

*** PUBLIC HEARING MEETING NOTICE***

FIRST 5 SAN MATEO COUNTY COMMISSION MEETING

DATE: Monday, May 21, 2018
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	
<p>Call to Order and Preliminary Business</p> <ol style="list-style-type: none"> 1. Roll Call 2. Public Comment 3. Action to Set Agenda for May 21, 2018 Meeting and Approve Consent Agenda Items <i>(This item is to set the final consent and regular agenda, and for the approval of the items listed on the consent agenda. All items on the consent agenda are approved by one action.)</i> 4. Commission Announcements 5. Storytelling: First 5 Work / Impact: Friday's CAFÉ by Soodie Ansari, Coordinator, Early Learning Dual Language Support, San Mateo County Office of Education 	4:00 – 4:15 PM
<p>Discussion Items</p> <ol style="list-style-type: none"> 6. Annual Review of First 5 San Mateo County's 2015-2020 Strategic Plan for FY2017-2018 in accordance to Proposition 10 Statutes, California Health and Safety Code 130140(a) (1) (C) (iii), 130140(a) (1) (E), and 130140(a) (1) (F) and San Mateo County First 5 Commission Ordinance 2.24.060 7. Strategic Plan 2020 by Christina Bath Collosi, VIVA Strategy and Communications 	4:15 – 5:45 PM
<p>Informational Items</p> <ol style="list-style-type: none"> 8. Communications Update <i>(See Attachments 8)</i> 9. Report of the Executive Director <i>(See Attachments 9)</i> 10. Committee Updates <i>(See Attachments 10)</i> 	5:45 – 6:00 PM

*** 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 Myra Cruz who will distribute the information to the Commissioners and staff. Speakers are customarily limited to two minutes, but an extension may be provided to you at the discretion of the Commission Chair. The times listed on the agenda items are approximated times and not actual times.

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

First 5 San Mateo County Commission Meeting

CONSENT AGENDA

May 21, 2018

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.

- 3.1 Approval of the April 23, 2018 Commission Meeting Minutes
(See Attachment 3.1)

**First 5 San Mateo County (F5SMC)
COMMISSION MEETING MINUTES
April 23, 2018
San Mateo County Office of Education**

Call to Order & Roll Call

1. Roll Call

Commission Members: Rosanne Foust, Pam Frisella, Michael Garb, Nicole Pollack, Neel Patel

Absent: David Canepa, Anne Campbell, Sandra Phillips-Sved, Louise Rogers

Staff: Kitty Lopez, Michelle Blakely, Khanh Chau, Karen Pisani, Emily Roberts, Myra Cruz

County Counsel: Jennifer Kraske

A quorum was present. Commissioner Chair Frisella called the meeting to order at 4:20 PM; roll call was taken.

2. Public comments on items not included in the agenda: None

3. Action to Set Agenda for April 23, 2018 Meeting and Approve Consent Agenda

MOTION: GARB / SECOND: PATEL
 AYES: FOUST, FRISELLA, POLLACK
 NOES: NONE
 ABSTAIN: NONE
 Motion approved.

4. Commission Announcements

No announcements.

5. Storytelling: First 5 Work/Impact

F5SMC's Executive Director, Kitty Lopez, invited the Commission, staff, and members of the public to share a story on First 5 work story.

- F5SMC Director of Program and Planning, Michelle Blakely, shared a F5SMC's services fact sheet and an impact story that will be shared with the State Legislators in Sacramento on First 5 Association Advocacy Day on May 2nd. F5SMC's communication firm, RSE, developed these stories.
- Commissioner Patel shared that F5SMC has been essential in San Mateo County school readiness and developmental screening programs. When he was still at Fair Oaks Health Center, Commissioner Patel collaborated with Dr. Jaime Peterson, a Stanford pediatric resident, on researching school readiness and screening programs implemented in pediatric settings. Commissioner Patel, Dr. Jaime Peterson, and other contributors co-authored an article, "Parental Attitudes, Behaviors, and Barriers to School Readiness among Parents of Low Income Latino Children". This article was accepted into *The International Journal of Environmental Research and Public Health*. He will share the results when published. He thanked F5SMC for setting up the stage for this study. Commissioner Patel agreed to an interview with First 5 regarding the study.

Discussion Items

6. Watch Me Grow – System Barriers Presentation

F5SMC's Health Program Specialist, Emily Roberts, reminded the Commission that F5SMC funded the special needs initiative, Watch Me Grow, for over 10 years now to demonstrate the best practices in screening, care coordination,

referrals, and linkages to access care for special needs and their families. Optimizing children's development requires early identification of special needs and timely connection to the necessary services and support. In an effort to prioritize and address the needs, Watch Me Grow, identified barriers to care. Gatepath is the lead agency of the Watch Me Grow Program. Roberts introduced speakers, Carolina Balladares, Watch Me Grow and Gatepath Family Resource Center Manager, and Carol Elliott, Watch Me Grow Grant Administrator. Roberts added that Cheryl Oku, Help Me Grow Manager, was unable to attend. Balladares and Elliott presented *Watch Me Grow: Systems Barriers and Gaps* and shared the following:

- A patient's story.
- Watch Me Grow organizational chart that shows collaboration between several agencies such as Legal Aid, StarVista, and Golden Gate Regional Center (GGRC).
- Developmental screening data in San Mateo County, including the number of children with identified special needs and the number of children with special needs who are actually receiving services.
- A discussion and examples of barriers in: developmental services, physical health services, social-emotional and behavioral services, and families' social and economic challenges.

Roberts explained the difference between Watch Me Grow and Help Me Grow Initiatives. She added that a presentation on Help Me Grow Initiative would be done in a future Commission meeting.

PowerPoint Presentation, *Watch Me Grow: Systems Barriers and Gaps*, can be found on the [April 23rd Commission Meeting Presentation](#) website.

Public Comments: None

7. Proposition 64 and Early Childhood

Kitty Lopez informed that, due to time constraints at this Commission meeting, her presentation on Proposition 64 and Early Childhood would be presented in a future Commission meeting.

Public Comments: None

8. 2018 California Children's Report Card, Data for San Mateo County

Kitty Lopez introduced Ted Lempert, President and CEO of Children Now. Children Now is a national state and local research policy and advocacy organization. Lempert presented California's Report Card published by Children Now which provides information on how services for California children are being rated such as access to health insurance, oral healthcare, home visiting program and education. No score went down, and many went up. He also shared San Mateo County scorecard and its rank compared to other counties in the state. An updated local score card will go out in September.

PowerPoint Presentation, *2018 California Children's Report Card*, can be found on the [April 23rd Commission Meeting Presentation](#) website.

Action Items

9. Approval of First 5 San Mateo County Bylaws and Policies Annual Review

Kitty Lopez asked for approval for this agenda item. Lopez shared that the Finance Committee reviewed the bylaws and policies. Commissioner Garb asked if F5SMC consultants needed to file Form 700. Deputy County Counsel Kraske will do further research. Pending on the clarification, Commissioner Garb motioned to approve First 5 San Mateo County Bylaws and Policies.

MOTION: GARB / SECOND: FOUST

AYES: FRISELLA, PATEL, POLLACK
NOES: NONE
ABSTAIN: NONE
No public comment; the Motion passed.

10. **Approval of the Agreement for the Help Me Grow Consultation Services with Cheryl Oku Consulting in the amount of \$233,240, Agreement Term from July 1, 2018 to June 30, 2020**

Kitty Lopez asked for approval for this agenda item. Lopez said that Cheryl Oku has been managing the Watch Me Grow and Help Me Grow projects for over ten years, and recommended to sole source her contract as she is the most appropriate person to lead the work. Lopez added that the funding source for this agreement will be derived from a grant awarded by David Lucile Packard Foundation and reduction of the Watch Me Grow funding to Gatepath.

