

**FIRST 5 SAN MATEO COUNTY  
 PROGRAM, OPERATIONS AND PLANNING (POP) COMMITTEE MEETING**

**As authorized by Governor Newsom’s Executive Orders N-25-20 and N-29-20, dated March 12, 2020 and March 17, 2020 respectively, the meeting will be held via teleconferencing with members of the Commission attending from separate remote locations. The meeting will be held and live cast from the following location where members of the public shall have the right to observe and offer public comment:**

**DATE:** September 13, 2021  
**TIME:** 4:00 – 5:00 PM

**Join Zoom Meeting**

**Online:** <https://smcgov.zoom.us/j/95649457628>  
 Webinar ID: 956 4945 7628  
**Phone:** +1 669 900 6833

**This altered format is in observance of the recommendation by local officials that certain precautions be taken, including social distancing, to address the threat of COVID-19.**

**COMMISSION MEMBERS:** Ken Cole, Sandra Phillips-Sved (Chair), Nancy Magee

**PUBLIC MEMBER:** Harvey Kaplan, M.D.

**STAFF:** Kitty Lopez, Michelle Blakely, Myra Cruz

<b>AGENDA</b>		
1.	Approval of the September 13, 2021 Program, Operations and Planning Committee Meeting Agenda	Phillips-Sved
2.	Approval of the April 5, 2021 Program, Operations and Planning Committee Meeting Minutes (See Attachment 2)	Phillips-Sved
3.	First 5 SMC Racial Equity Project Update (Verbal Updates)	Lopez/Blakely
4.	Build Up for San Mateo County’s Children Update - Progress Narrative - Gilead Investment Update (See Attachment 4)	Blakely
5.	General Program Updates (Verbal Updates)	Blakely
6.	Adjournment	

**NEXT MEETING: October 4, 2021**

**First 5 San Mateo County (F5SMC)  
Program, Operations and Planning (POP)  
COMMITTEE MEETING MINUTES**

**April 5, 2021  
Virtual Meeting Via Zoom**

Commissioners Present: Ken Cole, Nancy Magee  
Public Member: Harvey Kaplan  
Commissioner Absent: Sandra Phillips-Sved (Chair),  
Staff: Kitty Lopez, Michelle Blakely, Emily Roberts, Myra Cruz

The meeting was called to order at 4:03 PM.

**1. Approval of the April 5, 2021 Program, Operations, and Planning Committee Meeting Agenda:**

MOTION: Public Member Kaplan / SECOND: Commissioner Cole. Motion approved.

**2. Approval of the February 1, 2021 Program, Operations, and Planning Committee Meeting Minutes:**

MOTION: Commissioner Cole / SECOND: Public Member Kaplan. Motion approved.

**3. Early Identification and Intervention Environmental Scan in San Mateo County**

Emily Roberts, F5SMC's Health & Development Specialist, presented the Early Identification and Intervention Environmental (EIIE) Scan in San Mateo County and highlighted the following:

- The EIIE is authored by Cheryl Oku Consulting with the support of F5SMC, community partners, and San Mateo County pediatricians.
- Rationale and context of the scan are based on F5SMC Strategic Plan, stakeholders' feedback, is equity driven, and provides a basis for a collective action to address barriers.
- Primary barriers such as children not being identified early, access based on IDEA-mandated services, and lack of transparent metrics and data sharing across agencies.
- Opportunities such as expanded early ID through increased access to developmental screening, focus on providing a continuum of services for children at-risk, and making high-quality care coordination available to all children with special needs.

Roberts asked the Committee for feedback on the key issue – the balance is bringing attention to persistent issues and barriers, sometimes in ways that might highlight agency/system challenges, and keeping all parties engaged in the spirit of continuous quality improvement. The Committee provided comments and feedback.

Roberts added that EIIE will be presented at the System Change Group.

The EIIE Scan and PowerPoint Presentation can be found on the F5SMC website, [April 5, 2021 POP Meeting Packet and Presentation.](#)

**4. Oral Health Initiative RFP Process Update**

Emily Roberts provided an update on the Oral Health Initiative RFP process. Roberts shared that the RFP was released on March 1, 2021. F5SMC received five Letters of Interest (LOIs). LOI is mandatory but not binding. Full proposals are due on April 13<sup>th</sup> and recommendation will be presented at the April 26<sup>th</sup> Commission Meeting. F5SMC allocated up to \$250,000 for this initiative with the goals to improve young children's utilization of preventive oral health care and to advocate for policies and practices that increases dental utilization for children on Medi-Cal with a focus on short-term strategies that can be implemented during the pandemic.

