



1700 S. El Camino Real, Suite 405
San Mateo, CA 94402-3050
www.first5sanmateo.org

**FIRST 5 SAN MATEO COUNTY
FINANCE AND ADMINISTRATION COMMITTEE MEETING**

DATE: Monday, October 16, 2017
TIME: 9:00 AM to 10:00 AM
ADDRESS: 1700 S. El Camino Real, Suite 405
San Mateo, CA 94402

MEMBERS: Lee Michelson, Iliana Rodriguez
STAFF: Kitty Lopez, Khanh Chau, Michelle Blakely

AGENDA

1.	Approval of the Finance and Administration Committee Agenda	Michelson
2.	Approval of the August 14, 2017 Finance and Administration Committee Meeting Minutes (See Attachment 2)	Michelson
3.	Review and Recommend Approval of the FY2016-17 Budget Closeout at the October 23, 2017 Commission Meeting (See Attachments 3–3C)	Lopez / Chau
4.	Review and Recommend Approval of Contract for QRIS Communications Consultation Services with VIVA Strategy + Communications, in the amount of \$145,500, Contract Term from November 1, 2017 to June 30, 2018 (See Attachment 4-4A)	Lopez / Blakely
5.	Verbal Update: Funding Recommendations	

Next Meeting: January 8, 2018

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**FIRST 5 SAN MATEO COUNTY
FINANCE AND ADMINISTRATION COMMITTEE
MEETING MINUTES**

August 14, 2017

- Commission Member: Michael Garb, Iliana Rodriguez, Lee Michelson
- Staff: Kitty Lopez, Khanh Chau, Michelle Blakely
- Minutes: Khanh Chau

1. Approval of the Finance and Administration Committee Meeting Agenda

A Motion for Approval of the August 14, 2017 Finance and Administration Committee Meeting Agenda with the removal of Agenda Item 5 was made by Commissioner Rodriguez, seconded by Commissioner Garb. Unanimously approved.

2. Approval of the June 12, 2017 Finance and Administration Committee Meeting Minutes

A Motion for Approval of the June 12, 2017 Finance and Administration Committee Meeting Minutes was made by Commissioner Rodriguez and seconded by Commissioner Garb. Unanimously approved.

3. Update SPIP Funding Carry Over Amount to FY2018-2020 as per Strategic Plan Implementation Plan

Kitty Lopez gave a brief background overview of the approved LTFP at the June 2017 Commission Meeting that included \$1.1 million SPIP Funding Carry-Over to FY2018-2020 (Attachment 3A). The Update SPIP Funding Carry-Over was proposed at a total of \$1.825 million SPIP Funding Carry-Over to FY2018-2020 as per presented in Attachment 3B that shows where the money comes from of which SPIP lines; Attachment 3C reflects the changes of SPIP Funding Carry-Over to the LTFP with no major fiscal impact to the approved LTFP. Under this proposal, the average SPIP reduction over the period FY2018-2020 is 6.35% while funding recommendation reduction for continuation grants are larger due to the division of 2-year grant versus 3-year grant average.

Committee members reviewed the Update SPIP Funding Carry-Over, the Lists of Funding Recommendations for FY2018-2020 and asked questions about funding allocation to Big Lift, Pre Natal to Three programs; Kitty Lopez responded that we may not use funding for Big Lift Consultation and we should wait until January 2018 for other funding considerations when decisions may be made for Children's Health Initiative.

4. Verbal Discussion: First 5 San Mateo County's Funding Recommendation per Strategic Plan Implementation for FY2018-2020

Michelle Blakely presented the Master Chart Funding Recommendations for proposed funding recommendations for FY2018-2020 including the allocation to continuing grants, new initiatives, in all focus areas and the list of recommended discontinued grants. Staff

worked diligently to propose % reductions on average of about 15% per the approved LTFP, Funding Assumptions and Funding Considerations.

Committee members reviewed and discussed the list and recommended to present the Funding Recommendations by categories of: Continuation Grants, New Initiatives, and Ending Grants for approval of each group at the Commission Meeting. Committee members were supportive of staff's recommendations.

Reschedule Finance and Administration Committee Meeting

Committee members also approved to reschedule Finance and Administration Meeting to September 18, 2017 when the Budget Close-Out for FY2016-2017 will become available.

Commissioner Michelson adjourned the meeting at 9:30 A.M.

DATE: October 16, 2017
TO: First 5 San Mateo County Finance and Administration Committee
FROM: Kitty Lopez, Executive Director
RE: Review and Recommend Approval of the FY 2016-2017 Budget Close-Out at the October 23, 2017 Commission Meeting

ACTION REQUESTED

Review and Recommend Approval of the FY 2016-2017 Budget Close-Out at the October 23, 2017 Commission Meeting

BACKGROUND

- At the June 27, 2016 Commission Meeting, Commission approved F5SMC FY 2016-2017 Budget.
- In February 227 2017 Commission Meeting, Commission approved F5SMC FY 2016-2017 Revised Budget.