MOTION: GARB / SECOND: PATEL
AYES: FRISELLA, FOUST, POLLACK
NOES: NONE
ABSTAIN: NONE
No public comment; the Motion passed

Informational Items

11. **Communication Update**

Lopez shared that F5SMC Spanish website is now live. Lopez acknowledged F5SMC partners, Carolina Balladares of Gatepath and Angela Cabrera of 4C's, for reviewing the F5SMC Spanish site. The Social Media Report was attached.

12. **Executive Director's Report**

Kitty Lopez's written report was included in the [April 23, 2018 Commission Meeting Packet](#). She highlighted that the Strategic Planning Forum is on May 9th at the Sobrato Conference Center.

13. **Committee Updates**

The written Committee report was included in the [April 23, 2018 Commission Meeting Packet](#).

Commissioner Frisella adjourned the meeting at 6:05 PM.

DATE: May 21, 2018

TO: First 5 San Mateo County Commission

FROM: Kitty Lopez, Executive Director

RE: Annual Review of First 5 San Mateo County's 2015-2020 Strategic Plan for FY2017-2018 in accordance with Proposition 10 Statutes, California Health and Safety Code 130140(a) (1) (C) (iii), 13140(a) (1) (E), and 130140(a) (1) (F) and San Mateo County First 5 Commission Ordinance 2.24.060

ACTION REQUESTED

Annual Review of First 5 San Mateo County's 2015-2020 Strategic Plan for FY2017-2018 in accordance with Proposition 10 Statutes, California Health and Safety Code 130140(a) (1) (C) (iii), 13140(a) (1) (E), and 130140(a) (1) (F) and San Mateo County First 5 Commission Ordinance 2.24.060

BACKGROUND

In accordance with the California Health and Safety Code and San Mateo County First 5 Commission Ordinance referenced above, the First 5 County Commission shall, on at least an annual basis, review its strategic plan and revise the plan if necessary and is appropriate. Additionally, County Commissions are required to conduct a public hearing on the review of the strategic plan before any revisions are adopted, and to submit its strategic plan and any revisions to First 5 California.

2015-2020 Strategic Plan: After a comprehensive strategic planning process, the 2015-2020 Strategic Plan was developed and adopted by the F5SMC Commission on September 22, 2014. The community was engaged throughout the process with the Commission during a significant portion of the Commission meetings through table top discussions and audience participation **(See Attachment 6A)**.

Strategic Plan Implementation Plan (SPIP): On October 14, 2014, the Commission approved the SPIP, strategies and funding allocations for FY2015 through FY2018, supporting the implementation of the 2015-2020 Strategic Plan. For the duration of the 2015-2020 Strategic Plan, F5SMC will focus on three primary community roles: Strategic Financial Investor, Community Partner in aligned efforts, and as a Community Leader to advocate for the prioritization of young children and their families in decision making processes.

The Commission also approved the Long Term Financial Plan (LTFP) for FY2015-2020, allocating funding to the Strategic Plan's Focus Areas: Child Health & Development; Early Learning; and Family Engagement.

July of 2015 marked the beginning of the first phase of the 5 year plan; a 3 year funding cycle of community investments. Updates on the Strategic Plan Implementation have been provided to the Program, Operations and Planning Committee (POP), to the full Commission and public since 2015; updates are ongoing.

This agenda item satisfies the requirement of an Annual Review of First 5 San Mateo County's 2015-2020 Strategic Plan; no changes to the 2015-2020 Strategic Plan are recommended at this time. As you know, we are in the process of revising this current plan for 2020 and beyond with help of VIVA Strategy and Communications consultation, March – December, 2018.

RECOMMENDATION

Annual Review of First 5 San Mateo County's 2015-2020 Strategic Plan for FY2017-2018 in accordance with Proposition 10 Statutes, California Health and Safety Code 130140(a) (1) (C) (iii), 13140(a) (1) (E), and 130140(a) (1) (F) and San Mateo County First 5 Commission Ordinance 2.24.060

First 5 San Mateo County 2015-2020 Strategic Plan



Vision

Success for every child.



Mission

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

Desired Outcomes

The First 5 San Mateo County Commission (F5SMC) adopted the following desired outcomes to guide its efforts during the 2015-2020 Strategic Plan:

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

Preparing Children for Lifelong Success

By the time children reach their sixth birthday, they should be poised to achieve their potential in all areas. This is frequently labeled “school readiness” and measured using standardized tests; however, what the First 5 San Mateo County Commission aims to achieve goes far beyond success in school settings. F5SMC wants children to succeed in all aspects of their lives.

The foundations for physical, emotional, cognitive, and behavioral health are laid during the first years of life. Children develop these capacities through interactions with responsive and loving caregivers in safe environments. Stable, nurturing relationships literally build children’s brains in ways that foster healthy, emotional expression, self-regulation and impulse control, and social interactions. Parents and other caregivers are better able to build warm and consistent relationships with children if they themselves feel secure in their lives. Parents who are experiencing mental health issues, substance abuse, violence, social isolation, or the stress of being unable to meet their family’s basic needs have a much more difficult time providing a nurturing environment for their children.

Research has identified four major building blocks that contribute to a child’s likelihood of thriving in school and beyond: behavioral and emotional health, physical health, social skills, and academic skills. Children who arrive in elementary school well prepared in all four of these building blocks are over three times more likely to be reading at grade level in third grade than children who need additional support in all areas. In fact, healthy behavioral and emotional development at kindergarten entry is just as important as academic skills in predicting future success. Given our charge to foster the optimal development for children prenatally through age five, F5SMC can play a unique role in ensuring that communities prioritize the needs of young children and their families.



History of First 5 Children and Families Commissions

In November 1998, California voters passed Proposition 10, the California Children and Families Act, which added a 50-cent tax on all tobacco products. The purpose of this funding is to create “an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development and to ensure that children are ready to enter school.”

The Act established the Children and Families Commissions, subsequently called First 5 Commissions, in each of the state’s 58 counties. It also created a State Children and Families Commission (First 5 California) that focuses on statewide initiatives, media communications, public education, and research and evaluation functions.

Funds from the Proposition 10 tax are distributed to each county based upon the number of births in that county. Commissions are responsible for developing strategic plans that guide funding decisions to meet local strategic priorities, consistent with the legislative intent of Proposition 10.

Over the years, First 5 County Commissions have funded a wide variety of programs and services that address the needs of children in the prenatal stage through age 5 and their families. Investments were made in the areas of early childhood development and education, health care, parent education and support. Additionally, investments have been made to improve capacity and quality of services provided to young children and their families. These local efforts have been complemented by an array of investments by First 5 California.

In recent years, many Commissions have been faced with the issue of declining revenues. While First 5 dollars were never able to meet all of the need for children 0-5 and their families, the decrease in funding has resulted in four related trends in Commission investments:

1. Endorsing practices with evidence of effectiveness;
2. Focusing on prevention;
3. Targeting populations most at risk; and
4. Shifting the balance from funding primarily direct services to more strategic and systemic investments.

During the next five years, First 5 San Mateo County expects to direct resources increasingly towards community partnerships, policy development, and leadership on issues related to young children and families. Declining revenues require the Commission to scale back its financial support for programs that directly serve children and families. The First 5 San Mateo County Commission has developed this Strategic Plan with these considerations in mind and has included a combination of focused financial investments and systems-level work that will still achieve positive child, family and community outcomes.



About the First 5 San Mateo County Commission

The First 5 San Mateo County Commission was established in March 1999. It consists of nine Commissioners appointed by the San Mateo County Board of Supervisors. Since its inception, First 5 San Mateo County has invested more than \$120 million in local programs and has served over 63,000 children from birth through age five. Each year, more than 8,000 parents and primary caregivers receive F5SMC services.

