% admin. cost; excludes land costs*

Total & Average Costs & Spaces

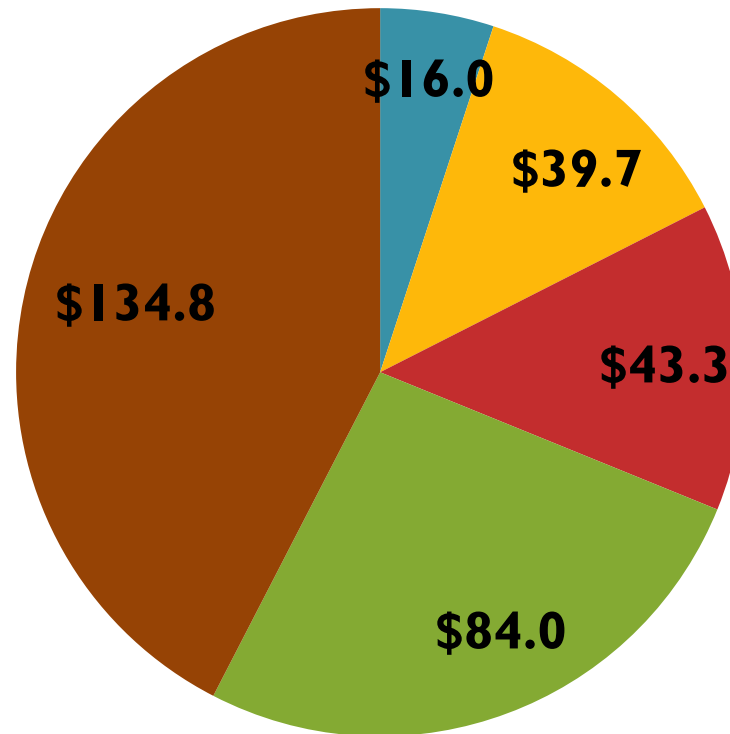
- Total Countywide Capital Costs: \$428.4 million
- Total ELF Spaces Needed: 10,216
- Spread over 10 Years:
 - 145 infant spaces per year
 - 876 preschool spaces year
 - 1,022 total ELF spaces per year
- 10 year average annual cost: \$42.8 million



Study Qualifications & Assumptions

- Assumes all public financing
- Private sector will meet some need
- Some projects will cost less
- Use of “pay-as-you-go” methods reduce costs
- DAs, CPBs, Low Interest Loans, Grants & Foundation funding will reduce costs
- Cities & County can reduce permit costs & streamline process
- Land costs excluded
- Cost estimates based on recent projects

Existing Child Care Shortfall Costs - \$318 m*



■ New Employer-Based Center - 2015

■ New Portable Building - 2015

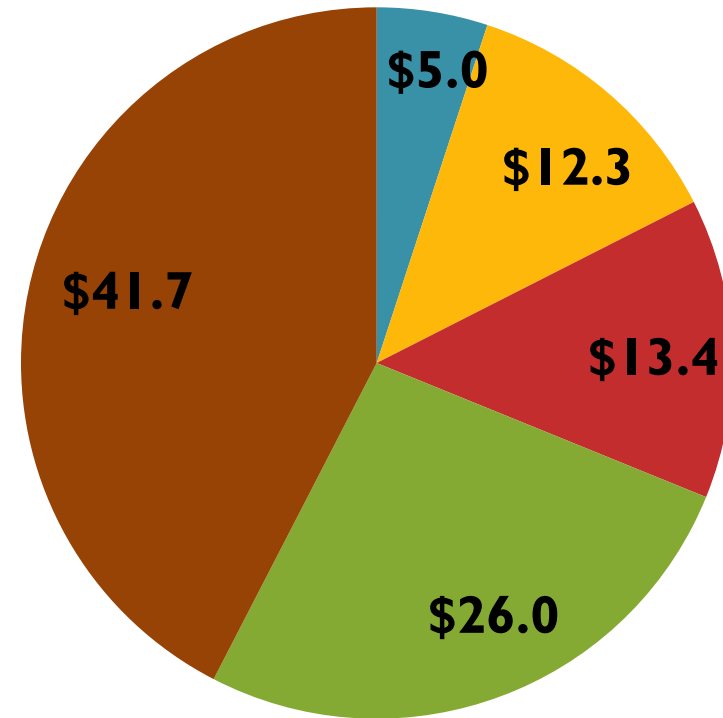
■ Expanding Existing Center - 2015

■ Existing/New Comm. Space - 2015

■ Build New Center - 2015

* *excluding 3% admin. cost; excludes land costs*

Future 2015 to 2025 ELF Costs - \$98.3 m*



- New Employer-Based Center
- New Portable Building
- Expanding Existing Center
- Existing/New Comm. Space
- Build New Center

* *excluding 3% admin. cost; excludes land costs*

Recommended Financing Mechanisms

- Sales Tax Add-Ons
- Parcel Taxes
- Developer Impact Fees
- Employer-Based Care
- Grants and Foundations
- State Child Care Facilities Revolving Fund
- Community Benefits Programs (CBPs)
- Development Agreements (DAs)



Countywide Sales Tax

- Current Retail Taxable Sales in 2014*: \$10.3 billion
- Additional Child Care Sales Tax Rate: 0.25%
- Net Annual Proceeds: \$25.4 million
- Gross Bond Proceeds: \$292.2 million
- Average Annual Cost per Household: \$96
- % of Avg. Annual Tax Paid: 2.8%

**most recent data available*

Countywide Parcel Tax

- Total Residential Parcels: 203,000
- Current Res. Assessed Value: \$133.6 billion
- 25% of Need: \$81.8 million
- Gross Bond Proceeds: \$97.4 million
- Average Annual Parcel Tax: \$42
- % of Res. AV: 0.07%

Residential Developer Impact Fees

- Developer Impact Fees can only Fund Future Demand
- Total Cost: \$101.2 million
- 2015 to 2025 Population Growth: 60,200
- Estimated New Residential Units: 21,733
- New Child Care Spaces Needed: 2,414
- Potential Impact Fee per unit: \$4,658

Recommendations

- Increase Advocacy
- Engage Cities
- Evaluate Countywide Funding Mechanism
- Encourage Large Employers
- Partner with School Districts & Faith-Based Orgs.
- Leverage New Development
- Reduce Barriers – Update Zoning & Permit Process



Questions and Comments?

For more information and documents see:

www.smcoe.org/elfnar

Contact Joanne Brion at joanne@brionecon.com



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

March 31, 2017

Present:

- Commission Members: Pam Frisella, Neel Patel, Iliana Rodriguez
- Staff: Michelle Blakely, Khanh Chau, Jenifer Clark, Jennie Liu, Kitty Lopez, Emily Roberts, Chonne Sherman
- Commissioners
Absent: Anne Campbell, David Canepa, Michael Garb, Lee Michelson, Louise Rogers, Sandra Phillips-Sved
- Guests: Runyon Saltzman, Inc.(RSE) : Vicky Lelash, Mehera May, Alicia Leupp Hanley, Leslie Valdivia

1. Call to Order and Roll Call

Commissioner Rodriguez calls the meeting to order at 11:10 AM.

2. Public Comment

None.

3. Overview of F5SMC Key Communications Tool – Using the Message Map to Develop Stories

A majority of the session was dedicated to reviewing and practicing the message map with Staff and Commissioners, which was previously created by First 5 Staff to specifically communicate key messages. Attendees practiced delivering compelling messages utilizing the different components and structure of message delivery presented by RSE.

The training stressed that every conversation is a messaging opportunity and given that people often don't ask the right questions, RSE provided strategies to assist in getting to our messaging, such as bridging and flagging techniques. To further reinforce the messages from the map, RSE lead an interactive activity where Staff and Commissioners practiced answering questions with points from the message map.

4. Discussion: Brand Management

RSE discussed the importance of brand management. RSE presented the new brand guidelines developed for First 5 San Mateo County and showed examples of how RSE has incorporated the new brand in all newly developed pieces, including social media, website design and impact stories. Also discussed was the importance of brand recognition through the consistent use of brand components which include logo, typography, color, tone/voice and photography. RSE provided attendees with a sneak preview of the new website and mobile designs which are currently in development.

5. Social Media Engagement

RSE discussed the importance of social media engagement and the importance of utilizing multiple platforms. RSE presented an overview of the social media channels that First 5 San Mateo County is active in and the strategy used for each platform. There was also a discussion about how staff and commissioners can engage with the First 5 San Mateo County social media profiles and posts, as well as a practice scenario and practice posts.

6. **Communication Opportunities**

To conclude the message mapping training, RSE lead an activity on how to take the message map points and apply them to different audiences and scenarios. RSE lead a discussed on how to critically think about the person or community F5 SMC communicates with and how they can individual connect with them that results in action.

7. **Meeting Review**

RSE reviewed the different meeting topics, closing the loop on how the different communication strategies are pieces to the overall communications implementation plan.

Next Steps

Staff will practice messaging utilizing the message map in weekly staff meetings. As a marketing and communications planning tool, as the message map has the unique advantage of visually representing First 5 key messages in a concise format; it can be used quickly and is easily understood and a great tool for ensuring communication is consistent.

As communication efforts move forward in FY2017-2018, First 5 must solidify the policy agenda, utilizing messaging and developing specific calls to action. One strategy is for Executive Director Kitty Lopez, Commissioners, and other stakeholders and champions, to embark upon a Listening Tour of the county. Another component of this thought leadership role will be to identify and create speaking engagements where key Staff and Commissioners will have the opportunity to bring attention to the work being done on behalf of young children in San Mateo County, and to engage audiences in becoming advocates themselves through the utilization of the Message Map.