FY 2016-2017 BUDGET CLOSE-OUT HIGHLIGHTS

- The FY 2016-2017 Budget Close-Out is presented in detail in **Attachments 3A** and **3B** and some key Budget Close-Out highlights are presented in the table below:

FY 2016-2017 BUDGET CLOSE-OUT HIGHLIGHTS <i>(July 1, 2016 – June 30, 2017)</i>	
REVENUE	<ul style="list-style-type: none"> • Interest Revenue (\$156K) produces a 37% positive variance or \$42K higher than the planned budget as a result of higher interest earning rate in the County investment pool. • Prop 10 Tax Revenue (\$5,846 K) is closely matched with the planned budget (99.9%). • Additional revenue streams (\$691K) from various grants and reimbursements including IMPACT grant (\$427K) and federal refund for the CHI program (\$237K) • Total Actual Revenues of \$6,694K represents a 4% positive variance or \$268K higher than the planned budget.
EXPENDITURES	<ul style="list-style-type: none"> • Total Program Expenditures (\$6,691K) produce a 20% positive variance or \$1,714K below the planned budget. Major contributions to this positive variance are associated with underspending in various grants, IMPACT Grant, Evaluation, and pending planning of the PAC-Unallocated Fund. • Total Administrative Expenditures (\$926K) produce a 10% positive variance or \$99K below the planned budget. Major contributions to this positive variance are associated with underspending in the Professional Services, various administrative areas, Audit and County Counsel services charges, and salary savings. . • Total Expenditures of \$7,617K represents a 19% positive variance or \$1,813K below the planned budget.

ENDING FUND BALANCE	<ul style="list-style-type: none">• FY 2016-2017 Ending Fund Balance of \$14,922K represents 16% positive variance or \$2,081K higher than the Ending Fund Balance of the planned budget.
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FISCAL IMPACT

Admin Cost rate of 12% is within the Commission's approved Admin Cost Rate Policy (15%)

RECOMMENDATION

Review and Recommend Approval of the FY 2016-2017 Budget Close-Out at the October 23, 2017 Commission Meeting

YTD Benchmark Percentage :100%

	ORG/ACCT#	FY16-17 Revised Budget	YTD Actuals	YTD Accruals *	FY16-17 Budget Close-Out	FY16-17 Budget Close-Out versus Revised Budget (%)	NOTES
REVENUE							
FUND BALANCE (Beginning)		15,845,751	15,845,751		15,845,751	100%	Adjusted Beginning Fund Balance as per the FY15-16 Audit Report.
Interest	19510-1521	114,047	156,475		156,475	137%	Higher interest revenue from county investment pool.
Tobacco Tax - Prop 10	19510-1861	5,854,000	5,846,431		5,846,431	100%	
IMPACT Grant	19510-1861	458,000	160,971	266,580	427,551	93%	\$266K is Q3 & Q4'17 accruals
Wellness Grant	19510-2545	-	1,035	-	1,035		-
Miscellaneous Reimbursements	19510-2647	0	262,475	0	262,475		\$237K are Federal refund for CHI program for the period FY14-16
TOTAL REVENUE		6,426,047	6,427,387	266,580	6,693,967	104%	Positive variance due to higher Interest revenues and CHI Federal refund.
TOTAL AVAILABLE FUNDS		22,271,798	22,273,138	266,580	22,539,718		-
APPROPRIATIONS							
1. PROGRAMS							
Family Engagement	19540-6125	2,308,072	2,105,686	-	2,105,686	91%	
Kit for New Parent KNP (KNP)	19540-6266	41,000	24,965		24,965	61%	Part of the KNP orders will be delivered and recorded in FY17-18.
Child Health & Development	19540-6156	1,846,186	1,475,137		1,475,137	80%	Underspend fund of the CHI program is carried over to FY18-20 funding allocation; delayed contracting of Mental Health System strategy to Q3/Q4; underspending in SHEC new grant (Faith In Action)
Early Learning	19540-6263	2,140,406	1,654,593		1,654,593	77%	EQ+IP grant spending is 80% in the fiscal year; grant is anticipated with fully execution in FY17-18.
Early Learning - Regional Cost Sharing	19540-6263	30,000	-		-	0%	-
IMPACT Grant		550,122	325,706		325,706	59%	Delayed IMPACT grant execution (4Cs spending of 30% and SMCOE spending of 77%). 4Cs is delayed as we roll out foundational QRIS communication activities and SMCOE is expected to fully spend the contract amount.
Policy Advocacy, Communications & Systems Change	19540-6814	411,379	331,094		331,094	80%	Underspending in Pre-K to 3rd Grade grant (63%). Program Coordinator hiring process was delayed the first 6 months. It is anticipated that contract will be fully executed.
Unallocated Fund - Policy Advocacy, Communications & Systems Changes (PAC)		160,000	-		-	0%	Pending planning of the Policy Advocacy, Communications, System Changes - Unallocated Fund.
Other Communications - Sponsorship		10,000	7,000	-	7,000	70%	Saving in Sponsorship budget.
Program Salary & Benefits		488,065	441,784	-	441,784	91%	Saving due to an Extra-Help vacancy in Q4 of the fiscal year.
Evaluation	19540-6265	273,620	181,571		181,571	66%	Pending planning and approval of the Evaluation fund by the Evaluation Committee.
Evaluation - Salaries & Benefits		146,464	143,235	-	143,235	98%	
TOTAL PROGRAM APPROPRIATIONS		8,405,314	6,690,770	0	6,690,770	80%	Positive variance due to underspending in IMPACT grant, Evaluation, various grants, and pending planning of the PAC-Unallocated Fund.