Roles of the First 5 San Mateo County Commission

First 5 San Mateo County is fortunate to be a part of a community with a history of collaboration and partnership within and across our publically funded service sectors. In light of the Commission's declining revenues as well as expanding opportunities for partnership, the First 5 San Mateo County Commission examined how its role in the community can best maximize positive impacts for children, families and the community. For the duration of the 2015-2020 Strategic Plan, F5SMC will focus on three primary community roles: Strategic Financial Investor, Community Partner in aligned efforts, and as a Community Leader to advocate for the prioritization of young children and their families in decision making processes.

- **Strategic Financial Investor:** The Commission's role as an investor is to make positive movement toward its desired outcomes in critical areas of need for young children and their families. Specifically, these investments aim to make a unique contribution to specific family needs and are currently unable to be addressed by other entities. Strategic investments will also target quality improvement and enhancements with and across organizations and professionals serving children 0-5 and their families.
- **Community Partner:** The Commission's role as a community partner may be as a leader, initiating collaborative efforts aligned to its vision and mission; as a partner in existing efforts for which the leadership is provided or shared; or as a champion of community efforts, encouraging the efforts of others better resourced to make a positive impact. First 5 San Mateo County prioritizes partnerships that are results-driven, action-oriented, and that are likely to achieve measureable results and community impact.
- **Community Leader:** As the County's only organization dedicated exclusively to achieving positive outcomes for children 0-5 and their families, the Commission will vigorously advocate for their needs and priorities. Using appropriate and respectful channels, this leadership aims to ensure that young children's unique health and developmental needs are known, discussed, and integrated into community solutions for families.

Prioritizing San Mateo County's Youngest Children

Lasting improvements to the well-being of the County's youngest residents are possible when community organizations, policy makers, businesses, and residents understand the importance of supporting young children and their families, and work together to mobilize resources.

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

This inequity manifests itself in the stress experienced by parents and caregivers, and the opportunities available for young children to reach their potential. Children living in low-income families are less likely to visit the dentist, attend preschool, be read to daily, have access to enrichment activities, and are more likely to be diagnosed with a developmental disability and to have a parent dealing with depression.

First 5 San Mateo County strives to create the conditions that will allow all young children to prosper socially, emotionally, and economically. Altering the trajectory of children who currently arrive to school without readiness is a significant undertaking and will require a community solution not possible with funding alone. This effort will require common understanding, shared ownership, willingness to change, and commitment to opportunity for all children.

An example of this work is the Early Childhood Policy Cabinet, which was convened as part of the strategic planning process. The Cabinet consisted of a cross-section of large agencies in San Mateo County including the County Office of Education, Human Services Agency, Probation, Housing, and others. The leadership of these agencies quickly identified opportunities for alignment and maximization of positive outcomes while better meeting family needs. This work will continue as part of First 5 San Mateo County's 2015-2020 Strategic Plan. Additional activities to promote the prioritization of young children in San Mateo County are listed below.

Policy, Advocacy, and Communications Efforts

- 1. Leadership on Early Childhood Advocacy & Policy Development:** Identify strategic partners and align leadership and resources to promote optimal child and family outcomes. Activities may include: convening high-level, multiagency policy conversations that keep early childhood priorities and the impact of early childhood in the forefront of decision making; development and implementation of a Policy and Practices Platform that advances First 5 San Mateo County's vision of success for every child; and partnering with elected officials, community leaders, and other stakeholders to promote an early childhood agenda.
- 2. Community Partnership:** Foster cross-agency and multidisciplinary partnerships to better serve children 0-5 and their families. Activities may include: facilitation of partnerships and collaborative efforts that increase the capacity and quality of services to children 0-5 and those that care for them; and hosting facilitated opportunities for multidisciplinary cross-training and networking for both funded and unfunded partners.
- 3. Community Education:** Increase understanding about foundational early childhood topics such as early brain development. In coordination with other efforts, build public and political will to invest in the well-being and success of our young children. Activities may include: development and implementation 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.

Early Childhood Research

Proposition 10 was based on research that a child's brain develops more during the first five years than any other time and that a child's experiences and relationships during these years will impact a child the rest of his or her life.

Since that time, a wealth of research has supported and expanded upon these earlier findings. This newer research provides First 5 Commissions additional information about types of early childhood programs and services that make the greatest difference, as well as demographic targets that will achieve the greatest benefit.

Among the primary findings are:

- The brain undergoes its most rapid development from the prenatal period through three years old. In the first few years of life, 700 new neural connections are formed every second.
- During these early sensitive periods of development, healthy emotional and cognitive development is shaped by responsive, dependable interaction with adults.
- Conversely, stress experienced early in life can result in physiological changes to the brain and have a cumulative toll on a child's physical, emotional, and cognitive development.
- The more adverse experiences in childhood, the greater the likelihood of developmental delays and lifelong problems in learning, behavior, and physical and mental health.

The impact of experiences on brain development is greatest during the earliest years of a child's life. It is easier and less costly to form strong brain circuits during the early years than it is to intervene later. However, it is important to remember that the brain remains flexible and capable of building new pathways throughout life. Therefore, while prevention of early childhood trauma is arguably ideal, intervention after stressors have occurred can also be significantly beneficial to children.





Children and Families in San Mateo County

Located in the heart of the Silicon Valley, San Mateo County has a highly educated population with a median family income of \$97,779.¹ It is home to over 56,000 children age five and under. Latino children are the majority population in the county at 34.6%, followed by Caucasian (32.2%) and Asian-American (21.9%). Other ethnic populations include: Multiracial (7.2%), African-American (2.2%), and Pacific Islander (1.7%).²

Eleven percent of all children 0-5 are living at or below federal poverty standards. Compared to the overall population of children 0-5 in the county, Latino and African American children are much more likely to be living in poverty than all other children. In fact, 44% of all African-American children 0-5 and 23% of all Latino children 0-5 live in poverty.³

While the median annual income for families in the county was \$97,779 in 2012, the Self-Sufficiency Standard for California estimates that a San Mateo County family of 2 adults and 2 children (one infant/toddler and one preschooler), would need an annual income of \$99,008 to make ends meet without assistance. Although relatively few families in the county live below the Federal Poverty Line, 42% of families with young children are below the Self-Sufficiency Standard.⁴ At the same time, high housing prices continue to make owning a home—or even finding affordable rentals—difficult for most families, as the median value of housing units is almost double that of the state.

According to the 2013 Silicon Valley Parent Story Project,⁵ approximately a third of parents in San Mateo and Santa Clara Counties experienced depressive symptoms. Low-income parents reported higher frequency of depressive symptoms compared to middle-to-high income parents. The study also brought to light several other troubling disparities between low-income or Latino parents and their middle-to-high income, non-Latino peers. These included:

- Low-income parents reported lower levels of both personal and neighborhood support;
- Latino preschool-age children were less likely to be enrolled in preschool and less likely to participate in enrichment activities outside of school;
- Low-income parents were more likely to encounter problems finding childcare and identified cost and inconvenient hours or locations as barriers to selecting child care options; and
- Low-income parents engaged in language development activities less frequently with their infant/toddler than middle-to-high income parents.

The Parent Story Project also presented findings that illustrated strengths among low-income and Latino parents. These included that they:

- Were more likely to help their children with homework;
- Were more likely to have family meals together than middle-to-high income parents; and
- Reported a greater ability to deal with stress compared to non-Latino parents.



Core Values & Guiding Principles

The First 5 San Mateo County Commission has established the following Core Values and Principles to guide this Strategic Plan.