**5. Child Care Response Team Update**

Michelle Blakely, F5SMC's Deputy Director, provided an update on the SMC Child Care Response Team (CCRT). It has been over a year since the COVID-19 pandemic began, and the CCRT is vigorously discussing many variables such as strategies for childcare funding & sustainability, vaccination messaging, and CA State and Federal funding to address short and long-term issues. Blakely will provide an update on F5SMC's May or June Commission Meeting.

The meeting adjourned at 4:58 PM. The next meeting is scheduled on June 7, 2021.

**Date:** September 13, 2021  
**To:** First 5 San Mateo County Program, Operations & Planning Committee (POP)  
**From:** Michelle Blakely, Deputy Director  
**Re:** Build Up for San Mateo County's Children Update

---

### **ACTION REQUESTED**

Review and Discussion of the Build Up for San Mateo County's Children Update

### **BACKGROUND**

Build Up San Mateo County is a coordinated, cross-agency initiative of paid staff, volunteer community advocates, and a high-level, cross-sector Advisory Body working with cities, developers, employers, school districts, and faith-based organizations to mitigate the county's significant child care facilities shortage. The Leadership/Planning Team includes representatives from First 5 San Mateo County, 4Cs of San Mateo County, San Mateo County Board of Supervisors, San Mateo County Office of Education, San Mateo County Child Care Partnership Council, and Silicon Valley Community Foundation. In addition, Build Up has established a multi-sector Advisory Board with Assemblymember Kevin Mullin as its Honorary Chair and F5SMC Executive Director Kitty Lopez and County Supervisor Dave Pine as co-chairs. Visit the web-site <https://buildupsmc.com/>

Build Up began in 2017 and the three year "start-up" phase was funded through a combination of public and private entities. Staffing for the initiative includes a full-time Director and a full-time Technical Assistance Coordinator. F5SMC and Human Service Agency were the initial public funders for operations and because of this financial commitment, 4Cs was able to secure operational/staffing costs early in the initiative reserving the use of these public funds for subsequent years. To date, the positions were predominantly funded through two family foundation grants to 4Cs of San Mateo County, where both the Director and TA Coordinator are on staff.

Since COVID-19, technical assistance supports and advocacy for the essential business of child care, especially Family Child Care and private providers has increased substantially. Many of these businesses are women and minority owned. Read a blog post by Christine Padilla, Build Up Director <https://first5sanmateo.org/2020/04/17/child-care-was-always-essential/>

### **CONSIDERATIONS**

On April 27, 2020, the First 5 SMC Commission approved the Child Care Coordinating Council of San Mateo County (4Cs) and First 5 San Mateo County Build Up for San Mateo County's: Policy and Technical Assistance Agreement in the Amount of \$230,000, Contract Term effective April 2, 2020 thru June 30, 2021. (*See Attachment 4A for Build Up Progress Narrative*)

Updates:

- Build Up presentation and recommendation to the Commission for operational funding FY 21-23
- Gilead Sciences Inc mini grant project (*See Attachment 4B*)
- Policy and CA Budget wins