	ORG/ACCT#	FY16-17 Revised Budget	YTD Actuals	YTD Accruals *	FY16-17 Budget Close-Out	FY16-17 Budget Close-Out versus Revised Budget (%)	NOTES
2. ADMINISTRATIVE			-	-	-		
Salaries and Benefits		636,702	625,529	-	625,529	98%	Staff job reclassification was completed.
Services and Supplies							-
Outside Printing & Copy Svc	19510-5191	4,000	1,535	-	1,535	38%	Underspending in Outside Printing associating with printing of Marketing and Outreach Materials.
General Office Supplies	19510-5193	11,400	6,394		6,394	56%	Delayed purchase of \$2K budget for the standing desk purchases and workstation ergonomic improvements are carried over to FY17-18.
Photocopy Lease & Usage	19510-5196	2,500	1,187		1,187	47%	Lower spending during office reconstruction
Computer Supplies	19510-5211	10,000	2,545	-	2,545	25%	Underspend in Statistic software used for Evaluation activities.
County Memberships - (e.g. F5 Assn Dues)	19510-5331	17,500	14,766	-	14,766	84%	
Auto Allowance	19510-5712	11,000	10,884	-	10,884	99%	-
Meetings & Conference Expense	19510-5721	13,000	7,231	-	7,231	56%	Saving due to the F5CA Staff Summit held in Sacramento with lower travel costs.
Commissioners Meetings & Conference Exp	19510-5723	1,000	432	-	432	43%	
Other Business Travel expense	19510-5724	5,000	4,650	-	4,650	93%	
Dept. Employee Training Expense	19510-5731	5,000	2,665	-	2,665	53%	
Wellness grant	19510-5856		1,276	-	1,276		
Other Professional Services	19510-5858	30,000	1,463	-	1,463	5%	Saving due to MAA initial exploring phase.
Sub Total - Services & Supply		110,400	55,027	-	55,027	50%	Positive variances due to under spending in Professional Services, Computer Supplies, and other Admin areas.
Other Charges				-			1
Telephone Service Charges	19510-6712	3,800	4,538		4,538	119%	Higher telephone charges are due to estimated allocation among Telephone and ISD Automation charges.
Automation Services - ISD	19510-6713	42,000	34,284		34,284	82%	Higher Telephone charges are offset by lower ISD Automation Service charges; both items are included in a combined ISD budget.
Annual Facilities Lease	19510-6716	105,000	98,796		98,796	94%	Delayed purchase of \$7K budget for smaller size office furniture are carried over to FY17-18
General Liability Insurance	19510-6725	7,200	5,885		5,885	82%	-
Official Bond Insurance	19510-6727	300	205		205	68%	-
Human Resources Services	19510-6733	5,350	2,769		2,769	52%	Saving associated with Employee Training and Development by HR.
Countywide Security Services	19510-6738	500	456	-	456	91%	
All Other Service Charges	19510-6739	48,000	33,055		33,055	69%	Underspending in Audit and County Counsel services charges.
A-87 Expense	19510-6821	66,000	65,877		65,877	100%	
Sub Total - Other Charges		278,150	245,865	-	245,865	88%	Saving in Human Resources, audit, and county counsel service charges.
TOTAL ADMINISTRATIVE APPROPRIATIONS							
		1,025,252	926,420	0	926,420	90%	Saving in Other Professional Services, services charges of HR, audit, and county counsel.
Administrative Cost %		11%	12%		12%		-
							-
TOTAL APPROPRIATIONS		9,430,566	7,617,190	0	7,617,190	81%	Positive variances due to underspending in both Program and Administrative Budget.