8. **Adjourn**

The meeting was adjourned at 2:10PM

Date: April 24, 2017
To: First 5 San Mateo County Commissioners
From: Kitty Lopez, Executive Director
Re: Presentation: Communications Update and Next Steps

ACTION REQUESTED

None; presentation only.

BACKGROUND

As requested at the February 27, 2017 Commission meeting, the Commission will be provided with a communications update as a standing agenda item at every Commission meeting. Communications consultant Runyon Saltzman, Inc. (RSE) will be kicking off this effort with a communications presentation to status the Commission on the progress of communication implementation activities and next steps. In subsequent months, updates may be in either memo form or presentations by Staff, and/or RSE.

In preparation for the Communications presentation, attached is First 5 San Mateo County's Strategic Communications Plan and Implementation Plan (**See Attachment 6A**).

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Strategic Communications Plan and Implementation



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Background and

PROCESSES

First 5 San Mateo County's 2015-2020 Strategic Plan, emphasizes the need for strong policy, advocacy and communications efforts, with a call for the development of a Communications Plan "highlighting the importance of a child's early years, the needs and circumstances of families with young children in San Mateo County, and opportunities for stakeholders to act in ways that maximize positive outcomes for this population." In alignment with the Strategic Plan, an RFP was issued for an inaugural Strategic Communications and Implementation Plan and RSE was awarded this important project.

Given that this is First 5 San Mateo County's first Communications Plan, the proposed process was rich in gathering stakeholder insights upfront, in order to inform communications planning. Allowing time and opportunity for staff, Commissioners, grantees and other partners to provide their perspective and knowledge was a critical step in making sure the plan addresses diverse stakeholder needs, is supported, executable and sustainable.

The Discovery and Situation Analysis phase included:

- Key informant interviews
- Grantee roundtable and attendance at Grantee Meeting
- Parent focus groups
- Review of existing communications tools and resources, including a digital audit
- Parent media consumption profile
- Environmental scan, including review of media coverage, policy, competitive/ally organizations, and county geography and demographics

The following plan is grounded in the learnings from the discovery process, and takes into account the challenges of the initial implementation of communications work.



Situation

ANALYSIS

First 5 Commissions across the state are facing declining funding as revenues from Proposition 10 continue to decrease due to successful smoking cessation efforts. First 5 San Mateo County is addressing this decline by strategically investing in community partnerships, policy development and leadership on issues related to young children and families – in essence navigating a shift towards systems change and advocacy, as outlined in the 2015-2020 Strategic Plan. The Commission, staff, grantees and stakeholders all identified this shift as a top priority in the feedback given through various avenues during the discovery phase. Communications efforts will play a critical role in supporting and promoting the activities and successes of this new focus on systems change, and the plan identifies multiple strategies for doing so.

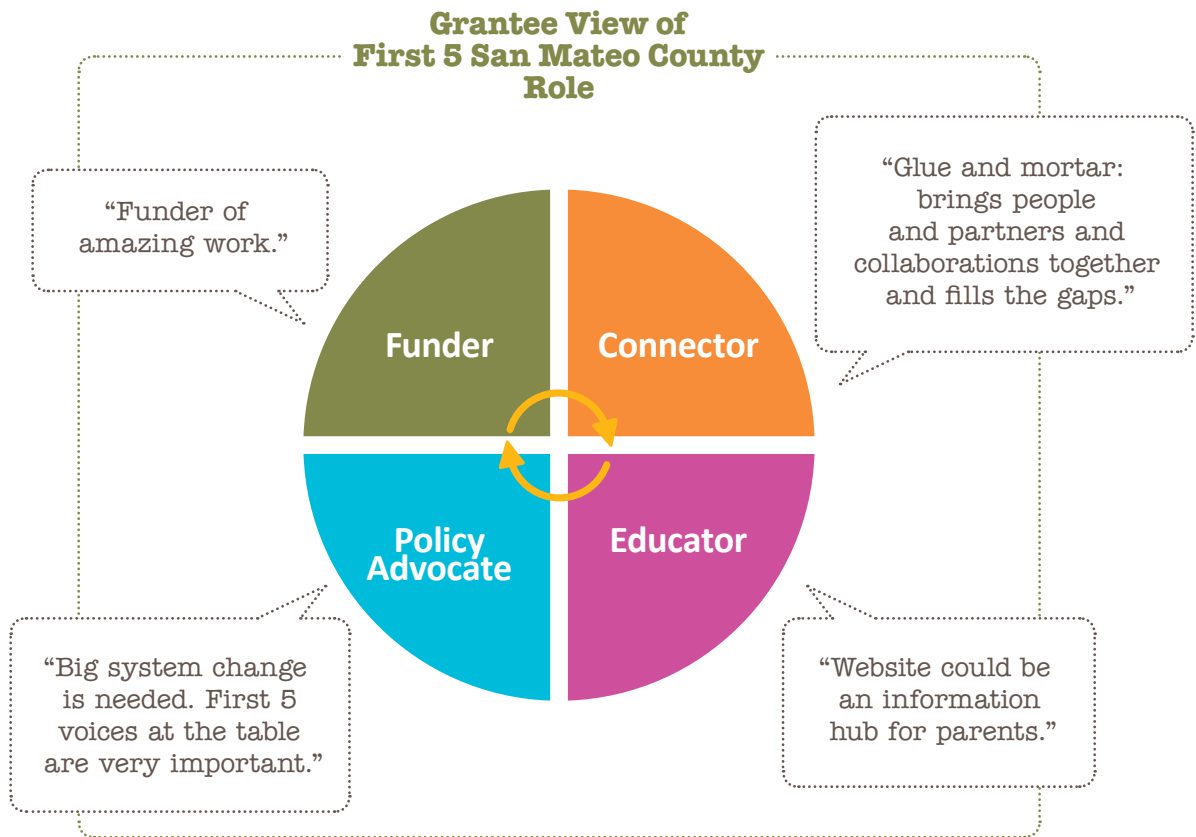
First 5 San Mateo County is in an exciting and unique situation, as the county composition poses striking opportunities as well as challenges. San Mateo County is home to 53,622 children ages 0 to 5,ⁱ and to some of Silicon Valley's biggest names such as Facebook and Oracle. The region's success is reflected in a high median household income of \$91,421.ⁱⁱ However, the high cost of living in the heart of Silicon Valley poses significant hurdles. For county residents struggling to make ends meet, these costs can create overwhelming barriers. Some of these barriers are identified in The Silicon Valley Parent Story, including fragmented neighborhoods, parental depression, low preschool enrollment and childcare challenges. Language barriers and cultural nuances are also critical factors, with 46 percent of the population speaking a language other than English in the home and 34.4 percent having been born in a foreign country. As communications strategies outlined in the plan were developed, we considered how First 5 San Mateo County could leverage local resources to address community challenges.

One of First 5 San Mateo County's most important resources is the strong network of local government agencies, community-based organizations and foundations dedicated to improving the lives of San Mateo's youngest citizens. This also provides a dichotomy of strengths and challenges. The county's community of partners focused on early childhood education and development is impressive and inspiring. It can also create a crowded space for communications, further underscoring the need for First 5 San Mateo County to have a clear and consistent voice.



While a review of findings from multiple surveys shows that First 5 San Mateo County does not have strong brand awareness with the general population,ⁱⁱⁱ there is a very consistent perception from stakeholders that the organization’s main role to date has been one of funder. During the Grantee Roundtable discussion, feedback about First 5 San Mateo County in this role was primarily positive and grantees were highly appreciative of staff being “passionate and hands on,” and taking the time to develop real partnerships. As we move forward with communications efforts that support the strategic plan, First 5 San Mateo County will need to expand beyond “funder.” Other roles identified by grantees as opportunity areas include connector, policy advocate and educator. These themes align with the strategic plan and input from all stakeholders. As a critical component of implementing the communications plan, positioning will be further defined and key messages developed.

An audit of current and past First 5 San Mateo County communications materials and activities showed high quality of work; however there has not been consistent internal capacity to focus on these efforts. Examples of this are especially apparent in the digital audit findings, which show high user engagement with the website and Facebook page but audiences are small in numbers. Another key piece of the communications plan will be to develop the platforms, processes and policies that allow First 5 San Mateo County to efficiently generate consistent communications.



Guiding

PRINCIPLES

As a result of the discovery process, the following principles were developed to guide communications planning.

1 **Direct connection to First 5 San Mateo County 2015-2020 Strategic Plan.**

The purpose of the Communications Plan is to support implementation of the Strategic Plan through strategic communications. As such, each communications activity and every key message developed and delivered by First 5 San Mateo County should tie directly to the Strategic Plan. Strong alignment with the Strategic Plan also means established principles and priorities for the organization are translated into communications planning. Setting this standard ensures communications efforts are consistent and driving toward overarching goals and objectives.

2 **Leverage strength in partnership and collaboration.**

First 5 San Mateo County has a core strength and long history in developing partnerships and facilitating collaboration. Effective partnership is an asset that should continue to be built upon and highlighted through communications activities and success stories. This principle will also support First 5 San Mateo County in breaking through the crowded field of players in the early childhood arena and allow for strong organic audience expansion.

3 **Build brand voice and positioning.**

As First 5 San Mateo County shifts towards a new role, defining the brand's positioning and voice is critical for successful communication. Brand voice is the consistent expression of an organization's values and expertise. It sets the tone for all communications, positioning the organization as a reputable source of information for the identified area of expertise. As content is developed and disseminated (this includes all content, not just specific communications materials), consistent messaging and tone will build awareness and support. The plan aims to align internal and influencer audiences around the brand, and arm them with consistent core messages to bring to various constituents.