Core Values

We believe that our work must:

- **Support the whole child within the whole family:** We understand that young children's social, emotional, physical, and cognitive development are interdependent, and that children grow and learn within their family relationships and the larger community.
- **Build connections between the many systems that serve young children and their parents and caregivers:** We recognize the importance of smooth transitions for children and families as they grow from infancy through toddlerhood and preschool, and enter elementary school.
- **Embrace the importance of fathers and male role models in the healthy development of children:** We expect intentional inclusion of fathers/male role models and consideration of their needs within the structure and delivery models of family services and supports.
- **Promote positive early development and focus on prevention and early intervention:** We know that 75% of a child's brain develops before the third birthday, and that it is therefore critical to support pregnant women and to help mothers, fathers, and caregivers establish and maintain stable and loving relationships with their infants and toddlers.
- **Include children of diverse abilities:** We support the right of all children to actively participate in natural settings within their communities.
- **Respect and engage parents and families:** We acknowledge the strength of individual familial structures and cultures, and respect parents' desire and ability to nurture their children and act as their first teachers.
- **Honor cultural, ethnic and linguistic diversity:** We ensure that services are delivered in a culturally and linguistically competent way.
- **Appreciate strengths:** We build upon the positive qualities of children, families, and communities in the design and delivery of programs.
- **Enlarge community capacity:** We invest in our community's understanding of and ability to support the healthy development of all children.



Guiding Principles

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

- **Create Value:** Invest in approaches that add social and economic value to the landscape of supports for all children and families; and build upon, integrate, and collaborate with existing services to improve quality and provide efficient service delivery.
- **Promote Equity:** Ensure that all children, regardless of circumstance, have the opportunity to reach their full potential, and include families as partners in decisions that affect their service provision.
- **Foster Excellence:** Expect excellence and allow for innovation in the development and implementation of initiatives and programs.
- **Demonstrate Effectiveness:** Consider the existing evidence of impact when designing and supporting activities, and evaluate our investments to monitor results and inform continuous quality improvement.
- **Achieve Sustainable Change:** Use Commission investments to affect long-term policy, institutional, funding, and systemic changes that extend the reach and impact of First 5 San Mateo County activities.

Developing the Strategic Plan: The Planning Process

In February 2014, the First 5 San Mateo County Commission began its strategic planning process to guide future community investments. The process included the following activities:

- A discovery process to identify and analyze relevant First 5 San Mateo County documents and data to inform the planning;
- A “Listening Tour” of relevant community meetings and events to inform the community context within First 5 San Mateo County’s strategic planning;
- A survey of all First 5 San Mateo County grantees;
- A survey of First 5 San Mateo County Commissioners;
- A focus group and several planning meetings with First 5 San Mateo County staff;
- An analysis of First 5 San Mateo County service and evaluative data; and
- Seven strategic planning sessions held as part of Commission meetings that included some tabletop dialogue sessions among Commissioners, community members, representatives of community-based organizations, and First 5 San Mateo County staff.

In addition, an Ad-Hoc strategic planning committee comprised of four commissioners convened regularly to provide direction to the process, structure, and make recommendations to the full Commission on aspects of the plan. The information gathered from these discussions served as guidance for the strategic planning process and informed the Commission’s deliberations and ultimate decisions on the Strategic Plan.



Framework for the 2015-2020 Strategic Plan

The 2015-2020 Strategic Plan is consistent with the focus and intent of the Children and Families Act, building on what has been learned and accomplished locally and providing a framework for the Commission and the community for how Proposition 10 funds will be strategically invested over the next five years.

Central to the success of these investments is a strong foundation that adequately prioritizes early childhood systems and services in San Mateo County. These foundational improvements will be furthered with investments in three core focus areas: Early Learning, Child Health & Development, and Family Engagement.

Focus Area: Early Learning

Introduction

Early learning settings—including infant and toddler care, family child care homes, and center-based preschool programs—play a critical role in nurturing children’s social, emotional, and cognitive development and are an essential component of any strategy to promote school readiness and success in all aspects of life. In San Mateo County, 71% of children ages 0-5 live in families where all parents work,⁶ and 81% of kindergartners attended preschool in the year before entering elementary school.⁷ The benefits of a continuum of high-quality early learning, beginning in infancy and with smooth transitions into toddler care, preschool, and elementary school, has been well researched and is a priority for the Commission.



Quality matters when providing early care and education services. Programs that participate in continuous quality improvement efforts are more likely to prepare students for success in school and beyond. Children who participate in high-quality early childhood education programs show long-term impacts on their ability to learn and interact with the world around them, including increased language and math skills, positive peer relationships, decreased rates of grade repetition, fewer referrals to special education services, and higher levels of cognitive and social development.⁸

Rationale

The long-term economic benefit of children attending high-quality preschool programs is well documented, particularly for children living in low-income households. These “rate of return” studies differ on level of return depending on the population served, length of the program, and quality enhancements. One of the most widely studied programs is The Perry Preschool Program, a high-quality, half-day preschool targeted to very low income children. Evaluations of this preschool document that the program returned seven dollars for every dollar invested.⁹

Parents of children with special needs and of infants and toddlers consistently report difficulty finding appropriate child care settings for their children. According to the 2010 San Mateo County Child Care Needs Assessment conducted by the Child Care Partnership Council, only 56% of the demand for infant and toddler care can be met with the available supply, and only 21% of the need for subsidized infant/toddler care is addressed. The report estimated that the parents of 1,956 children ages 0-5 with identified special needs are looking for an early learning program that will enroll their child. High-quality early learning programs can also provide an early identification process to assess young children for special needs. Early interventions for children at high risk can improve their social competence and cognitive abilities prior to school entry.^{10,11} These programs adapt to meet the needs and strengths of their students, to ensure that students with physical, sensory, or cognitive disabilities can learn some or all of the same lessons as other students.

In order to enroll their children in high-quality, early learning programs, parents must be able to find understandable, user-friendly, reliable information about the quality of specific programs. Currently, there is no way for parents to easily access information regarding the quality of care providers.



As a member of the Peninsula Partnership Leadership Council and the Big Lift Initiative, the Commission is proud to support preschool quality improvement. The Big Lift aims to increase the percentage of San Mateo County children reading at grade-level in third grade from 57% to 80% through four main strategies: Increasing the availability of high-quality preschool in low-performing school districts; partnering with families to help children reach their potential; reducing chronic absenteeism; and creating inspiring summers for children. It was initiated by the Peninsula Partnership Leadership Council, which has over 50 member organizations and has been fueled by a \$10M commitment by the San Mateo County Board of Supervisors in 2013. First 5 San Mateo County can play a key role in supporting the quality of early learning programs through the Big Lift. This effort is complementary to the Commission's participation in the Early Learning Race to the Top Challenge and First 5 California's Child Signature Program, which aim to improve the quality of early care for children ages 0-5 using validated, research-based quality assessment ratings.

Strategies for Investment: Early Learning

1. **Quality Improvement:** In partnership with existing community efforts, support formal quality improvement frameworks in early learning environments, and provide the services required to help providers and programs improve their quality as measured by these frameworks. Such services may include: program quality assessments, facility enhancements, early learning provider training, technical assistance, coaching/consultation, and peer mentoring. Recruiting, retaining, and educating the early learning workforce is vital in creating and sustaining high-quality early learning programs.
2. **Expand Access to Early Learning Settings for Children with Special Needs* and for Infants and Toddlers:** Support families' ability to access appropriate early learning experiences for their children with special needs and their infants and toddlers. Such efforts may include: enhanced referrals matching children with appropriate placements; and advocating for policies and practices that increase the availability of childcare for infants and toddlers.
3. **Strengthen Understanding of High Quality Early Learning Settings:** 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.
4. **Big Lift Participation:** In addition to the many strategies already listed in this strategic plan that are foundational to the Big Lift and its quality elements, the Commission will also continue to support the effort and respond to its emerging needs that meet the intent of this plan and are complimentary to the San Mateo County community collaboration.