	ORG/ACCT#	FY16-17 Revised Budget	YTD Actuals	YTD Accruals *	FY16-17 Budget Close-Out	FY16-17 Budget Close-Out versus Revised Budget (%)	NOTES
							-
FUND BALANCE (ENDING)		12,841,232	14,655,948	266,580	14,922,528	116%	Positive variances due to higher Interest Revenue and the disbursement of CHI Federal refund and under spending in both Program and Admin Appropriations.
			-	-	-		-
Program Staff		488,065	441,784		441,784	91%	Saving due to an Extra-Help vacancy in Q4 of the fiscal year.
Evaluation Staff		146,464	143,235		143,235	98%	-
Admin Staff		636,702	625,529		625,529	98%	Staff job reclassification is completed.
Total Salaries and Benefits		1,271,231	1,210,548	0	1,210,548	95%	Positive variances due to delayed hiring of an Extra-Help

YTD Benchmark Percentage :100%

	FY16-17 Revised Budget	YTD Actuals	YTD Accruals *	FY16-17 Budget Close-Out	FY16-17 Budget Close-Out versus Revised Budget (%)	NOTES
REVENUE						
FUND BALANCE (Beginning)	\$ 15,845,751	\$ 15,845,751	\$ -	\$ 15,845,751		Adjusted Beginning Fund Balance as per the FY15-16 Audit Report.
Interest	114,047	156,475	-	156,475	137%	Higher interest revenue from county investment pool.
Tobacco Tax - Prop 10	5,854,000	5,846,431	-	5,846,431	100%	-
IMPACT grant	458,000	160,971	266,580	427,551	93%	\$266K is Q3 & Q4'17 accruals
Wellness Grant	-	1,035	-	1,035		-
Miscellaneous Reimbursements	-	262,475	-	262,475		\$237K are Federal refund for CHI program for the period FY14-16
TOTAL REVENUE	6,426,047	6,427,387	266,580	6,693,967	104%	Positive variance due to higher Interest revenues and CHI Federal refund.
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Child Health & Development	1,846,186	1,475,137	0	1,475,137	80%	EQ+IP grant spending is 80% in the fiscal year; grant is anticipated with fully execution in FY17-18.
Early Learning	2,140,406	1,654,593	0	1,654,593	77%	
Early Learning - Regional Cost Sharing	30,000	0	0	0	0%	
IMPACT Grant	550,122	325,706	0	325,706	59%	77%). 4Cs is delayed as we roll out foundational QRIS communication activities and SMCOE is expected to fully spend the contract amount.
Policy Advocacy, Communications & Systems Change	411,379	331,094	0	331,094	80%	process was delayed the first 6 months. It is anticipated that contract will be fully executed.
Unallocated Fund - Policy Advocacy, Communications & Systems Changes (PAC)	160,000	0	0	0	0%	Pending planning of the Policy Advocacy, Communications, System Changes - Unallocated Fund.
Other Communications	10,000	7,000	0	7,000	70%	Saving in Sponsorship budget.
Program Salary & Benefits	488,065	441,784	-	441,784	91%	Saving due to an Extra-Help vacancy in Q4 of the fiscal year.
Evaluation	273,620	181,571	-	181,571	66%	Pending planning and approval of the Evaluation fund by the Evaluation Committee.
Evaluation - Salaries & Benefits	146,464	143,235	-	143,235	98%	
TOTAL PROGRAM APPROPRIATIONS	8,405,314	6,690,770	0	6,690,770	80%	Positive variance due to underspending in IMPACT grant, Evaluation, various grants, and pending planning of the PAC-Unallocated Fund.
2. ADMINISTRATIVE						
Salaries and Benefits	636,702	625,529	0	625,529	98%	
Sub Total - Services & Supply	110,400	55,027	-	55,027	50%	Positive variances due to under spending in Professional Services, Computer Supplies, and other Admin areas.
Sub Total - Other Charges	278,150	245,865	-	245,865	88%	Saving in Human Resources, audit, and county counsel service charges.
TOTAL ADMINISTRATIVE APPROPRIATIONS	1,025,252	926,420	0	926,420	90%	Saving in Other Professional Services, services charges of HR, audit, and county counsel.
Administrative Cost %	11%			12%		
TOTAL APPROPRIATIONS	9,430,566	7,617,190	0	7,617,190	81%	Positive variances due to underspending in both Program and Administrative Budget.
FUND BALANCE (ENDING)	12,841,232	14,655,948	266,580	14,922,528	116%	Positive variances due to higher Interest Revenue and the disbursement of CHI Federal refund and under spending in both Program and Admin Appropriations.
Total Salaries and Benefits	1,271,231	1,210,548	0	1,210,548	95%	Positive variances due to delayed hiring of an Extra-Help

Date: October 16, 2017

To: Finance and Administration Committee

From: Kitty Lopez, Executive Director

Re: Approval of Contract for QRIS Communications Consultation Services with VIVA Strategy + Communications, in the amount of \$145,500, Contract Term from November 1, 2017 to June 30, 2018

ACTION REQUESTED

Approval of Contract for QRIS Communications Consultation Services with VIVA Strategy + Communications, in the amount of \$145,500, Contract Term from November 1, 2017 to June 30, 2018.