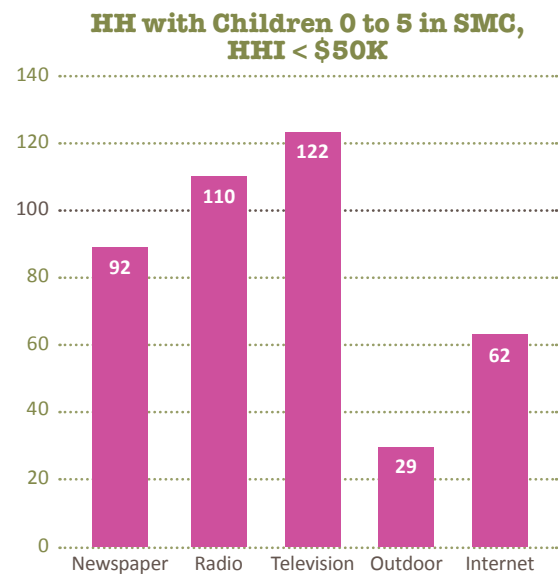
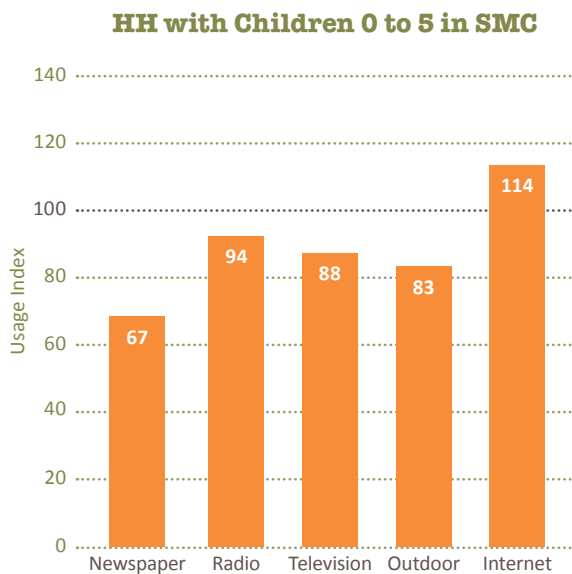


Audience Assessment and Focus for

COMMUNICATIONS

Identifying key audiences is perhaps the most illuminating decision in the process of communications planning. During the discovery phase we gathered key insights and data points that shaped audience segmentation and focus for communications efforts.

- Key informants and grantees responded that children ages 0 to 5 and their families are the most important target audience; however identified goals and objectives align with targeting influencers.
- Findings from three parent focus groups indicate that while First 5 brand awareness is low, brain development messaging from First 5 California advertising is high. This is certainly not statistically significant, but provides directional guidance on focusing efforts.
- Media consumption data showed that parents of children ages 0 to 5 in San Mateo County in the general population over indexed on Internet usage, however when the data is filtered for low income parents Internet usage is much lower and more costly advertising vehicles like TV and radio are preferred. Given budget constraints, this limits mass media campaign options.



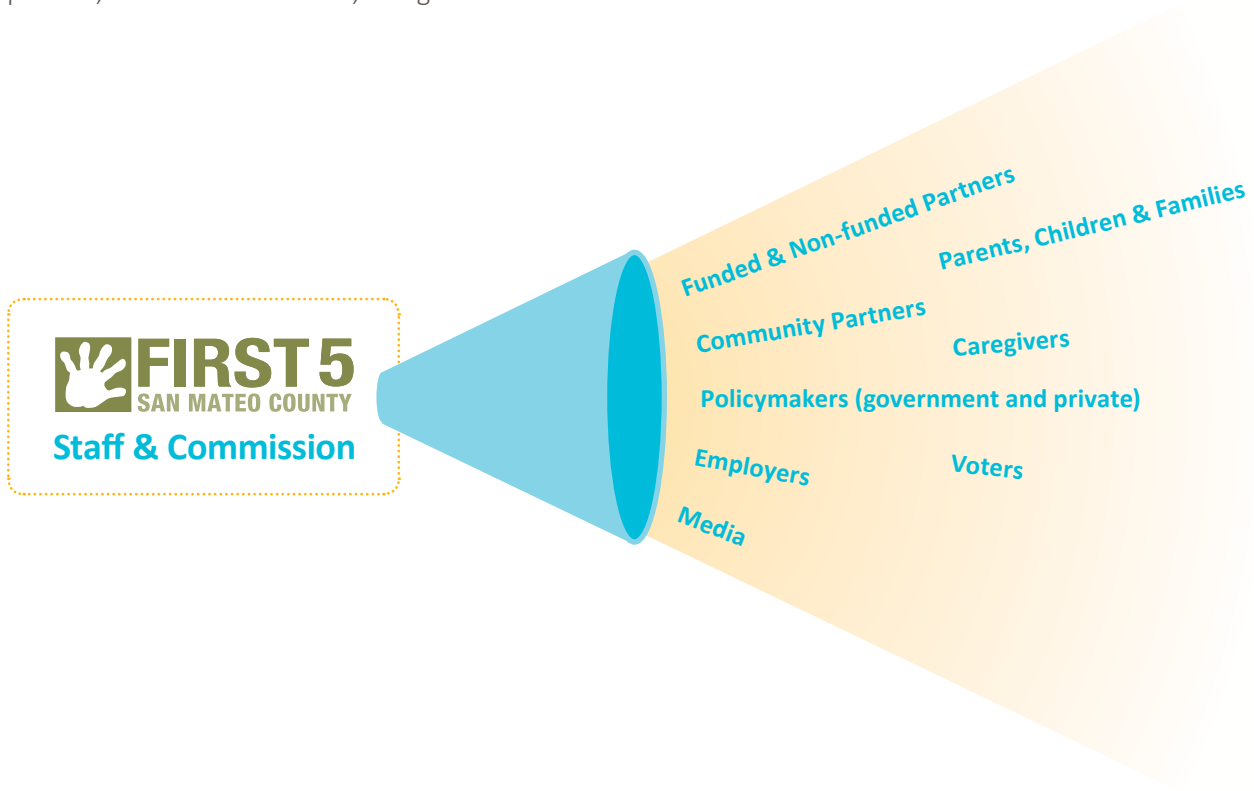
Segmentation Strategy

To best support the F5SMC mission outlined in the 2015-2020 Strategic Plan, communications efforts will focus on the outer levels of the socio-economic model: organizational, community and policy. This translates to a segmentation strategy of high-touch activities primarily targeting core/internal and influencer audiences, coupled with a broader approach to reach the secondary segment of parents and voters.

During the discovery phase, multiple target audiences for First 5 San Mateo County communications were identified, the most important being parents and families of children ages 0 to 5, followed by policy-makers who have the power to prioritize these young children within health, education and other community-wide systems. In order to most effectively reach the parent audience, a multi-pronged approach will be taken. Direct public education to the parent audience will take place through First 5 San Mateo County communications channels such as the website and social media. In parallel, communication to parents with children 0 to 5 will also take place by supporting the critically important relationships parents have already established with service providers, educators and other influencers/gatekeepers (First 5 San Mateo County funded and non-funded partners).

Recognizing the staff and Commission as a key audience is an important step in building the First 5 San Mateo brand with consistency of voice and message. Formalized internal communications will allow the organization to articulate and amplify the work being done to reach the goals laid out in the strategic plan and the positive outcomes being achieved for young children and their families.

The graphic below depicts the flow of communication from First 5 San Mateo County to its intended audiences. While a good portion of communications activities will be targeted at influencer audiences, the education and advocacy messages delivered to these influencers are ultimately intended to reach the “end user” audiences of parents, children and families, caregivers and voters.



Goals and Target

A U D I E N C E S

As the first iteration of communications goals, it is essential that they tie directly to the mission expressed in the 2015-2020 Strategic Plan: “First 5 San Mateo County promotes positive outcomes for young children and their families through strategic investments, community leadership and effective partnerships.” The goals are not listed in order of priority. **Indicates primary audience.*

1 Communicate the impact of First 5 San Mateo County’s strategic investments.

- Highlight ROI with compelling storytelling.
- **Audiences:** Influencers,* Voters, Parents and Caregivers

2 Position First 5 San Mateo County as a thought leader.

- Create content, connections and opportunities.
- **Audiences:** Influencers,* Voters, Parents and Caregivers

3 Leverage partnership as a key communications channel.

- Provide messaging, tools and resources that empower partners and advocates to become F5SMC champions.
- **Audiences:** Funded and Unfunded Partners,* Influencers, Parents and Caregivers

Intended Outcomes

The intent of engaging in community education is outlined in the strategic plan as 1) to increase understanding about foundational early childhood topics and 2) to build public and political will to invest in the well-being and success of San Mateo County’s young children. All communications activities described in this plan are aimed at increasing awareness and education within our target audiences.

At the conclusion of the initial two-year implementation period following approval of this plan, our expectation is that more parents – particularly those in low-income communities – are knowledgeable about topics like quality childcare, oral health and the importance of talking, reading, singing and playing (engaging) with their young children. In addition, policymakers, employers, other key influencers and their constituents will have a better understanding of why it is so critical to invest in early childhood and how those investments show a significant return to the larger community.

Strategies and

TACTICS

Recommendations are listed below under the main goals with which they align; however there is significant overlap with tactics supporting multiple goals. This should be considered a strength of the plan, as resources can be leveraged to reach multiple audiences and achieve results against the three overarching goals.