April 20, 2020

**Build Up for San Mateo County’s Children: Progress and Accomplishments At A Glance**

<b>WHAT: Goals/Action Steps</b>	<b>WHO: Skills &amp; experience needed to do the work; Paid staff, consultant, volunteer?</b>	<b>STATUS/ACCOMPLISHMENTS</b>
<p><b>Goal A: Communicate</b> the depth of the gap and recommended solutions using Brion Child Care Study and Task Force recommendations in order to <b>expand partners and allies.</b></p>	<p>Lead(s):</p> <ul style="list-style-type: none"> <li>• Sarah Kinahan</li> <li>• Christine Padilla</li> </ul>	<ul style="list-style-type: none"> <li>• Developed a communications plan, logo and branding</li> <li>• Started website, blog and social media accounts</li> </ul>
<ul style="list-style-type: none"> <li>• Develop key messages for different sectors/audiences. (talking points that connect this issue to community development and housing)</li> </ul>	<p>Supporting:</p> <ul style="list-style-type: none"> <li>• Heather Hopkins</li> <li>• Catch-a-fire volunteer</li> <li>• Planning team</li> </ul>	<ul style="list-style-type: none"> <li>• Presented to Superintendents of San Mateo County</li> <li>• <b>Developed four 1-pagers for key audiences</b> <ul style="list-style-type: none"> <li>○ <b>Cities</b></li> <li>○ <b>Developers</b></li> <li>○ <b>Faith-Based</b></li> <li>○ <b>School Districts</b></li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Plan “events”/meetings/conversations to reach these sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory Body members</li> <li>• US Chamber Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>US Chamber Foundation created Build Up case study and featured in twitter chat</b></li> </ul>
<ul style="list-style-type: none"> <li>• Continue to engage the media.</li> </ul>		
<ul style="list-style-type: none"> <li>• Develop parent and provider stories – what is impact of shortage? What are bright spots/solutions? Sites in danger of closing?</li> </ul>		<ul style="list-style-type: none"> <li>• Created posters of projects that need funding</li> <li>• Presented at Housing Leadership Day</li> <li>• Presented at three Chamber of Commerce and SAMCEDA meetings</li> <li>• Presented to First 5 Commission</li> <li>• Participated in RWC2020 convening</li> <li>• <b>Leading a regional workgroup on ECE facilities issues.</b> Regional group has provided feedback to Governor’s office, Assembly’s Blue Ribbon Commission, and California Department of Education on key ECE facilities issues.</li> <li>• Presented to Early Childhood Funders group</li> </ul>

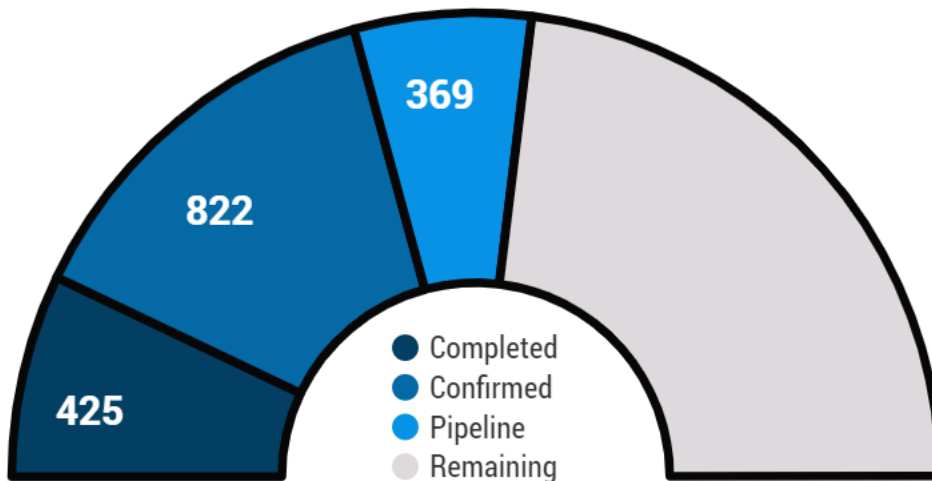
		<ul style="list-style-type: none"> <li>• Participated in convening held by Federal Reserve</li> <li>• Presented to The Big Lift Collaborative</li> <li>• Used Build Up talking points at Progress Seminars</li> <li>• Presented to the US Chamber Foundation’s Fellows Cohort #1 (Chamber ED’s, business leaders, and policy folks from over 20 states)</li> <li>• First 5 SMC created two “Spotlight on Success” stories about Toddle and Build Up’s work with faith-based organizations</li> <li>• Collaborating with Housing Leadership Council and Home for All to link housing and child care needs</li> </ul>
<p><b>Goal B: Work across sectors to reuse/re-designate existing space in order to increase the number of early learning spaces.</b></p>	<p>Lead(s):</p> <ul style="list-style-type: none"> <li>• Christine Padilla</li> <li>• Heather Hopkins</li> <li>• Grace Sobieski</li> </ul> <p>Supporting:</p> <ul style="list-style-type: none"> <li>• Planning team</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Development pipeline includes 550 spaces in 17 re-use projects and 610 spaces saved from closure.</b></li> <li>• Followed up on all site leads from Brion and created a database of interested operators and those with possible space.</li> <li>• Providing technical assistance to Redwood City School District on re-use of two school campuses; assisting child care operators to respond to RFP.</li> <li>• Technical assistance to San Mateo County on including child care at County Government Center</li> <li>• Holding convenings of faith-based organizations (~20 participants at first convening)</li> <li>• Ran the RFP process for two churches who were looking for child care operators</li> </ul>
<p>i. Technical assistance to program operators (TA on permitting, working with building dept., fire, licensing, etc.)</p>		
<ul style="list-style-type: none"> <li>• Follow up on possible sites and interested providers (Brion report leads, school districts, faith based; develop a database).</li> </ul>		
<ul style="list-style-type: none"> <li>• Utilize Design Checklist and Guide and examples of solutions to design challenges.</li> </ul>		
<ul style="list-style-type: none"> <li>• Work with cities/county to streamline permitting and improve zoning.</li> </ul>		