BACKGROUND

At its October 2014 meeting, the First 5 San Mateo County (F5SMC) Commission approved the Strategic Planning Implementation Plan (SPIP) for the 2015-2020 Strategic Plan, which includes proposed activities slated for rollout as well as their annual allocation by activity. The SPIP includes an activity in the Early Learning focus area intended to “Increase parents' understanding of the importance of quality care environments, and their knowledge and ability to choose quality care”. Activities may include: supporting the creation of a publically available and user-friendly online directory of early learning program quality ratings. The Commission approved an allocation of \$300,000 over fiscal years 2016-17 and 2017-18 (Line 10 - SPIP) for the Strengthen Understanding of High Quality Early Learning Settings activity.

At its October 2016 Commission, the F5SMC Commission, approved Phase 1 of the Strengthen Understanding of High Quality Learning Settings- SMC QRIS Communications Consultation services in the amount of \$75,000 to VIVA Strategy + Communications. VIVA in collaboration with SMCOE, 4Cs and F5SMC have developed branding and communications materials (i.e. initial web-site hub analysis, brochures, provider and parent development etc. Marketing materials, logo, ratings scale design etc.) Additional QRIS communication efforts are being leveraged through F5CA IMPACT.

We are now moving into Phase 2 of the QRIS Communications Plan. We thought we would only utilize \$75,000 now but do need to utilize \$145,500 of the remaining \$225,000 of this SPIP allocation. Pending approval of this contract, the remaining budget allocation for this Early Learning activity (2015-2018 SPIP) is \$80,000 and will be discontinued for FY 18-19 and 19-20. (At the August 2017 Commission meeting, we proposed discontinuing this strategy at a budget allocation of \$150,000).

OVERVIEW

San Mateo County has made a significant investment in its early learning system through the development of a quality rating and improvement system (QRIS). F5SMC and early learning partners SMCOE, 4Cs. and the Child Care Partnership Council have developed a strong QRIS infrastructure and programming. The next phase is to clearly communicate QRIS opportunities to educators, parents, and other key stakeholders as well as publish QRIS quality ratings in the winter of 2018 and fully implement a Quality Count QRIS digital Hub. The requirement to publish ratings poses a significant opportunity for outreach to parents, educators and the larger community around quality early learning and the QRIS effort. Effective communications will be essential to fully achieving the goals of QRIS and to communicate ratings in a clear and meaningful way.

Additionally, San Mateo County's early learning system is a collaborative effort composed of many partners and initiatives. In order to ensure that QRIS communications are aligned with local initiatives and effectively use local resources, and that all entities are communicating about QRIS consistently, it is important that all partners understand how QRIS intersects with other early learning efforts, recognize their role within the larger system of quality improvement, and understand QRIS communications goals and strategies.

VIVA'S UNIQUE AND SOLE SOURCE QUALIFICATIONS

VIVA's QRIS consulting team has cultivated a unique expertise in QRIS and built capacity to design coordinated and integrated systems for quality early learning and to communicate effectively about QRIS to key audiences. In addition to consultation outside California, VIVA has worked extensively with counties across the state to design, implement, and communicate about county and regional QRISs. To date, they have provided strategic design and communications support in 10 of the 17 Race to the Top Consortia (RTT) over the past four years. VIVA's QRIS clients include Orange, Santa Barbara, Alameda, Monterey, Santa Clara, San Bernardino, Riverside, Los Angeles, and Fresno counties. In addition, VIVA has provided strategic consultation to the Bay Area Regional QRIS Partnership since 2012, which includes San Francisco, Alameda, Contra Costa, Santa Clara, Santa Cruz, and San Mateo Counties.

At the state level, VIVA has provided consultation to the First 5 Association and regularly collaborates with First 5 California. As part of VIVA's QRIS work, VIVA staff have attended every California Department of Education Early Education and Support Division (CDE-EESD) Consortia meeting for RTT since inception (2012) and have in-depth understanding of California's QRIS.