Goal 1

Communicate the impact of First 5 San Mateo County's strategic investments.

Primary Audience:

Influencers, Voters, Parents and Caregivers

To best communicate the value of its investments, First 5 San Mateo will use storytelling techniques to package the results of these investments into engaging content that can be easily disseminated to influencer audiences.

Impact Story Development

It's a truism that people remember stories not facts, and science supports that claim.^{iv} The marriage of impact data and human stories gives us the best of both emotional and rational motivators, and this is where First 5 San Mateo County impact story development should lie. Key messages leveraging evaluation results and personal narratives will be developed to show how key investments are paying off.

Staff, funded partners and evaluators will be charged with gathering the information needed to create compelling impact statements and stories. An example of this is following the progress of children who participated in prior funded investments such as the Preschool for All Demonstration Site, or current investments such as Watch Me Grow. A database of stories that tie to specific positive outcomes should be developed.

Format for these stories will vary, and should be built to highlight key messages and span multiple communication channels.

- Infographics for use in printed materials, website (blog and newsletter) and social media.
- Video narratives that can be cut to various lengths depending on dissemination strategy (ex. longer format for events, meetings or web, shorter for social media).
- Key messages with soundbites for distribution to advocates and champions.

Platform and Channel Expansion

To expand visibility and solidify positioning, the website and social media should be further developed. First 5 San Mateo County must build and maintain online properties and communities that inform, educate and create a dialog on the topic of early childhood. The current properties have been underutilized and have significant potential to broaden First 5 San Mateo's reach, particularly as these channels are the most likely to reach parents and caregivers directly.

Based on the audit of First5.smcgov.org and First 5 San Mateo County's social media pages, the following are recommendations for expanding the organization's digital presence:

- Reorient the website so the hierarchy of content is not as heavily focused on the funding process. Feature impact stories to show value of strategic investment, as well as content for the focus areas of Early Learning, Child Health & Development and Family Engagement, including highlighting specific programs such as QRIS, Help Me Grow, etc.
- Leverage First 5 California and First 5 Association online assets for relevant sections of the website, as appropriate. For example, link to First 5 California early brain development page.
- Connect parents and caregivers to useful local resources and vital information about their child's health and development.
- Further enable Google Analytics tracking to increase ability to monitor website progress.
- Create a blog and a newsletter.
- Utilize social channels to further develop community, and position First 5 San Mateo County as a thought leader.
- Develop more frequent content for the Facebook page and direct traffic to the website. Also, look to reach specific target audiences through budgeted paid social media advertising.
- Expand social media operations to new channels in order to reach target audiences. For example, Twitter is a platform where conversations are taking place in the Bay Area around early childhood development and LinkedIn is a platform that professionals use to share content. By joining these conversations First 5 San Mateo County will be able to expand message reach and engage with new audiences.



Goal 2

Position First 5 San Mateo County as a thought leader.

Primary Audience:

Influencers, Voters, Parents and Caregivers

Internal Communications

As First 5 San Mateo County begins a new phase of communication, it is imperative that the staff and Commission employ an internal communications process to further develop the brand, voice and messages. Key components of this process will include the development of key messages, defining of commonly used phrases such as “systems change” and “policy and advocacy,” creation of brand voice guidelines and a brand and media training. This training will give staff and commissioners the tools and resources to consistently embody the brand through their own communications and work products, as well as prepare them as appropriate to be media spokespeople.

The internal communications process will also allow for the development of new practices and policies as they relate to communications, including:

- Brand guidelines.
- Process for developing Impact Stories.
- Media relations protocol.
- Event sponsorship and participation guidelines.
- Funded partner communications expectations outlined in the RFP/SOW process.

Thought Leadership

In addition to developing general key messages, First 5 San Mateo County must solidify their policy agenda and develop accompanying messaging and specific calls to action (CTAs). Once these tools are in place, a network will be developed and activated through cultivation of First 5 San Mateo County champions throughout the county. One strategy to build this network is for Executive Director Kitty Lopez, and other internal stakeholders as appropriate, to embark on a Listening Tour of the county. Identifying specific staff and commission roles will be critical to the success of cultivating a champion network.

Listening Tour & Champion Cultivation

- Identify key influencers, including leaders in cultural communities with bilingual capacity.
- Conduct a series of meetings with city officials and business leaders. Hear their concerns and understand diverse perspectives.
- Share impact statements customized to their constituent base.
- Enlist their support as a champion for San Mateo County’s youngest children.
- Provide tools for easy activation, such as localized impact stories, newsletter and social media content, and talking points.
- Maintain the relationship through ongoing, consistent communication and engagement.

To solidify positioning as a thought leader, engaging in proactive media relations will be another important strategy. Leveraging local media and establishing a rapport with key journalists is an important method for disseminating messages to influencer audiences. The proposed media relations strategy includes working closely with local general market media outlets, as well as nurturing relationships with ethnic and in-language media outlets.

- Develop monthly or quarterly media relations and editorial calendars with known dates for First 5 San Mateo County and partner news.
- Promote initiatives through news media, including preparation and dissemination of press releases on subjects such as evaluation findings, upcoming meetings and innovative programs (ex: Oral Health Strategic Planning, 0-5 Foster Care Visitation Kits, Help Me Grow, etc.), special events, important statistics and milestones.
- For key newsworthy issues, develop or bundle messages and assets into media kits.
- Identify key local, state and national journalists who might cover First 5 San Mateo County accomplishments. Establish relationships with general and ethnic media outlets.
- Monitor the media and develop recommendations for letters-to-the-editor and op-ed placements, establishing First 5 San Mateo County as credible, reliable source for social commentary.
- Maintain communications with partners and monitor their channels for opportunities to cross-promote.
- Respond to media inquiries and opportunities for interviews.
- Anticipate crisis situations and respond on an as-needed basis.

The final component in developing thought leadership is identifying and/or creating speaking engagements where key staff and commissioners would have the opportunity to bring attention to the work being done on behalf of young children in San Mateo County, and to engage audiences in becoming advocates themselves.



Goal 3

Leverage partnership as a key communications channel.

Primary Audience:

Funded and Unfunded Partners, Influencers, Parents and Caregivers

Funded Partner Communications

Perhaps the most exciting opportunity identified for First 5 San Mateo County's future communications efforts is engaging and leveraging the amazing work of funded partners. The grantees are an inspiring group whose knowledge and passion is infectious. They are currently the most effective channel for reaching both influencer and parent audiences, and the activities outlined below are designed to support the work they are doing and provide them with useful communications tools and resources.

- Coordinate and convene strategic workgroups on an ongoing basis.
- Conduct First 5 San Mateo message training and develop partner field guide.
- Training will include a modified version of the internal brand training, including review of impact story development, key messages and clarifying language. Additionally, information that will help grantees answer frequently asked questions such as "What is the difference between First 5 San Mateo County, First 5 California and First 5 Association?" will be provided.
- Facilitate the collaborative generation of communications tools and resources that partners value and want to disseminate. For example, at the Grantee Roundtable they provided feedback that some organizations prefer to use online tools, while others work with populations that prefer tangible, hardcopy items. The goal of this process is to produce communications resources that will be useful to each funded partner and their respective audiences.
- The field guide will be a user-friendly reference material for partners as they are working in the community.

Leveraging Regional Resources

The Bay Area is rich in resources and very dedicated to the issue of children's health and success. There are a number of organizations, commissions and individuals who are working towards similar goals and whose communications materials can be leveraged. On an ongoing basis, First 5 San Mateo County should be looking for materials from these groups that could be relevant to their target audiences.

- A simple example of this would be sharing or retweeting content from Bay Area groups promoting early childhood development.
- A more complex example would be co-branding or re-branding First 5 Santa Clara communications materials. This is an example grounded in feedback received during our interview process, as First 5 Santa Clara expressed openness to sharing existing resources and collaborating in the development of new materials.
- There have been multiple discussions regarding the localization of First 5 California media materials, or working within the regional First 5 structure to develop a Bay Area campaign. These are important topics that should continue to be brought up at regional Bay Area First 5 meetings, particularly as they relate to sustainability.

Employer Outreach

Engaging the business community is a strategic method of advancing First 5 San Mateo's advocacy agenda and educating the public about the critical importance of the early years. The timing for engaging in employer outreach is now, as family-friendly workplace environments is a topic of interest for employers competing for talent. Other significant signs of momentum in this arena are recent Paid Family Leave legislation in New York and San Francisco, as well as the call made by the Right Start Commission for "building a more responsive business community" through employer policy changes and encouraging prominent business leaders to "invest in every child's pathway to success."^v

First 5 San Mateo County, led by Kitty Lopez, will foster connections in the business community through high-touch outreach. This initiative also falls under the thought leadership strategy and may have significant overlap with Listening Tour activities.

- Identify key employers for focused outreach, including large employers for reach as well as employers where key target audiences work.
- Audit Silicon Valley employer policies and package best practices.
- Leverage internal company communications. Develop presentations on best practices and available resources that can be given at employee meetings (ex. staff meetings, HR trainings).
- Collaborate with Human Resources, Community and Employee Engagement teams to develop a customizable toolkit for employers.