<p><b>Goal C: Work with cities and the county on policies and incentives to <b>prioritize child care in future developments</b> in order to <b>increase the number of early learning spaces</b>.</b></p>	<p>Lead:</p> <ul style="list-style-type: none"> <li>Christine Padilla</li> </ul>	<ul style="list-style-type: none"> <li>Working with San Mateo County on a model ordinance</li> </ul>
<p>i. Track and engage with new developments/city level leads throughout county. (Database of leads, Community Advocates/Speakers Bureau/Strike Team, map new developments)</p>	<p>Supporting:</p> <ul style="list-style-type: none"> <li>Planning team</li> <li>Advisory Body members</li> </ul>	<ul style="list-style-type: none"> <li>Created an “Operators Directory” to help developers find programs that are looking for space</li> </ul>
<ul style="list-style-type: none"> <li>Package and present city and regional data effectively. (Brion report, CCPC needs assessment, new maps?)</li> </ul>		<ul style="list-style-type: none"> <li>Provided feedback and data to San Bruno, Burlingame, San Carlos, Menlo Park, Redwood City, South San Francisco, Foster City, Pacifica, Millbrae, and San Mateo on general plan and zoning, and specific child care projects                             <ul style="list-style-type: none"> <li>San Mateo included in city priorities</li> <li>San Bruno City Manager committed to including child care are allowable use in Bayhill Specific Plan area</li> <li>Redwood City waived fees for FCCH expansion, reduced fees for child care center permits, and used city impact fees for Arroyo Green TI</li> <li>San Bruno appointed a point person in planning department for child care applications</li> <li>SSF encouraged all developers applying for SSF PUC redevelopment to include child care in their plans</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Promote examples of Best Practices for Cities/County (San Mateo County’s new ordinance/model policy)</li> </ul>		<ul style="list-style-type: none"> <li>Tracking general plan updates in Pacifica, San Mateo</li> </ul>
<ul style="list-style-type: none"> <li>Collaborate with local and state representatives who support this issue.</li> </ul>		<ul style="list-style-type: none"> <li>Tracking zoning updates in Burlingame, San Bruno</li> </ul>
<ul style="list-style-type: none"> <li>Support cities/county to include early learning in priorities and long-term plans.</li> </ul>		<ul style="list-style-type: none"> <li>Worked with Child Care Law Center on support for SB 234</li> </ul>
<ul style="list-style-type: none"> <li>Technical assistance to developers (develop brief recommendations, list of resources)</li> </ul>		<ul style="list-style-type: none"> <li><b>Child care included in 20 new developments or expansion projects (~1,000 new spaces)</b></li> </ul>