*Children with special needs have or are at risk for a chronic physical, developmental, behavioral or emotional condition and also require developmental, medical, health and related services of a type or amount beyond that required by children generally. (Adapted from The U.S. Department of Health and Human Services, Maternal and Child Health Bureau.)

Population-level Indicators: Early Learning

These indicators have community baseline data and are impacted by many efforts and agencies. The Commission will monitor the following indicators to inform its work:

- Increase in the percentage of children ages 3-5 who are enrolled in preschool prior to Transitional Kindergarten/Kindergarten entry;
- Increase in the available supply of infant and toddler care relative to the need;
- Increase in the number/percent of early learning programs that enroll and maintain children 0-5 with special needs; and
- Increase in the percentage of all early learning programs participating in the QRIS.

Participant-level Indicators: Early Learning

These indicators will be measured by First 5 San Mateo County grantees, as applicable, for participants in services:

- Increase in the percentage of children ages 3-5 who are enrolled in quality preschool prior to Transitional Kindergarten/Kindergarten entry (data not currently available at this time);
- Increase in the percentage of early learning programs rated at 3 or above on the QRIS scale; and
- Increase in the percentage of families of children with special needs and of infants/toddlers reporting ability to access appropriate early care for their children.



Focus Area: Child Health and Development

Introduction

Children's health and development is influenced by many factors, including the ability to access comprehensive health care, whether developmental concerns are detected and treated early, the environments in which they live and are cared for, and by the social conditions that impact them.

Access to medical care for children can help prevent threats to healthy development, and provide early detection and intervention for problems that emerge.¹² Well-baby and well-child health care focus on prevention and promote child health by reducing the incidence of illnesses. The wide availability of general health services, including mental health services, is one of the most effective policies available for reducing early childhood health impairments.¹³

Additionally, the conditions in which children are born, grow, live, and attend school also factor in to their health outcomes.¹⁴ These social determinants of health are shaped by the distribution and access to resources and power.¹⁵ Therefore, improving the conditions where children live, play, and go to school can help to create a healthier population and society where children thrive.

Rationale

Adequate medical surveillance and preventative care for pregnant women and children 0-5 are critical to the long-term well-being of children. Although the Affordable Care Act (ACA) has increased access to insurance for some, the Healthy Kids program in San Mateo County offers health insurance coverage for many children not eligible for other insurance products and for whom private insurance is out of financial reach. Health coverage and utilization of preventive care benefits has been and continues to be a priority for the First 5 San Mateo County Commission. Because F5SMC is unable to meet all health needs for young children and their families, it will focus on collaborative efforts in three areas: mental health, special needs, and oral health.

Early identification and treatment of special needs during the first five years of life is critical because this is the time when a child's brain, body, and behavior are most malleable. Although developmental delays pose great risks for all children, delays that are prevalent among low-income children are often undetected.¹⁶ Undetected developmental problems in young children may cause delays in acquiring speech and language, inability to maintain relationships, and serious impediments to school learning.^{17,18} In addition, California ranks 46th in the nation on effective care coordination for children with special health care needs, and families in our state are more likely than families in every other state to cut back or stop working due to their child's condition.¹⁹

In addition to the individual behaviors that can help children stay healthy, such as eating well, getting enough physical activity, and attending preventive health care appointments, health is also partially determined by social factors. The conditions in which children live explain in part why some are healthier over the course of their lives than others.²⁰ By helping to ensure access to social and physical environments that promote good health for all San Mateo County children, First 5 San Mateo County intends to play a role in promoting health equity.

Strategies for Investment: Child Health and Development

1. **Health Care Access & Utilization:** Fund unmet need for Healthy Kids health insurance premiums as part of a funder collaborative and promote the utilization of preventive services and benefits of that coverage. Address gaps in direct services, targeting high-risk children, in the areas of mental health, special needs, and oral health. Activities may include: outreach, enrollment, retention, and utilization support; funding for health insurance premiums; partnerships to improve young children's utilization of preventive oral health care and to increase the number of San Mateo County dental providers serving children on public dental insurance; and partnerships to address the persistent shortage of mental health, developmental, and behavioral services for young children.
2. **Integrate Systems for Children with Special Needs and their Families:** Bolster the continuum of services that identify and treat children with special needs, and the ongoing efforts to address systemic issues that impact access to and the quality of these services. Activities may include: promoting universal health, social-emotional, and developmental screening services for children 0- 5; co-location of services; incorporating screenings, assessments, and care coordination into pediatric clinics, early learning settings, or family support services; supporting timely access to assessment, care coordination, and services for children and families requiring additional assistance.
3. **Safe, Healthy, and Equitable Communities:** Promote equitable access to safe environments and healthy foods, beverages, and activities for children 0-5 and their families. Activities may include: population- or place-based interventions; public education and awareness campaigns; or participation in other collective efforts to build health equity.

Population-level Indicators: Child Health and Development

These indicators have community baseline data and are impacted by many efforts and agencies. The Commission will monitor the following indicators to inform its work:

- The percentage of children ages 0-5 exposed to high levels of community violence, who live in neighborhoods that are safe for walking and bicycling, and who have access to fresh, affordable, and healthy food;
- Participation by early learning programs in efforts to improve the nutritional and physical activity offerings for the children they serve;
- Maintenance of universal or near-universal health insurance rates for children ages 0-5 (at or above 98.5% of children 0-5 insured);
- Increase in the number or capacity of dental providers who serve children on public insurance; and
- Increase in the number of pediatric health providers who provide access to developmental screening as a part of routine well-child visits.

Participant-level Indicators: Child Health and Development

These indicators will be measured by First 5 San Mateo County grantees, as applicable, for participants in services:

- Increase in the percentage of children with the appropriate number of well-child visits for their age in the past 12 months, calculated using the Academy of Pediatrics schedule;
- Increase the percentage of children ages 1-5 who have seen the dentist for a routine check-up in the past year; and
- Reductions in the percentage of parents reporting difficulty accessing services for mental health, developmental, or behavioral concerns.



Focus Area: Family Engagement

Introduction

Children do well when cared for by supportive families, which, in turn, do better when they live in vibrant and supportive communities. The early childhood field has gained tremendous knowledge in the past ten years about the way in which families should be engaged regarding children's healthy development. Strength-based approaches that authentically recognize and value culture, language, and alternative family structures are beginning to be accepted by the field as the best way to partner with families to achieve positive outcomes for children.

By working with parents as equal partners in their child's healthy development, as well as acknowledging parents, schools and communities as collectively responsible for the success of children, we promote reciprocal relationships that exponentially benefit children.

Supporting the child's early development is complemented by investing in parents and the family environment. This is especially true for families facing many challenges. Supporting families with multiple stressors diminishes the effects of trauma and promotes resilience by providing a more stable foundation for life-long learning and success.

First 5 San Mateo County funding alone is unable to significantly impact families with young children. However, it can make a significant impact by pairing its strategic financial investments with systems improvement partnerships within and across the existing support network for families and children in our county.

Rationale

Secure, stable, and supportive relationships with caring adults significantly contribute to a child's healthy brain development.²¹ A loving and caring environment within the parent-child relationship is associated with many positive outcomes including higher self-esteem, increased communication, and fewer psychological and behavioral problems.²² Furthermore, lower levels of parenting stress may serve as a protective factor of the social-emotional health of their children.

Families in greatest need of support, for example parents with mental health or substance abuse problems and parents experiencing domestic violence or incarceration—and especially those dealing with more than one serious issue—benefit from focused services that are targeted to their particular source of stress.

It is critical that parents and caregivers feel able to nurture their child's optimal development because positive home learning environments contribute significantly to a child's school achievement.²³ When parents act as their child's advocate and are involved in their child's education, it is more likely that their child will have increased school attendance and higher academic achievement.²⁴ Effectively partnering with parents in promoting their child's optimal development also results in better lifelong outcomes and reduces costs to society for special education, welfare, criminal justice and health.