At the national level, VIVA Managing Partner Christina Bath Collosi participated in an invitation only June 2016 National QRIS Think Tank in Washington D.C. This was convened by the BUILD Initiative and included 25 thought leaders across the country to discuss public policy, financing, and QRIS systems development. Christina was one of only two California invited participants; the second was Camille Maben, Executive Director First 5 CA. At the think tank, Christina Bath Collosi was a speaker for the focused study "Elevating QRIS Communications: Building Effective Messaging Frames for Policy Audiences." Christina also presented at the national QRIS conference in July 2016 for the session "QRIS Communications: Advocacy Frameworks."

Additionally, VIVA is very familiar with San Mateo County's QRIS efforts, having facilitated the inclusion of San Mateo as a Bay Area Region QRIS mentee for California's Early Learning Race to the Top Early Learning Challenge Grant (RTT). This work occurred between 2014-2016 and included leadership support, onboarding to RTT including preparing local partners to rate a program with the RTT matrix and implementation guide, and a national QRIS communications scan. In addition to regional and local QRIS consultation to First 5 San Mateo County and its partners, VIVA has a long history of working successfully with the Commission on a range of projects, including the 2015-2020 Strategic Plan.

According to F5SMC's Procurement Policy: "The Competitive Proposal process may only be waived by the Commission upon a finding that it would be in the best interests of the Commission.

- The criteria for choosing the contractor and/or grantee may include particular criteria are important and appropriate to the project/grant, and may include:
- Experience of the agency and specific staff assigned to complete the work, including description of experience with similar projects
- Proposed methodology, work plan and timeline to complete the scope of work
Proposed cost to complete the work
- Payment terms (when payment is due to the contractor and/or grantee throughout the timeframe of the contract)
- Start date and completion date of the work/service."

VIVA PROJECT BUDGET AND SCOPE OF WORK

The following is an overview of the proposed project budget and scope of work for VIVA. For QRIS Communications Consultation Services.

The desired outcomes of the project are to: develop a document of common understanding of the integrated systems that support QRIS implementation; develop a strategic communications plan to support QRIS communications and orientation of key communicators to the plan, and communications strategies and execution support for priority communications needs. VIVA's consultation will include:

Scope of Work and Budget Synopsis	
Implementation of phase Quality Counts communications plan including:	
<ol style="list-style-type: none"> 1. Digital Hub Development: Site map and Content creation, including: Info on elements of quality; Educator recognition; Links to existing tools (for parents and educators); Searchable ratings information; Provider portal and Website design and development 2. Educator Kit Production :Sourcing and purchasing of all educator kit materials and additional marketing materials (eg., banner); Printed materials for parents and educators; Branded marketing items, conversation sparkers, and educator support items 3. Educator Collateral for Portal :Content creation and graphic design of 5-7 printables for educators related to elements of quality 4. Early Educator Recognition Event Support: Development and design of marketing materials (print and email) and event program 5. QRIS Marketing and Promotion: 2-3 local newspaper advertisements; 6 months of weekly partner social media content; Launch and maintenance of QRIS-specific social media platforms and social media content (6 months of content 	

FISCAL IMPACT

No impact. The recommended contract award for QRIS Communications Consultation Services to VIVA Strategy + Communications is in accordance with the approved funding allocations of the SPIP and the Long Term Financial Plan. The updated LTFP and FY 17-18.

ACTION REQUESTED

Approval of Contract for QRIS Communications Consultation Services with VIVA Strategy + Communications, in the amount of \$145,500, Contract Term from November 1, 2017 to June 30, 2018

Proposal

First 5 San Mateo County

QRIS Communications Consultation

September 13, 2017

Submitted to:

Kitty Lopez
Executive Director
First 5 San Mateo County
1700 S El Camino Real # 405
San Mateo, CA 94402

Submitted by:



Overview

San Mateo County has made a significant investment in its early learning system through the development of a quality rating and improvement system (QRIS). At this stage, San Mateo County has a strong QRIS infrastructure and programming in place. The next phase is to clearly communicate QRIS opportunities to educators, parents, and other key stakeholders as well as publish QRIS quality ratings in the spring of 2017. The requirement to publish ratings poses a significant opportunity for outreach to parents, educators and the community around quality early learning and the QRIS effort. Effective communications will be essential fully achieving the goals of QRIS and to communicate ratings in a clear and meaningful way.

Over the past year, San Mateo County has developed the foundation for successful communications and outreach through the development of a QRIS name, brand identity, communications plan, rating symbol and rating communications strategy, and initial outreach materials for educators, partners, and parents. The QRIS partners, First 5 San Mateo County, the San Mateo County Office of Education, and 4Cs San Mateo County, would now like support to achieve their QRIS communications and outreach goals.