ⁱ Child Population, by Age and Gender, Kidsdata.org, <http://www.kidsdata.org/region/4/san-mateo-county/results#ind=&say=&cat=6,18,37>, Accessed May 25, 2016

ⁱⁱ Median household income (in 2014 dollars), 2010-2014, United States Census Bureau QuickFacts, <http://www.census.gov/quickfacts/table/SEX255214/06081>, accessed May 16, 2016

ⁱⁱⁱ Awareness findings from First 5 San Mateo County 2006 Family Survey and 2016 Children's Issues Survey

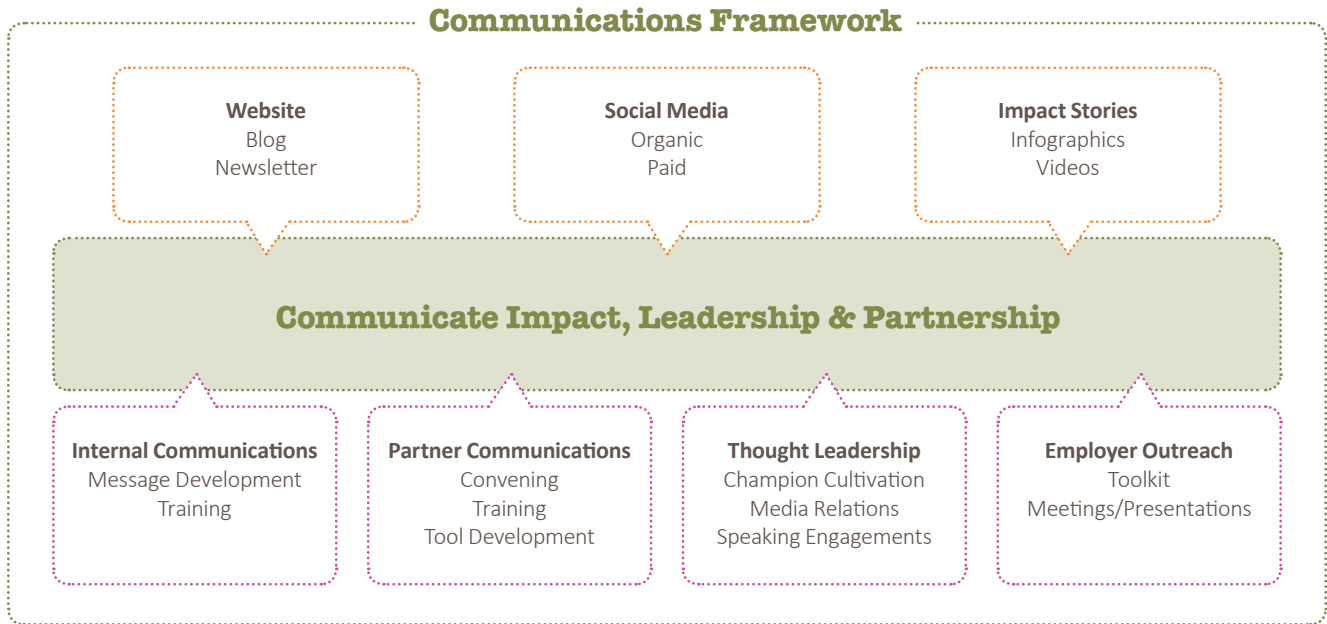
^{iv} Zak, Paul. Why Your Brain Loves Good Storytelling. Harvard Business Review. <https://hbr.org/2014/10/why-your-brain-loves-good-storytelling/>

^v Right Start Commission Report: Rebuilding the California Dream. Common Sense Media, 2016. Accessed May 9, 2016. https://www.common Sense Media.org/sites/default/files/uploads/kids_action/csm_rightstartcommission_final_single-pages_o.pdf

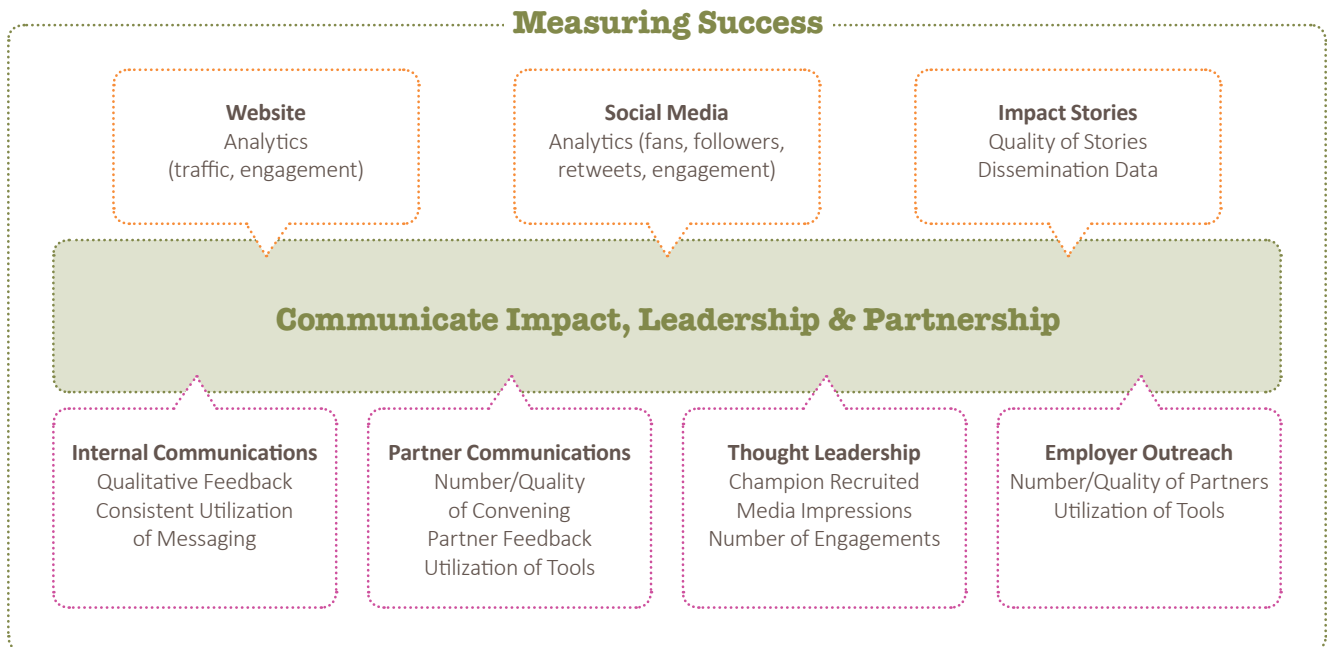


Overall Framework and Measuring Success

The communications strategy for First 5 San Mateo County is to communicate impact, leadership and partnership. The strategies and tactics detailed in the plan are summarized in the framework graphic below. The upper level components of the framework include platform and content development, which will provide First 5 San Mateo County with a stronger communications infrastructure. The bottom components include communications initiatives that will craft messaging and begin the strategic and consistent dissemination of those messages.



Each component of the plan will be measured to evaluate progress. Below is a representation of the communications framework where success metrics have been identified by initiative. A dashboard report will be created for easy monitoring and reporting on these key performance indicators (KPIs).



Implementation

PLAN

The following First 5 San Mateo County Strategic Communications Implementation Plan has been developed in collaboration with staff, and provides the detailed work plan associated with the strategies and tactics outlined above, including timing, budget, staffing and metrics. The Implementation Plan should be reviewed and updated on an annual basis.



Goal 1

Communicate the impact of First 5 San Mateo County's strategic investments.

Primary Audience: Influencers (Funded Partners, Community Partners, Policymakers, Employers, Media), Parents

Strategies & Activities	Team	Timeline
1. Impact Story Development		
<input type="checkbox"/> Identify success stories in each of the focus areas that highlight successful initiatives. (Estimate 4-6)	F5SMC/RSE	Year 2
<input type="checkbox"/> Gather story information from staff, program partners and clients. Through this process, develop written protocol for collecting this information from various sources on an ongoing basis.	RSE/F5SMC	Year 2
<input type="checkbox"/> Determine appropriate format for each story (ex: video, digital narrative, printed piece).	RSE	Year 2
<input type="checkbox"/> Develop stories, review with F5SMC, refine and finalize.	RSE	Year 2 - Year 3
<input type="checkbox"/> Identify and provide media training for spokespeople, as needed.	RSE	Year 2 - Year 3
2. Platform and Channel Expansion		
Website		
<input type="checkbox"/> Provide recommendation to remain on county drupal system or pursue other CMS, such as wordpress.	RSE	Year 2
<input type="checkbox"/> Develop Website Plan that includes wireframes/structure, content and content management recommendations guided by: <ul style="list-style-type: none"> • Learnings from digital audit and benchmarking of First 5 websites, blogs and newsletters. • Hierarchy of information based on understanding gained from communications planning. • Additional considerations: Leveraging partner and regional resources, content in other languages (particularly Spanish). 	RSE	Year 2
<input type="checkbox"/> Create website design and present to F5SMC & Commission for input.	RSE	Year 2
<input type="checkbox"/> Approval of website plan and design.	F5SMC	Year 2
<input type="checkbox"/> Website development (content, graphics, coding, etc.). <ul style="list-style-type: none"> • This will primarily be a project for RSE, however F5SMC staff may be asked to provide information and possibly contribute content for website, such as articles for the newsletter and blog. 	RSE	Year 2
<input type="checkbox"/> Website launch.	RSE	Year 2
<input type="checkbox"/> Ongoing web, newsletter and blog content management.	RSE/F5SMC	Year 2 - Year 3
<input type="checkbox"/> Develop reporting template with key metrics to monitor website traffic and engagement. Provide reports on a quarterly basis.	RSE	Year 2 - Year 3
Social Media		
<input type="checkbox"/> Develop detailed social media plan, to include: <ul style="list-style-type: none"> • Expanding to new platforms. • Frequency of posting for each channel. • Recommendations for content. • Metrics. • Initial calendar. • Paid social recommendation. 	RSE	Year 2
<input type="checkbox"/> Approval of social media plan.	F5SMC	Year 2
<input type="checkbox"/> Create new F5SMC social media accounts as needed.	RSE/F5SMC	Year 2
<input type="checkbox"/> Develop monthly content calendars with input from F5SMC staff and funded partners.	RSE	Year 2 - Year 3
<input type="checkbox"/> Develop paid social campaign and implement.	RSE	Year 2 - Year 3
<input type="checkbox"/> Develop reporting template to monitor social media progress. Provide reports on a quarterly basis.	RSE	Year 2 - Year 3

Goal 2

Position First 5 San Mateo County as a thought leader.