<p><b>Goal D: Engage large employers to create new child care facilities for their employees.</b></p>	<p>Lead:</p> <ul style="list-style-type: none"> <li>Eileen Monahan</li> </ul> <p>Supporting:</p> <ul style="list-style-type: none"> <li>Planning team</li> <li>Advisory Body members</li> <li>US Chamber Foundation</li> </ul>	<ul style="list-style-type: none"> <li><b>Gilead Sciences, Inc made first corporate donation to Build Up Capital Fund</b></li> <li>Hosted a presentation by the U.S Chamber of Commerce Foundation</li> <li>Engaged multiple business representatives in developing an Employer Engagement Plan</li> </ul>
<p>i. Build relationships with large employers and share data on the needs of their employees.</p>		
<ul style="list-style-type: none"> <li>Provide TA to employers to that are interested in providing child care for employees (Develop Success Stories/Examples of existing employer-sponsored care; Use existing program operators as champions for how this can work.)</li> </ul>		
<p><b>Goal E: Generate revenue for facility development through local tax measures and other sources, and assist providers in drawing down existing funds in order to increase the number of early learning spaces.</b></p>	<p>Lead:</p> <ul style="list-style-type: none"> <li>A consulting firm specializing in fundraising/capital campaigns/public finance</li> </ul> <p>Supporting:</p> <ul style="list-style-type: none"> <li>Planning team</li> <li>Advisory Body and "Fundraising Committee"</li> <li>Cast a wide net for allies, funders and partners to get buy-in</li> <li>CEL/SVCF could potentially play a role in developing ballot measures or countywide nexus study, if these strategies are pursued.</li> <li>Coordinate with The Big Lift</li> </ul>	<ul style="list-style-type: none"> <li><b>Started a Build Up Capital Fund at SVCF through private donor (\$250k) and Gilead Sciences, Inc (\$50k). SVCF awarded two capital grants and two planning grants in 2018.</b></li> <li>City of San Mateo released developer impact fees to Peninsula Family Services, Beresford Montessori and St. Andrew's Lutheran Church (86 spaces); Build Up provided TA to the City.</li> <li>Developed descriptions/posters of capital projects that need funding</li> <li><b>Worked closely with Assemblymember Mullin on AB 452 (new funding and structure for ECE facilities grants). Bill concept later incorporated into Governor's budget which included \$263 million for ECE infrastructure.</b></li> </ul>
<p>i. Determine best mix of financing strategies and set <b>fund development goals.</b> (% of spaces funded through different mechanisms)</p>		
<ul style="list-style-type: none"> <li>Pursue new funds (New local Public financing (ballot measure); Private Philanthropy, new Developer Impact Fees)</li> </ul>		
<ul style="list-style-type: none"> <li>TA for providers to access financing (CDE funds, existing developer fees in SM and SSF, community loan programs, private financing, etc.)</li> </ul>		
<p><b>Goal F: Develop and implement an organizational structure and staffing plan for Build Up.</b></p>	<p>Lead:</p>	



<p>i. Define partner roles and responsibilities (Develop a partner MOU if needed).</p>	<ul style="list-style-type: none"> <li>Michelle Blakely</li> <li>Sarah Kinahan</li> <li>David Fleishman</li> </ul> <p>Supporting:</p> <ul style="list-style-type: none"> <li>Planning team</li> </ul>	<ul style="list-style-type: none"> <li>Organizational structure and job descriptions have been set with staff working at 4Cs and consultants reporting to First 5</li> <li><b>Created a 3-year action plan</b></li> <li><b>Hired a full-time director</b></li> <li><b>Hired a full-time technical assistance coordinator</b></li> <li>Planning team has met consistently on a monthly basis for 2 ½ years</li> <li><b>Cross-sector Advisory Body established in 2018; has met 3 times/year</b></li> <li>MOU being developed between 4Cs, SVCF and First 5 for the Build Up Capital Fund</li> <li><b>Secured 3-years of startup funding</b></li> </ul>
<ul style="list-style-type: none"> <li>Develop the Advisory Body and community work groups.</li> </ul>		
<ul style="list-style-type: none"> <li>Determine staffing needs, fund and hire.</li> </ul>		
<ul style="list-style-type: none"> <li>Coordinate this initiative via the <b>CCPC</b> to work strategically on this issue along with the issues of workforce and operational funding.</li> </ul>		
<ul style="list-style-type: none"> <li>Secure sustainable funding for operations.</li> </ul>		
<ul style="list-style-type: none"> <li>Establish role of First 5 San Mateo County as backbone organization to hire and coordinate consultants during Start Up period, and to steward the implementation of Build Up.</li> </ul>		





## EXPANDING AND IMPROVING EARLY LEARNING FACILITIES IN SAN MATEO COUNTY

### BUILD UP FAMILY CHILD CARE EXPANSION GRANTS

In San Mateo County, there is a childcare shortage. The lack of access to licensed child care, preschool, and afterschool programs impacts families, children, and the overall wellbeing of the region. Families rely on childcare to participate in the workforce. Accessible childcare boosts community development, sustainability, and economic growth.