Data gathered from First 5 San Mateo County's research and evaluation efforts has identified social isolation, especially during the infant and toddler years, as a common struggle for parents. Between 2009 and 2013, the proportion of parents participating in F5SMC services who report a lack of social support has increased from 24% to 33%. This mirrors one of the key findings of the 2013 Silicon Valley Parent Story Project, which found that 37% of low income families could not count on anyone in their neighborhood for help.



- 1. Intensive Support for Families with Multiple Risk Factors:** Provide ongoing, individualized, professional support to children and parents in families experiencing multiple challenges, such as: homelessness, low income, domestic violence, incarceration, mental illness or substance abuse. Activities may include: home visiting, care coordination, case management, family needs assessments, social-emotional screening, and therapeutic services.
- 2. Parent Partnerships:** Capitalize on parents' intrinsic strengths by engaging them as equal partners in services delivered to their families and by promoting parent leadership opportunities during service delivery that value their unique experiences, knowledge of their child, and ability to advocate on their behalf. Activities may include: groups, classes, and workshops that reinforce and strengthen parenting practices while appreciating the importance of the reciprocal process between parents and providers.
- 3. Parent Connectivity:** Support informal or semi-formal social networks to promote parental resiliency and reduce social isolation. Activities may include: mothers' or fathers' groups; paraprofessional- or peer-led support groups; social media networking opportunities; father involvement efforts; developmental play groups; and partnering with parents to identify parent leaders who understand and share knowledge about attachment and early child development among their peers.
- 4. Training & Capacity Building:** Increase the understanding of early brain development and the parent-child relationship among service providers from sectors whose decisions affect family functioning, and promote the appropriate application of that knowledge within their work. Activities may include: training and capacity building of both service sector leaders and direct service staff on early childhood development, adverse early childhood experiences and related subjects; promotion of family-centric practices; and increased cross-sector knowledge of programmatic services and eligibility. Examples of target service sectors may include: housing, law enforcement, criminal and family court, child welfare, probation, and other community agencies.



Population-level Indicators: Family Engagement

These indicators have community baseline data and are impacted by many efforts and agencies. The Commission will monitor the following indicators to inform its work:

- Increase in the percentage of children reunified with their families within 12 months of entering out of home care;
- Decrease in the percentage of children ages 0-5 re-entering the child welfare system;
- Increase in the percentage of parents who regularly read, sing, and/or count with their children ages 0-5; and
- Increase in percentage of parents who report feeling connected to a support network.

Participant-level Indicators: Family Engagement

These indicators will be measured by First 5 San Mateo County grantees, as applicable, for participants in services:

- Reductions in the number and/or severity of risk factors reported by parents, such as inadequate food, inadequate housing, depression, domestic violence, and substance abuse;
- Increase in percentage of parents reporting that they are able to access the services their family needs;
- Increase in percentage of parents who report feeling connected to a support network;
- Increase in percentage of parents reporting confidence in their ability to nurture their children and support their development; and
- Increase in the percentage of parents who regularly read, sing, and/or count with their children ages 0-5.



Accountability and Evaluation

First 5 San Mateo County Commissioners are responsible for ensuring that First 5 funds are used as voters intended when Proposition 10 was passed in 1998. Commissioners work with First 5 staff to create and implement internal policies and procedures in order to help guide decision-making that is both consistent with the law and that respects and honors families with young children. In addition, Commissioners serve on committees such as Finance & Administration; Program, Operations, and Planning; and Evaluation. Committee work facilitates in-depth discussions on internal and external activities and responsibilities. Reports from committee meetings are a part of each Commission meeting.

Organizations that receive First 5 San Mateo County funds report financial, program, and evaluation data in order to ensure compliance within their contractual guidelines. F5SMC staff partner with grantee staff to ensure that all programs utilize best practices. The fiscal reporting structure of the First 5 San Mateo County Commission was developed in accordance with the First 5 Financial Management Guide. This guide is a result of a cooperative project of the First 5 Association, First 5 California, and the Government Finance Officers Association of the United States and Canada (GFOA). Each year, F5SMC reports financial and program data to First 5 California for inclusion in the statewide Annual Report. In addition, F5SMC completes a comprehensive external audit annually. Together, these measures serve to ensure the public that Proposition 10 funds are being used as they were intended.

Comprehensive Evaluation

Since 2009, First 5 San Mateo County has used a Comprehensive Evaluation approach to track its impact and identify effective strategies for achieving its desired outcomes using common indicators and data collection protocols across all funded partners. The Comprehensive Evaluation has provided the Commission with a more complete picture of the families and providers we serve, and the benefits they gain from F5SMC-funded programs. For example, among families who received home visiting or care coordination services between 2009 and 2013:

- 82% lived in households with an annual income of less than \$30,000;
- 78% were Latino, and 70% spoke primarily Spanish;
- 71% of parents had a high school education or less;
- 64% of parents read to their children at least 3 times per week;
- 57% of children were breastfed for at least six months;
- 51% of parents worried about inadequate housing;
- 47% of children ages 1-5 had never been to the dentist;
- 37% of the children had developmental concerns identified at screening, and 12% had been diagnosed with a developmental disability;
- 36% of children had two or more hours of screen time per day;
- 28% of parents needed help with their sadness or depression.

A comprehensive approach to evaluation allows the First 5 San Mateo County Commission to look broadly at the children, families, and providers we serve, and to examine our impact across all funded programs. As we place more of an emphasis on the value we create in partnership with others who fund, develop, and implement programs and policies intended to enhance the well-being of children 0-5, this type of approach will become even more relevant. Collective Impact models of community change require common data collection and data sharing procedures. First 5 San Mateo County looks forward to using our Comprehensive Evaluation data to enrich the larger conversation about the challenges confronting young children and their families, and how we can collaborate as a community to overcome these challenges. Such an effort will require that all partners build deeper connections to align, share, and use the data we collect on behalf of the children and families we serve.

Status of Young Children Countywide

In addition to evaluating the impact of its funded programs, F5SMC has an interest in tracking the overall status of the young children and families of San Mateo County. Partnering with local and regional funders to collect and analyze information about the status of young children allows all those who care about the well-being of our youngest residents to monitor trends, identify emerging issues, and inform program and policy development. To further these ends, the Commission will continue to partner with other funders in support of countywide research projects such as school readiness assessments, parent surveys, or service participation analyses.



Conclusion

Despite a backdrop of declining revenue, First 5 San Mateo County aims to increase its positive outcomes for children 0-5 and their families through strategic alignment with effective partners. Focusing its limited resources on specific efforts where the Commission can make a meaningful contribution while engaging the community about the prioritization of its future—its children—is a bold endeavor and one for which the Commission is ready.

Acknowledgements

The Commission would like to thank and acknowledge:

- Community members and leaders who took part in the strategic planning process. The time, expertise and insight provided by our community partners were invaluable and played a significant role in shaping the focus and direction of the 2015-2020 Strategic Plan;
- First 5 San Mateo County staff for their thoughtful and tireless work, and dedication to San Mateo County's youngest children and families; and
- Viva Strategy + Communications for their wise counsel and facilitation of the strategic planning process.

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First 5 San Mateo County Commissioners

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Jenifer Clark, Research and Evaluation Specialist

Karen Pisani, Family Support Program Specialist

Emily Roberts, Child Health and Development Specialist

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

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DATE: May 21, 2018
TO: First 5 San Mateo County Commission
FROM: Kitty Lopez, Executive Director
RE: Discussion Materials for Strategic Plan Presentation 2020 by
Christina Bath Collosi, VIVA Strategy and Communications

The following attachments, 7.1 – 7.6 will be reviewed and discussed at the May 21, 2018 Commission Meeting as part of the Strategic Plan Presentation by VIVA Strategy and Communications.