Primary Audience: Influencers (Funded Partners, Community Partners, Policymakers, Employers, Media)

Strategies & Activities	Team	Timeline
1. Internal Communications		
Key Message Development & Brand Bootcamp		
□ Facilitate brand and messaging session(s) with F5SMC Staff to develop a set of key messages, which can then be presented to the Commission. Messages should address key organizational points as well as specific issues areas or initiatives.	RSE/F5SMC	Year 2
□ Conduct branding training (bootcamp) sessions with F5SMC Staff and Commission. Training components will focus on specific topic areas, such as media training, social media, website content management and incorporating key messages into current workflow.	RSE	Year 2
□ With the goal of establishing stronger communications practices, develop F5SMC policies for handling media inquiries and event sponsorship/participation.	RSE	Year 2
□ In close collaboration with F5SMC program staff, determine best way to include communications activities in funded partner scope of work/contracts.	RSE/F5SMC	Year 2 - Year 3
2. Thought Leadership		
Listening Tour & Champion Cultivation		
□ Identify key influencers who could become F5SMC champions, including leaders in cultural communities with bilingual capability. These influencers could hold a wide range of official roles, including city officials, business leaders, community members or parents.	RSE/F5SMC	Year 3
□ Identify current events and opportunities.	RSE/F5SMC	Year 3
□ Schedule and conduct meetings with identified influencers.	RSE/F5SMC	Year 3
□ Develop specific talking points and presentation for each meeting. Create customized impact reports to show how F5SMC funding is supporting specific constituents.	RSE/F5SMC	Year 3
□ Based on feedback from meetings, develop tools and resources for champions to use in activating their networks (ex: localized impact stories, newsletter and social media content and talking points).	RSE	Year 3
□ Create a schedule for ongoing communication with each champion and potential champion for relationship building.	RSE/F5SMC	Year 3
□ As appropriate, build impact stories that include champions and their constituents. These stories can be distributed through general F5SMC communications channels, as well as provided to champions to amplify through their networks.	RSE	Year 3
□ Share results of listening tour with F5SMC staff, Commission and funded partners on a regular basis.	F5SMC	Year 3
Media Relations		
□ Promote initiatives through news media, including preparation and dissemination of press releases on subjects such as evaluation findings, upcoming meetings and innovative programs (ex: Oral Health Strategic Planning, 0-5 Foster Care Visitation Kits, Help Me Grow, etc.), special events, important statistics and milestones.	RSE/F5SMC	Year 3
□ Develop monthly or quarterly media relations and editorial calendars with known dates for F5SMC and partner news.	RSE	Year 3
□ For key newsworthy issues, develop or bundle messages and assets into media kits.	RSE	Year 3
□ Identify key local, state and national journalists who might cover First 5 San Mateo County accomplishments. Establish relationships with general and ethnic media outlets.	RSE/F5SMC	Year 3
□ Monitor the media and develop recommendations for letters-to-the-editor and op-ed placements, establishing First 5 San Mateo County as credible, reliable source for social commentary.	RSE	Year 2 - Year 3
□ Maintain communications with partners and monitor their channels for opportunities to cross-promote.	RSE/F5SMC	Year 3
□ Respond to media inquiries and opportunities for interviews.	RSE	Year 2 - Year 3
□ Anticipate crisis situations and respond on an as-needed basis.	RSE/F5SMC	Year 3

Goal 3

Leverage partnership as a key communications channel.

Primary Audience: Influencers (Funded Partners, Employers)

Strategies & Activities	Team	Timeline	
1. Funded Partner Communications			
<input type="checkbox"/> Convene a Communications Workgroup made up of funded partners. This group will weigh in on communications wants/needs from a grantee perspective and could help build partner-specific F5SMC messaging.	F5SMC	Year 2	
<input type="checkbox"/> With input from the workgroup, identify communications tools and resources to be included in a Partner Field Guide. Potential components for a field guide include: <ul style="list-style-type: none"> • Introduction to First 5 San Mateo County organization and brand • Prop 10 funding explanation and First 5 California/First 5 Association relationship • Overview of key issue areas (i.e. oral health, QRIS, Watch Me Grow, etc.) • Section for issue area that includes key messages and supporting education/ outreach materials • Partner section that outlines key partners and what they do • Overview of website, social media and online tools • Branding guidelines • Policy positions and steps to take action • Explanation of the collective impact of our stories and process for funneling information to F5SMC to use in communicating that impact. 	RSE	Year 2	
<input type="checkbox"/> Create F5SMC Partner Field Guide.	RSE	Year 2 - Year 3	
<input type="checkbox"/> Conduct brand trainings. <ul style="list-style-type: none"> • Funded and non-funded partners could be invited to some or all sessions of this facilitated workshop. • The goals of the training would be to 1) generate excitement and buy-in 2) demonstrate how stakeholders can use F5SMC messages, tools and resources 3) ensure consistency of key message delivery. • Training components could focus on specific topic areas, such as media training, social media, website content management and incorporating key messages into current programs. 	RSE/F5SMC	Year 2 - Year 3	
2. Leveraging Regional Resources			
<input type="checkbox"/> Review F5CA, F5 Association and regional F5 communications materials to determine which pieces could be applicable for F5SMC.	RSE/F5SMC	Year 2	
<input type="checkbox"/> Provide recommendation on which materials could be leveraged for F5SMC communications, such as content for website and social media or tools to be included in the Partner Field Guide.	RSE	Year 2	
<input type="checkbox"/> Continue work with Regional Bay Area First 5 workgroups, updating communications team as appropriate.	F5SMC	Year 2 - Year 3	
<input type="checkbox"/> Ongoing review of partner materials to see how they can be leveraged for F5SMC communications.	RSE/F5SMC	Year 2 - Year 3	



**FIRST 5 SAN MATEO COUNTY
REPORT OF THE EXECUTIVE DIRECTOR
APRIL 2017**

OVERVIEW

During the past month, the Executive Director took the following actions under the Commission's delegation authority:

- SB 63 (Jackson): On March 10th, Executive Director Kitty Lopez sent a letter of support for the New Parent Leave Act, SB 63 (Jackson), to Steven Bradford, Chair of the Senate Labor and Industrial Relations Committee. Under the current law, only those who work for an employer with 50 or more employees are eligible for job-protected parental leave. That leaves to many new parents struggling with an impossible choice between the well-being of their new child and their financial security.

SB 63 ensures more California workers who have been paying into the Paid Family Leave insurance program are able to use this benefit for parental leave to bond with a new child within one year of the child's birth, adoption, or foster care placement without risk of losing their jobs. In addition, SB 63 would allow employees who work for a company with 20 or more employees, within a 75 miles radius to take up to 12 weeks of job-protected leave to care for their new child and require employers to maintain and pay for coverage under a group health plan. On April 4th, the Senate Judiciary Committee passed SB 63. For more information click on [SB 63 New Parent Leave Act Fact Sheet](#).

STRATEGIC INVESTMENT FOCUS AREAS – UPDATE

- Annual Review Site Visits: Program Staff have begun yearly site visits with grantees. The visits allow for an opportunity to discuss the progress, successes, and challenges from the past year, help to inform planning for the coming year and to develop FY 2017-2018 Budgets and Scopes of Work.

Early Learning

- CA and San Mateo County-Quality Rating and Improvement System (QRIS): F5SMC and SMC QRIS partners have selected agency representatives to serve on governance committees for Bay Area Region (Region 4). Regional Governance Committee Members determine recommended policy and programmatic changes to CA QRIS. Regional representatives are: Planning and Recommendations Committee: Michelle Blakely, F5SMC; Angela Cabrera, Child Care Coordinating Council (4Cs); Nirmala Dillman, Child Care Partnership Council (CCPC) Leadership Team: Michelle Blakely F5SMC; Jean-Marie- Houston, San Mateo County Office of Education; and David Fleishman, 4Cs; and CA Voting Member Kitty Lopez, F5SMC.



Child Health and Development

- Oral Health Strategic Planning Implementation: Following the hiring of the new SMC Oral Health Strategic Plan Director, Dr. Peter Kawamura, earlier this year, five workgroups have been formed to support the implementation rollout. The Children's Workgroup, co-chaired by Eileen Espejo of Children Now and Emily Roberts of F5SMC, met on March 29th to review the prioritized activities for 2017-18 and begin identifying performance measures for each strategy.
- Mental Health Systems Consultant Request for Bids: F5SMC launched the initial phase of our Mental Health Systems Initiative on April 10th with the release of a Request for Bids to support the information gathering and planning phase of the project. The goal of the initiative is to create partnerships to address the persistent shortage of mental and behavioral health supports and services that impact young children in San Mateo County. For more information, please visit the F5SMC website: first5.smcgov.org.