About VIVA

VIVA Strategy + Communications (VIVA) is a San Mateo County-based, women-owned strategy consulting firm specializing in large-scale collective impact projects that improve the lives of children, families, and communities. VIVA provides innovative, results-focused strategy, powerful coalition building, and smart communications services to public, non-profit, and philanthropic organizations. VIVA is led by Managing Partners Christina Bath Collosi, M.A., and Nicole O. Tanner, Ph.D. Laura Bowen, MA, oversees VIVA's communications work. VIVA's staff comes from a variety of research, policy, education, and management backgrounds. All are mission-driven and have previous work experience in non-profit and/or public agencies serving children, youth, families, and communities. Years of community planning and facilitation experience enable our team to help clients clarify their vision, articulate priorities, and gain transformative outcomes.

Unique Qualifications

VIVA's QRIS consulting team has cultivated a unique expertise in QRIS and built capacity to design coordinated and integrated systems for quality early learning and to communicate effectively about QRIS to key audiences. In addition to consultation outside California, VIVA has worked extensively with counties across the state to design, implement, and communicate about county and regional QRISs. To date, we have provided strategic design and

communications support in 10 of the 17 Race to the Top Consortia (RTT) over the past four years. VIVA's QRIS clients include San Francisco, Orange, Santa Barbara, Alameda, Monterey, Santa Clara, San Bernardino, Riverside, Los Angeles, and Fresno counties. In addition, VIVA has provided strategic consultation to the Bay Area Regional QRIS Partnership since 2012, which includes San Francisco, Alameda, Contra Costa, Santa Clara, Santa Cruz, and San Mateo Counties.

At a state level, VIVA has provided consultation to the First 5 Association and regularly collaborates with First 5 California. As part of VIVA's QRIS work, VIVA staff have attended every California Department of Education Early Education and Support Division (CDE-EESD) Consortia meeting for RTT since inception (2012) and have in-depth understanding of California's QRIS.

VIVA's QRIS communications expertise has been recognized at the state and national levels. VIVA Managing Partner Christina Bath Collosi, Managing Partner Nicole Tanner, and Communications Director Laura Bowen have each presented on QRIS communications at several state and national conferences, including the First 5 California Child Health, Education, and Care Summit, the BUILD National QRIS Meeting, and an invitation-only National QRIS Think Tank in Washington D.C.

The following is a comprehensive list of VIVA's unique experience specifically related to QRIS communications strategy and implementation:

- **QRIS Communications Plans**
 - Orange
 - San Bernardino
 - Fresno
 - Santa Clara
 - Santa Barbara
 - Monterey
 - Riverside
 - San Mateo

- **QRIS Brand Identities** (including brand platforms, names, logos, and style guides)
 - Orange
 - Fresno
 - San Bernardino
 - Santa Clara
 - Monterey
 - Riverside

- San Mateo
- **Communications Outreach and Marketing Materials**
 - Orange
 - San Bernardino
 - Fresno
 - Monterey
 - Bay Area Region
 - Riverside
 - San Francisco
 - San Mateo
- **County and Regional QRIS Websites (Design and Content)**
 - Fresno
 - Los Angeles
 - Orange
 - San Bernardino
 - Bay Area Region
 - Riverside
 - San Francisco
- **QRIS Convenings and Events (design, facilitation, communications)**
 - Fresno County (QRIS Statewide Summit, Educator Recognition Event)
 - Bay Area Region (Regional Higher Education Convening, Regional Stakeholder Convenings)

Additionally, VIVA is very familiar with San Mateo County's QRIS efforts, having facilitated the inclusion of San Mateo as a Bay Area Region QRIS mentee for California's Early Learning Race to Top Early Learning Challenge Grant (RTT). This work occurred between 2014-2016 and included leadership support, onboarding to RTT including preparing local partners to rate a program with the RTT matrix and implementation guide, and a national QRIS communications scan.

VIVA utilized this extensive QRIS communications expertise and experience working with First 5 San Mateo County to develop the communications plan, brand identity, rating approach, and other supporting materials for San Mateo County's QRIS from November 2016 to September 2017.