ACTION REQUESTED

None; this agenda item is for information only.



First 5 San Mateo County Strategic Planning Process

May 21, 2018

Strategic Planning Revision:

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

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

Strategic Planning: Input, Discussion and Approval

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

Community Input:

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

F5SMC Strategic Planning Ad-hoc Committee:

- Three in-person meetings
- Two conference calls

F5SMC Commission Meeting:

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

F5SMC Staff

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

Questions we anticipate the groups above will discuss include:

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



First 5 San Mateo County

May 21, 2018

Strategic Planning Process Roles and Responsibilities

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

Strikethrough = Meeting already complete

Schedule for Strategic Planning

Month	F5SMC Team (4) in person	Committee	Other	Commission
March	Kickoff: March 14 th 2:00-3:00 (Staff Mtg.)			
April	April 18 th 2:00-3:00 (Staff Mtg.)	In person: Fri, April 27 th 1:00-3:00		
May	May 17 th 10-11:30 (Program Mtg.)	Phone: May 25 th 1:00-2:30	Community Forum – Wed, May 9 th 9:30 AM-12:00	Input meeting – May 21 st 1 hour on agenda
June	Wed, June 13 th 2:00-3:00 (Staff Mtg.)	In person: Fri, June 12 th 9:30-12:00	Partnership – Breakfast Fri, June 8 th 7:30-9:30 AM	
July		In person: Thu, July 12 th 9:30-12:00		
August	Aug 8 th 2:00-3 (Staff Mtg.)			Input meeting – Aug 27 th 1 hour on agenda
September		Phone: Fri, Sept 14 th 1:00-2:30		
October				Adoption meeting - Oct 22 nd 20 minutes

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



Vision

Success for every child.



Mission

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

Desired Outcomes

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

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



History

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

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

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

Prioritizing San Mateo County's Youngest Children

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

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

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



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



Core Values and Guiding Principles

We believe that our work must:

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

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

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

Supporting a Community Approach

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

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

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

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



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

Focus Area: Early Learning

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

Strategies for Investment:

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



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



Focus Area: Child Health and Development

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

Strategies for Investment:

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

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

Focus Area: Family Engagement

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

Strategies for Investment:

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

I'm ready for kindergarten!





First 5 San Mateo County Commissioners

Michael Garb, Public Member, *Commission Chair*

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

Angel Barrios, Public Member

Anne E. Campbell, County Superintendent of Schools

Jorge Glascock, Public Member

Harvey Kaplan, M.D., Public Member

Lee Michelson, Public Member

Dave Pine, Board of Supervisors

Iliana Rodriguez, Agency Director, Human Services Agency

First 5 San Mateo County Youth Commissioners

Felipe Afanador

Max Weinstein

First 5 San Mateo County Staff

Kitty Lopez, *Executive Director*

Khanh Chau

Jenifer Clark

Karen Pisani

Emily Roberts

Chonne Sherman

Mey Winata

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

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

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

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

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

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

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

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

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

First 5 San Mateo County's Strategic Outcomes & Impact

Outcomes

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

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

Impact

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

Strategic Financial Investor:

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

Community Partner:

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

Community Leader:

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



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

Scaling Impact Beyond Grantmaking: Lessons from Philanthropy

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

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

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

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

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

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

— CEO David Sandman, Jacques M. Littlefield Foundation

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

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

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

Case Study: Watch Me Grow (WMG)

The Impact of First 5 San Mateo County as Investor

Experts agree:

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

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

Main goals for the effort

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

Strategies used to support the two main goals

The *child health provider outreach* strategy focuses on:

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

The *community & family outreach* strategy focuses on:

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

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

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



6,322

ASQ Developmental Screenings



493

Multidisciplinary Case Review/Conference



329

Legal Services



2,048

Participants in Provider Capacity Building

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

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

26%

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

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

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

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

Case Study: Human Services Agency Visitation Kit

The Impact of First 5 San Mateo County as Partner

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

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

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

— HSA Supervisor Marcela Rodriguez

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



Case Study: Child Care Facilities Leadership

The Impact of First 5 San Mateo County as Leader

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

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

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

1

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

2

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

3

Engage large employers to create child care facilities for employees

4

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

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

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

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

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

— Supervisor Dave Pine, San Mateo County Board of Supervisors





Conclusion

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

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

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

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



STRATEGIC PLANNING FORUM

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

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

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

Register [HERE](#) by May 4th

WHO SHOULD COME?

- F5SMC GRANTEES
- COMMUNITY PARTNERS
- COMMUNITY-BASED ORGANIZATIONS

9:15 AM BREAKFAST SERVED





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

Background

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

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

Forum Summary

1. First 5 SMC as Convener and Collaborator

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

2. First 5 SMC as Resource Maximizer

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

3. First 5 SMC as Impact Investor

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

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

4. First 5 SMC as Systems Catalyst

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

5. First 5 SMC as Advocate and Champion

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

First 5 San Mateo County Legacy

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

DATE: May 21, 2018
TO: First 5 San Mateo County Commission
FROM: Kitty Lopez, Executive Director
RE: Communications Update

ACTION REQUESTED

None; this agenda item is for information only.

COMMUNICATIONS

- On April 27th, First 5 SMC released its first quarterly electronic newsletter, [“Think Bigger”](#). (See attachment 8.1). The newsletter was created by F5SMC’s communication firm, RSE with input from F5SMC staff.
- RSE developed additional impact stories that were shared with California State Legislators in Sacramento during the First 5 Association’s Advocacy Day on May 2nd, 2018. (See attachments 8.2)
- F5SMC received two proposals for the 2018 – 2019 Communications Consultation Services. F5SMC will make a recommendation at the June Commission meeting for the selected communication firm to continue implementing the F5SMC Strategic Communication Plan for 2018 – 2020. They will provide communication activities and public education and social media campaigns supporting the needs of children prenatal to age 5 and their families in San Mateo County.

SOCIAL MEDIA

- See April Social Media Report Attachment 8.3

Like 0 Share: Tweet

-
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-
-

Volume I | April 2018



Quality Counts: Making Strides with QRIS Branding

In partnership with SMCOE, 4Cs, the Child Care Partnership Council and participating providers, we are proud to announce our new QRIS brand - Quality Counts San Mateo County!

A new website SMCQualityCounts.org was recently launched to support the program. The site includes information for parents and providers on the importance of quality care, as well as online ratings for family and center-based childcare programs throughout the county. **Please check out and share the resources available on SMCQualityCounts.org.** An upcoming convening of stakeholders will be held to discuss communications and develop an action plan for promoting the Quality Counts San Mateo County program. Also, stay tuned to our blog for an upcoming Quality Counts success story.



TGI...Friday CAFÉS!



If you haven't experienced a Friday CAFÉ, you're missing out on a unique opportunity to learn and be inspired.

Friday CAFÉ is a monthly morning discussion and networking series for people who work at the intersection of families and learning. Based on a model started by Brooklyn artists called Creative Mornings, a group of people working in the field of

Attachment 8.1


 Community and Family Engagement

family engagement in Connecticut schools and communities modified the model to focus on Community and Family Engagement (CAFÉ). The events are free of charge and open to anyone.

With partner SMCOE, we started a local chapter in 2017, hoping to bring this new form of peer-to-peer learning and resource sharing to our community. Peninsula Conflict Resolution Center has also been a valuable partner. The CAFÉ s have been a huge hit so far, with captivating speakers giving practical and heartfelt advice. You can check the upcoming schedule and reserve a spot, or watch past events on our chapter's webpage: fridaycafe.org/chapters/san-mateo

Build Up for San Mateo County's Children

As you may know, San Mateo County has a child care shortage crisis affecting families' economic opportunities and children's learning during critical development stages from birth to age 5. Recently, the county turned down \$1 million in state support for subsidized child care due to lack of facilities to house programs.