Family Engagement

- Friday Café update: Friday Cafés have begun and are already a big hit in the community! In conjunction with the San Mateo County Office of Education and Peninsula Conflict Resolution Center, F5SMC has hosted two Friday Cafés, one in February and one in March. Friday Cafés are designed to support professionals at the intersection of early learning and child development by providing inspirational gatherings, network opportunities, and support for front line, family-serving providers. Close to 100 participants have attended thus far. Additional Friday Cafes will be held in April and May; we will break for the summer then resume in the fall. Family engagement participants are already reporting a stronger sense of community and connectedness, which is one of the goals of F5SMC's Family Engagement Initiative.
- Collaboration with Child Support Services: Kitty Lopez and Michelle Blakely had an initial meeting with Kim Cagno, Director of San Mateo County Child Support Services (CSS) in April 2017, to explore possible collaborative opportunities. Partnering with CSS could be very synergistic especially given that their vision is: "All parents responsibly share in providing for their children and raising them to be healthy and successful." The initial meeting revealed that CSS is interested in distributing the KNP to their clients and also interested in learning more about early childhood development and how that knowledge might help support their work (this directly relates to F5SMC's systems change goal within the Family Engagement Focus Area). F5SMC staff will attend the CSS unit meeting on May 18th to learn more about their work; provide an overview of F5SMC's work; give CSS a "tour" of the Kit for New Parents; continue the conversation of how best to utilize the Kit for New Parents – as well as other resources such as Daddy's Toolkit – in support of their clients; and brainstorm other ways to partner. Given that supporting families of all different configurations is a goal of F5SMC's Family Engagement Initiative, this possible collaboration is an exciting development.

POLICY, ADVOCACY, & COMMUNICATIONS UPDATES

- Brand Boot Camp: At the March 31st meeting, which was facilitated by communications consultant RSE and attended by Staff and Commissioners, the communication strategies and techniques below were discussed and practiced, as



they will be utilized in Goals 2 and 3 of the Communications and Implementation Plan by both Staff and Commissioners.

At the April 24th Commission meeting RSE will present a communications update on the status of communication implementation activities and next steps

- Children's Movement Outreach from Children Now: Children Now is launching a new push for their Children's Movement - a set of coordinated advocacy campaigns focused on child issues, including many focused on 0-5. Kendra Rogers, Children Now, is trying to grow membership specifically across First 5s and First 5 partners. As part of this effort, Children Now and the First 5 Association have agreed to work more closely to coordinate campaign messages, to more deeply reflect the policy and advocacy priorities of First 5.

F5SMC is one of thirty-three Commissions that are currently signed up. Executive Directors will receive an email announcement when a campaign is launching, asking for partners to opt-in to support the campaign.

- F5SMC Policy and Advocacy Platform: F5SMCs policy platform for FY 2015-2018 identifies ten key policy areas staffs are actively leading or participating in. A presentation of the Policy & Advocacy Platform will be provided at the April 24th Commission meeting.
- Silicon Valley Community Foundation -Children's Action Network: San Mateo and Santa Clara county early learning policy advocates met on April 11th 2017, to finalize policy priorities for regional advocacy. The group also is drafting a joint letter in response to Governor Brown's proposed budget and will be endorsed by participating network agencies in time for key legislative meetings and the May Revise. Kitty Lopez and Michele Blakely attended are members of this group.

ACCOUNTABILITY AND EVALUATION

- Evaluation Dashboard: The Commission will be provided routine updates on F5SMC's Strategic Plan indicators. The Strategic Plan indicators identify population-based data and participant-level data more directly linked to Commission investments. Development of the evaluation dashboard will include input from the Early Childhood Evaluation Advisory Committee.

Staff is also currently developing program dashboard that captures in more specific detail Commission investments in policy, direct service and systems work.

FIRST 5 CALIFORNIA & FIRST 5 ASSOCIATION UPDATES

- First 5 Association Advocacy Committee Supports Bills: The First 5 Advocacy Committee is supporting various bills that will help advance the First 5 Association's policy agenda. The full list is available [here](#). Please note that it is still early in the legislative process and that additional bill endorsements will be identified.
- First 5 Association of California / Help Me Grow (HMG) National Policy Webinar: On April 7, 2017, Moria Kenney and Margot Grant Gold, First 5 Association, joined Kendra Rogers of Children Now, and Executive Director, Kimberly Martini-Carvell,



from the National HMG Center and Sarah Zucker, Program Specialist for Innovation and Collaboration to discuss statewide advocacy efforts focused on early childhood systems change in a policy webinar for all 58 First 5 state-wide Commissions. The webinar bridged together the concepts of strategic messaging and evaluative measurement as key pieces of collective impact, with an intention of moving policy and practice to develop stronger community systems that advance service to families.

The webinar was the final installment in a 4-part series entitled Making Change. The first installments were entitled System Change for Collective Impact and HMG System Metrics: Measuring for Results Parts I and II. The following are 2017 Legislative Goals discussed during the Policy Webinar, Part 4:

2017 Legislative Goals

- First 5
 - Reinvesting in early care and education – restoring recession-era cuts and addressing current eligibility limits to expand access
 - Increasing access to MediCal’s dental services for children 0-5 through increased reimbursement rates
 - Promoting understanding of voluntary home visiting as a key intervention for the most at-risk families
- Legislative Leadership
 - Comprehensive look at CA’s fragmented early childhood education programs
 - Addressing child poverty
 - Preparing for potential changes to MediCal
 - Supporting immigrant families

For more information about the Making Change Webinar Series, System Advocacy: Shared Policy Priorities of HMG, contact Emily Roberts, First 5 SMC Health and Development Program Specialist at eroberts@smcgov.org. For information about the National Help Me Grow Center click on <http://helpmegrownational.org/>.

COMMUNITY AND STATEWIDE EVENTS & UPDATES

- Blue Ribbon Commission’s First Hearing: The Speaker-appointed a Blue Ribbon Commission on Early Childhood Education held their first hearing in Sacramento on March 6th. The first hearing provided a platform for the Commissioners, both Assembly members and child care experts, to introduce themselves and offer what they hoped to discuss and tackle as a Commission. Notably, many Commissioners discussed the importance of studying issues facing infant toddler-, preschool-, and school-aged students, along with workforce concerns. Additionally, many acknowledged that the system is widely under-resourced. As such, the Commission is also tasked with discussing funding sources to support recommended changes. Three speakers helped set the stage and provide a historical overview of child care systems in California and the many state and federal funding streams.

Speakers included: Erin Gabel, Deputy Director External Affairs, First 5 California; Donna Sneeringer, Policy Director, Child Care Alliance of Los Angeles; Rowena Kamo, Research Director, CA Child Care Resource & Referral Network

All three speakers discussed how child care funding remains 20 percent below pre-recession levels, which has impacted all providers. Rowena Kamo highlighted the dramatic impact of budget cuts have had on family child care providers. Erin Gabel was assigned to address the diversity of parents and the system, the dual workforce and child development goals. Donna Sneeringer focused on the voucher-side of child care and discussed how Alternative Payment Programs provide the needed flexibility to meet the needs of families with non-traditional and unpredictable work schedules. She also discussed the complex reimbursement structure through the Standard Reimbursement Rate (SRR) and Regional Market Rate (RMR) and encouraged commissioners to address the discrepancies between these two structures.

The next meeting has not been announced, but the First 5 Association is monitoring the hearings and will be meeting with many of members of the Commission.

- California's New \$2 Cigarette Tax in Effect April 1st: The new tobacco tax has just gone into effect. See the link below for the Sacramento Bee article, "Will California's new cigarette tax make more smokers quit?" One of the primary aims of Proposition 56, passed by statewide voters in November, marking the first time in more than 20 years that California approved significant tobacco control legislation. Also last year, state lawmakers raised the age from 18 to 21 to purchase tobacco products, tightened loopholes on workplace smoking bans and made K-12 campuses completely smoke-free. And for the first time, California tobacco laws included electronic cigarettes, which have become increasingly popular, especially among teens and young adults. Read more here: <http://www.sacbee.com/news/local/health-and-medicine/article142084974.html>
- Children Now Releases New Policy Vision Document: On February 28, 2017, Children Now released a report, Starting Now: A Policy Vision for Supporting the Healthy Growth and Development of Every California Baby. To download the report, click [here](#).

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DATE: April 24, 2017
TO: First 5 San Mateo County Commission
FROM: Kitty Lopez, Executive Director
RE: Committee Updates

Program, Operations and Planning (POP), April 1, 2017

Commissioners Present: Anne Campbell
Absent: David Canepa, Sandra Phillips-Sved
Public Member: Harvey Kaplan, M.D.
Staff: Michelle Blakely, Kitty Lopez, Chonne Sherman

Discussion

- Policy Platform 2015-2018: Kitty Lopez reviewed the Policy Platform with Committee members. Originally the policy platform had approximately sixteen items, which has been reduced to ten leading policies within the focus areas of Early Learning, Health and Development, Strong Families and System Sustainability and Enhancement. The policy platform consists of policies that First 5 is currently engaged in, and supporting in San Mateo County. Each policy has an associated activity that supports F5SMC's policy and advocacy work.

The First 5 Association of California's Policy Platform was provided to the Committee as their areas of focus intersect with our local policy efforts. The Committee members recommended that the Policy and Advocacy Platform be presented to the Commission at the April 24th Commission meeting.

Committee Discussion

The policy area, "Advocate, fund, and support care coordination across various settings" was discussed. Dr. Kaplan interjected that it is a very important service that is provided. Additionally, it is also a very important service to pediatric / healthcare providers. In the April edition of the local Chapter 1 of the American Association of Pediatrics Newsletter, the president did a site visit to Fresno, Tulare County and pointed out the stress, pressure on health care providers to do everything; to be the social worker, translator, communicator of what that child needs and advocate for it, the feedback that she was getting from pediatricians was that the work was taking its toll; pediatricians were getting depressed. The social problems overflow into the medical clinic.