Project Desired Outcomes

VIVA's understanding of the desired outcomes of this engagement are:

1. Successful implementation of phase 1 of the Quality Counts communications plan
2. Begin successful implementation of phase 2 of the Quality Counts communications plan

Scope of Work

<i>Proposed VIVA Support</i>	<i>Timing</i>	<i>Budget Estimate</i>
Digital Hub Development <ul style="list-style-type: none"> ● Site map ● Content creation, including: <ul style="list-style-type: none"> ○ Info on elements of quality ○ Educator recognition ○ Links to existing tools (for parents and educators) ○ Searchable ratings information ○ Provider portal ● Website design and development 	November 2017 - December 2018	\$25,000 Invoiced as milestone payments (50% at beginning of work, 25% at delivery of website content, and 25% at delivery)
Educator Kit Production <ul style="list-style-type: none"> ● Sourcing and purchasing of all educator kit materials and additional marketing materials (eg., banner) <ul style="list-style-type: none"> ○ Printed materials for parents and educators ○ Branded marketing items, conversation sparkers, and educator support items 	November 2017 - January 2018	\$72,000 This is a placeholder fixed cost which includes materials and VIVA production time. First 5 San Mateo County will approve kit items and quantities prior to purchase and production. Invoiced as milestone payments (50% at beginning of work, 25% at approval of items and quantities, 25% at delivery)

Educator Collateral for Portal <ul style="list-style-type: none"> Content creation and graphic design of 5-7 printables for educators related to elements of quality 	January - March 2018	\$9,500 Invoiced based on hourly time
Early Educator Recognition Event Support <ul style="list-style-type: none"> Development and design of marketing materials (print and email) and event program 	March - June 2018	\$9,000 Invoiced based on hourly time
QRIS Marketing and Promotion <ul style="list-style-type: none"> 2-3 local newspaper advertisements 6 months of weekly partner social media content Launch and maintenance of QRIS-specific social media platforms and social media content (6 months of content) 	November 2017 - June 2018	\$30,000 Invoiced based on hourly time

Budget

Consultation Budget (billed hourly; see rate schedule below.)	\$47,500
Deliverable Budget (billed at project milestones)	\$97,000
Expenses, including meeting costs and translation. Excludes costs related to items billed as deliverables.	\$1000
Total	\$145,500

Rates and Reimbursement Schedule

VIVA Staff Rates:

Managing Partner	\$185
Communications Director/Senior Consultant	\$175
Communications Manager/Consultant	\$165
Communications Specialist/Senior Associate Consultant	\$150
Associate Consultant/Project Administration	\$125

VIVA charges a 10% indirect rate on consulting hours.

VIVA Reimbursement Schedule:

Mileage	.54/mile
Per Diem for Food during travel	According to California per diem rates
Travel & Meeting Materials Costs	Reimbursement for direct costs (printing, materials, etc.)

Project Staff

Laura Bowen, MA, Communications Director, will serve as project lead and client contact. Laura develops outcomes-focused communications and brand strategies and manages social, digital, and traditional marketing campaigns. She has developed communications plans, brand identities, and communications materials for multiple county-based QRISs in California, including for San Mateo County and the Bay Area Region. She developed Fresno and San Bernardino Counties' QRIS communications plans and she developed strategic brand identity platforms for Santa Clara and San Bernardino Counties' QRISs. She has also led the development of QRIS communications and outreach materials in Los Angeles, Orange, and San Bernardino Counties, and the development of a suite of QRIS policy outreach materials for the Bay Area Region. Laura has a Master of Arts in Global Communications from the American University of Paris and a Bachelor of Arts in English and French from Lafayette College.

Fariyah Hossain, JD, Senior Associate Consultant, will serve as project manager and lead content development. Fariyah provides project management, content development, and strategy support to a range of QRIS projects at VIVA, including managing the development of a QRIS communications plan in LA County and managing a QRIS strategic planning process in Monterey County. Fariyah is a former Pre-K and Transitional Kindergarten teacher in low-income communities in New York and the Bay Area and, as a teacher and site director, participated in QRIS in California. In addition to holding a Multiple Subjects Teaching

Credential and a Site Supervisor permit, Farihah is a barred attorney, with a focus in Family Law. She has also studied the effects of media campaigns on children's development. She received a Juris Doctorate from Albany Law School of Union University and a Bachelor of Science from Rensselaer Polytechnic Institute.

Iris Elent, MSW, Senior Associate Consultant, will provide project management support on the project. Iris has extensive project management and coordination experience, working on QRIS-related projects in San Bernardino and Alameda Counties and for the Bay Area Regional Hub. Prior to joining VIVA, Iris developed and managed several programs in the nonprofit sector serving underserved communities, and provided program evaluation support for a startup education technology company. She holds Bachelor of Arts degrees in both Sociology and Feminist Studies from the University of California, Santa Barbara, and received her Master of Social Work degree from the University of Southern California.

Candice Tanu, MA, Communications Specialist, will provide graphic design and content development support on the project. Candice has contributed graphic design to San Mateo County's QRIS communications work thus far. She has also provided graphic design for San Francisco, Monterey, and Riverside Counties. She has extensive experience as a talented and flexible graphic designer, as well as in marketing and communications in a range of industries. She has a Master of Arts in Graphic Design from the Academy of Art University, San Francisco, and a Bachelor of Science in Marketing from Arizona State University.