To meet childcare needs, San Mateo County would need about 14,000 new spaces for young children by 2025, requiring \$428.4 million in capital funding. Early learning programs looking to expand face significant challenges—lack of usable, affordable space and extreme development expenses and timelines. Many give up on their expansion plans and dreams.

Build Up San Mateo County (Build Up SMC) works to grow and improve the supply of childcare facilities in San Mateo County so that all families can benefit from a strong, well-supported, and accessible early care and education system.

### Community Partner: Gilead Sciences, Inc.

In 2020, Gilead Sciences, Inc. provided a \$50,000 grant to increase access to childcare. With Gilead's investment, ten \$5,000 Family Child Care (FCC) Grants were awarded to small at-home childcare programs. The goal was to help recipients expand their program license to a large family child care home, doubling the number of children each can serve. The grants were designed with flexibility, so that recipients could make the changes they needed to prepare their homes and programs for expansion.

#### Grant Recipients

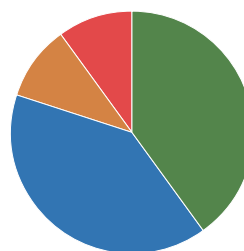
Little Steps Daycare  
Ping An Family Daycare  
Paola Bustos Family Child Care  
Castro's DayCare  
Growing Together Childcare and Preschool  
Playsmart Childcare  
Ronsonely Family Daycare Center  
Mimi Daycare  
Pinita's Daycare  
Happy Kids Family Daycare

“It was a great feeling to be a recipient and to have the opportunity to renovate with hope for better times. [This grant] made me feel valued and important in what I do.”

— Little Steps Daycare

Even while facing the challenges of COVID-19, this program funded the successful expansion of 4 Family Child Care Home providers for a combined 22 new spaces.

#### Grant Recipient Demographics



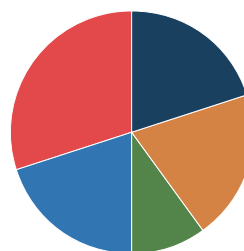
44% Asian Descent  
44% Hispanic/Latinx Descent  
11% African American Descent  
11% Other Minority Descent



8 out of 10 providers serve infants



9 out of 10 are women-owned small businesses



How many years have you been working in the ECE field?  
10 responses

1-2 years  
3-5 years  
5-10 years  
10-20 years  
20+ years

**Build Up SMC's partnership with Gilead Sciences Inc. came at a perfect time, offering hope to small business owners during the uncertainty of the COVID-19 pandemic.**



### Castro's DayCare

Teresa Castro, owner of Castro's DayCare, began caring for her grandchildren while her daughter worked and went to school. She noticed many parents in her community needed childcare, and that motivated her to become a childcare provider. Teresa finds joy in giving children a loving, fun, and understanding environment to learn and grow in. As an FCC Grant recipient, she bought classroom furniture and educational materials. This helped to maximize facility space. Teresa plans to expand Castro's DayCare to serve more children and families in San Mateo County.

"The grant has helped me with my personal goals. I wanted to expand my daycare, but I didn't have the money to buy the necessary things to make more room for the kids."

— Castro's DayCare

### Playsmart Childcare

Ana Deocampo's Playsmart Childcare provides children quality care and a safe space for healthy development. Ana has completed the requirements to expand her program as a large licensed family child care home and wants to serve more children, but like many childcare providers, her business has experienced challenges during the pandemic. The FCC Grant helped her to continue operating and remain financially steady. She used her grant to make repairs and renovations to provide a safe outdoor space where children can play and learn safely during the COVID-19 pandemic.



BEFORE



AFTER

San Mateo County is well-positioned to thrive when businesses and organizations partner to invest in young children. Our shared commitment leads to healthy families, a vital workforce, and strong communities.

— Christine Padilla, Build Up SMC Director