Michelle Blakely stated that there are local and national initiatives such as our own Watch Me Grow and Help Me Grow that support the pediatricians doing the work of connecting families to resources or community services.; In some cases a care coordinator goes to the office(public health clinics) a couple of days a week and does ascreening (if clinic staff are not conducting screenings) or conducts follows up with referrals, so that way the pediatrician doesn't have to worry about connecting those dots as much. Another challenge that needs to be addressed is billing for care coordination services.

Dr. Kaplan added that another challenge is putting a strong financial floor underneath the services, the concept of having strong community based services that can interact directly with the health care providers and be a resource for the family and doctor.

Michelle Blakely stated that this policy & practice is consistent with our general systems building support at First 5 as we want to have the services be easy for parents and for providers. We always want to be promoting universal and developmental and behavioral screenings which we do through all of our grantees as well as Watch Me Grow and Help Me Grow, support community based oral health services and oral health strategic planning and support parent's advocating for health equity issues around housing, transportation and, safe, healthy and equitable communities, which Dr. Kaplan helped promote.

- Commissioner Site Visits: At Commission Meetings this past year, we have discussed several key initiatives:
 - Quality Early Learning/Child Care Settings/Facilities
 - Watch Me Grow Initiative and its move to be a part of the Help Me Grow National Model for supporting children with special needs
 - Oral Health Strategic Planning; First 5's investment and support of the Virtual Dental Home model to provide dental care in preschool settings

Staff would like to set up at least one Commissioner Visit to one site reflecting one of the initiatives above before the end of the fiscal year and possibly include our State Legislators to see the work of First 5 in their county districts.

- Build up for San Mateo County's (SMC's) Children: Early Learning Facilities: Michelle Blakely provided the update for this agenda item informing the Commission that there is a currently a resurgence of energy addressing the shortage of Child Care Facilities issues, which is a multi-faceted and complex effort. F5SMC and partners including the San Mateo County Office of Education (SMCOE); the Child Care Partnership Council (CCPC); the Child Care Coordinating Council (4Cs); the Silicon Valley Community Foundation-Center for Early Learning (CEL); Human Services Agency (HSA) and local child care advocates, have long embarked on several strategies to build awareness about this important issue. With no single entity being responsible for addressing this issue, Build Up for SMC s Children is/will be a single coordinated effort to increase the supply of early learning facilities and increase the recognition of the connection between housing, transportation, and local planning efforts to child care facilities. Discussion at today's meeting will highlight:
 - Brion Early Learning Facilities Assessment
 - F5SMC funding and strategic support for Build Up for SMCs Communications Consultant
 - SVCF-CEL Early Learning Taskforce Report focused on financial strategies
 - Build Up for SMCs draft Work Plan (i.e. Communication Plan & Advisory Body)
 - Individual presentations to cities
 - Presentation for April 2017 Commission Meeting

The partners are working to ensure a coordinated effort to develop an overview strategy and plan, how to move forward on communications, and how to implement the work as this is a huge and complex issue in San Mateo County. There are approximately 11,000 children, to age 5 that technically today would need child care spaces, of which we don't have enough.

First 5 has proposed funding a position that would be a bridge consultant to assist in pulling all of these important activities together and help to align a county-wide vision for how we work together. Funding will be utilized from-First 5 California Impact grant and local F5SMC funds. The consultant contract will be with Sarah Kinahan who has been very involved with facilities and worked with the Child Care Partnership Counsel for a long time. The name of

the initiative, Build up for San Mateo County Kids, was derived from the Silicon Valley Task Force.

Committee members were provided with a power point from the last and final Silicon Valley Task Force meeting. The power point contains explicit and detailed recommendations about financing strategies, communicating city by city to make recommendations for child care in development projects and community benefit plans.

The final report is scheduled to be completed mid-April; Ms. Kinahan will present the Commission with the roll out of the initial plan for our facilities work in the County to garner Commission feedback.

For the first three months the Leadership Team is going to build up the Advisory Committee, develop a communications plan and tools to support consistent communication efforts. The major deliverable is to identify long term funding for a permanent staff position to focus on the work.

Years ago the Commission jointly funded the Smart Kids Program which was geared towards facilities, with the Human Services Agency, the County Office of Education, with 4C's as the program administrator. Through the Smart Kids program 1,800 sites were expanded which included new facilities and the renovation of over 50 programs.

The model is to have an advisory group to pull funds together and to develop technical assistance for city planners and how to move child care facility recommendations forward. The location for staff to reside needs to be identified, with one agency housing the permanent position.

Committee Discussion

The Committee discussed housing the permanent employee with 4C's as a possibility and asked the question of how the position will be funded. First 5 historically has not provided direct service, but we could with this position even though it is more policy based. However, the goal is to have the position linked to the Child Care Partnership Council to vet recommendations and have deeper discussions.

First 5 has base layer funding through the First 5 California Impact Grant through 2020. This is administrative funding that comes directly to First 5. Currently portions of that funding can cover some salary costs utilizing the line item, Early Learning Systems. There is approximately \$45,000 per year; the funding rolls over and we didn't use all of the funds from last year. First 5 may be able to contribute some funds towards salaries; for example in the Oral Health initiative, the new County Dental Director's salary is paid through pooled funding. First 5 contributes \$50,000 each year for two years, the Sequoia Healthcare District and the Peninsula Healthcare District also contribute.

The Leadership Committee will be tasked with developing a plan to fund salaries and identify where staff should be housed as there will need to be a dedicated staff person leading this effort as it will be a major endeavor, particularly working with twenty cities. The work is more than First 5 can do in addition with our other jobs. The Leadership Committee will be the think tank around the work this person is doing and then the CPC as the group that provides community input.

Program Updates and Highlights: Michelle Blakely reviewed program highlights with the Committee.

- Help Me Grow Contractor Procurement: San Mateo County is officially a Help Me Grow (HMG) affiliate. HMG is a statewide and nationwide collective impact effort that advances developmental screening, promotes early detection amongst health providers and provides linkages to services for children at risk for who have special needs. F5SMC and partners including Gatepath, have been engaged in aspects of HMG for many years. F5SMC will have a procurement process to determine the Help ME Grow lead agency. F5SMC will also support policy and implementation efforts by the F5CA Association-CA's HMG State Lead agency.
- Mental Health Systems Planning Procurement: Early childhood mental health system planning has commenced. As referenced in the Strategic Plan Implementation Plan (SPIP), this effort includes community planning, landscape analysis, and needs assessment activities. Subsequent funding decisions will be determined by the results. F5SMC is seeking a contractor to assist with landscape analysis, key informant interviews and other administrative supports.
- MAA Leveraging Analysis: Health Reach Consulting will provide detailed analysis of current F5SMC funded projects, emerging projects and F5SMC staff activities to determine MAA Leveraging opportunities. The final report is expected at the end of May.
- Persimmony Grants Management System: F5SMC Grantees and staff are actively implementing this new on-line management system. Operational procedures, grantee technological supports and data collection capabilities are being fine-tuned.

Communications: Chonne Sherman provided the communications update to the Committee.!

- Website: Chonne Sherman walked the Committee through the recent progress made on the new website and mobile application designs. The presentation included clicking from the home page to the Families page, showing the consistency in design and presentation of copy and future resource information for parents. The soft launch is scheduled for mid-May and the hard launch for mid-June.
- Social Media: RSE started utilizing social media on First 5's behalf this past February. The Committee reviewed the outcome numbers for Twitter followers, and reviewed the traffic for Facebook and Instagram. Prominent individuals such as Ted Lempert re-tweeted First 5 tweets to their contacts / followers, which increases First 5's social media visibility. The outcomes to date are impressive given that First 5 has just started utilizing social media.
- Monthly Commission Meeting Updates: In response to Commissioner Michelson's request for a standing monthly Communications update at each Commission meeting, RSE will provide a presentation at the April 24th meeting, to update the Commission on the implementation of communication activities to date and next steps.

Committee Discussion

Committee members were pleased with the communication activities to date and praised staff for a job well done. Dr. Kaplan have staff a "gold star" for all of the work that First 5 is doing agency wide.

Next meeting: TBD

Early Childhood Evaluation Advisory Committee Meeting, April 17, 2017

Commissioners Present: Pam Frisella, Michael Garb
Commissioners Absent: Neel Patel, Louise Rogers
Grantee Representatives: Heather Cleary, Tracey Fecher
Staff: Michelle Blakely, Jenifer Clark, Kitty Lopez

The Early Childhood Evaluation Advisory Committee (ECEA) met on Monday, April 17th. This is the first meeting attended by the new grantee representatives to the Committee, Heather Cleary (Peninsula Family Service) and Tracey Fecher (Community Gatepath). Heather Cleary was invited to serve on the committee after Sarah Kinahan resigned her position at San Mateo County Office of Education and thus was no longer eligible to be a grantee representative.

The group discussed the outcomes and indicators in the current F5SMC Strategic Plan and reviewed a draft Indicator Dashboard presenting information on the Population-Level indicators. There was rich conversation about the purpose of tracking these particular indicators at a population level, and which types of data will best support that purpose. Staff took note of committee feedback and will update the draft dashboard accordingly. The group also received updates on Persimmony implementation and the Big Data Pilot Project.

Next meeting: Monday, June 19th from 3:30-5pm at the F5SMC Office.