We've been supporting a bold new initiative designed to grow and improve the supply of child care and preschool facilities in San Mateo County: *Build Up*. The *Build Up* San Mateo County's Children Advisory Committee held a kick-off meeting at the Silicon Valley Community Foundation on January 19, where county leaders brainstormed solutions to the child care facilities shortage.

The Advisory Committee is co-chaired by Supervisor David Pine and First 5 SMC Executive Director, Kitty Lopez. Leadership team partners for Build Up for San Mateo County's Children include First 5 San Mateo County, County of San Mateo, Child Care Coordinating Council, San Mateo County Office of Education, Center for Early Learning and the Child Care Partnership Council. For more info on the initiative please visit <https://sites.google.com/view/buildupsmc>.



Promoting Children's Health through Collaborative Partnerships



After months of putting thousands of low-income children in California and across the nation in jeopardy of losing health coverage, the Children's Health Insurance Program was finally renewed for six years.

The reality of children living without health insurance is one we've seen before in San Mateo County – and one First 5 San Mateo County fought successfully to change.

Between 2002 and 2007, San Mateo County's Children's Health Initiative reduced the number of uninsured children in the county from 17,000 to just 2,000. While it's difficult to quantify the economic value of this reduction in uninsured children, increased use of preventive care has been tied to improved attendance in school, improved learning and improved economic opportunities later in life.

Attachment 8.1

San Mateo's Children's Health Initiative was — and continues to be — a model for collaboration and collective impact. The Health Plan of San Mateo, SMC Health System, Peninsula and Sequoia Health Districts and community-based partners and health advocates played a significant role in achieving this. One of the first programs of its kind, it proved successful at impacting policy at the state and local level, including the future development of the Affordable Care Act.

First 5 San Mateo County remains as committed to ensuring health equity for all as we were in 2002. Establishing collective partnerships to expand capacity and reach is central to our mission, and we will do whatever necessary to promote the health of our children. The future of San Mateo's children's health is in our hands, and we take that responsibility seriously.

First 5 Statewide

- First 5 is turning 20! It's been two decades since voters approved Prop 10. The First 5 Association will be hosting a First 5 20th Anniversary and Family Fun Day on May 2 at the state capitol. Collectively we'll be recognizing significant milestones accomplished in our work, as well as highlighting how much more still needs to be done to support young children in California. [Click here for more info and to RSVP for the May 2 event.](#)
- You thought 2018 was the year of the dog? Well, it's also the year of statewide alignment for First 5. The 58 First 5 County Commissions, coordinated by the First 5 Association and in partnership with First 5 California are working on a First 5 Network strategy to align and amplify our collective work. More to come!

We'll be bringing you more news on topics like the early learning workforce, early childhood mental health, trauma-informed care and resiliency and more in the next edition of Think Bigger newsletter.

Visit our Website

First 5 San Mateo County | 1700 S. El Camino Real, Suite 405, San Mateo, CA 94402

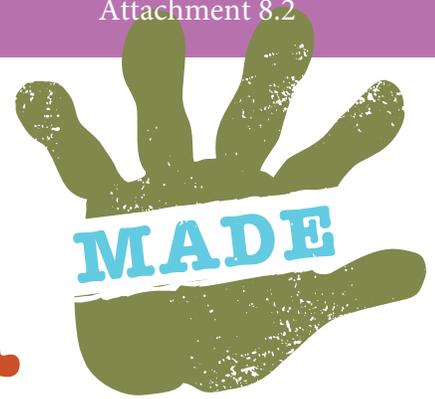
STAY CONNECTED



Confirm that you like this.

Click the "Like" button.

Success for Every Child



Improving Oral Health for Children Prenatal to Age 5

When a pregnant woman has a dental disease, her baby is also at an increased risk of developing a dental infection. Research has shown that without proper oral health practices and good nutrition, dental decay can begin soon after babies get their first teeth. Pain from dental disease impacts nutritional intake and tooth loss, damaged teeth, and other dental issues erode self-esteem and confidence, leading to diminished success in school.

Identified issues facing San Mateo County include:

- Inadequate number of dentists providing care to meet demand, particularly for Medi-Cal/Denti-Cal eligible populations.
- Current reimbursement rates are insufficient and exacerbate gap in services.
- Appointment wait time can be months at community clinics.
- Parents of children served by First 5 San Mateo County-funded programs, particularly non-English speaking families, have reported difficulties accessing dental care.⁴



Data from the San Mateo Medical Center Emergency Room suggest that more than

25%

of costly dental-related ER visits could have been prevented with routine preventive and primary dental care.¹

Fluoride varnish, easily applied to young children's teeth during medical or dental visits, leads to a

37%

reduction in the risk of childhood tooth decay.²

Dental sealants, plastic coatings applied to the chewing surfaces of molar teeth, can be

88%

effective in preventing the most common form of dental decay in school-age children.³

¹ Data obtained from San Mateo Medical Center's Emergency Room and Stanford Hospital and Clinics for San Mateo residents, August 2015.
² Weyant, Robert J., et al. "Topical fluoride for caries prevention." The Journal of the American Dental Association 144.11 (2013): 1279-1291.
³ Ahovuo-Saloranta, Anneli, et al. "Sealants for preventing dental decay in the permanent teeth." The Cochrane Library (2013).
⁴ Data from Parent Focus Groups around Oral Health, conducted by First 5. March 2011.

Our Impact

Across the country, agencies at the county, state and federal levels are recognizing the need for additional resources to assure access to dental care, improve oral health, and integrate with overall health efforts. First 5 San Mateo County has funded a dedicated Oral Health Initiative since 2012, and has been purposefully investing in the development of county-wide solutions using both capacity-building and collective impact strategies.

Most recently, First 5 San Mateo County contributed funding toward the creation of an Oral Health Strategic Plan for the county. First 5 San Mateo County commissioners, staff and grantees have furthered the investment by leading the efforts of the San Mateo County Oral Health Coalition as convenors and champions. The coalition, which includes more than 30 organizations and individuals from the oral health, medical, philanthropic, and other fields, has accomplished:

- Launch of the strategic planning process December 2015 at a planning retreat attended by more than 60 cross-sector stakeholders.
- Environmental scan of the current data and resources on oral health in San Mateo County.
- Final Oral Health Strategic Plan, released in October 2016.

First 5 San Mateo County's commitment to the implementation of the Oral Health Strategic Plan includes funding support for two new county staff positions: an Oral Health Strategic Plan Director and a Dental Program Specialist. These key staff positions will oversee the implementation of the Strategic Plan, including initiating the ongoing convening of local oral health stakeholders, whose support and direction will continue to be integral to the Plan's success.

"I am delighted that the Peninsula is the home of so many test sites of this important pilot project," said **Senator Jerry Hill, D-San Mateo**. "By exploring innovative technology and public-private partnerships, this venture is making dental care more widely available to one of our community's most vulnerable populations — children — and is giving them a head start on a lifetime of healthy dental practices that can influence their overall health and their performance in school."

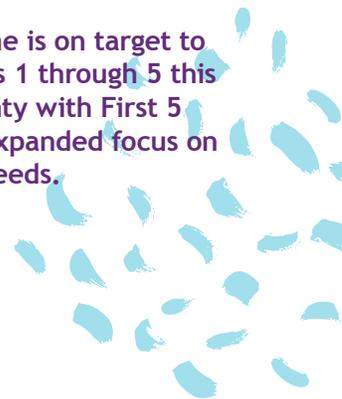
Former Menlo Park Assemblyman

Rich Gordon is one of the county's original First 5 Commissioners.

"Thanks to First 5 San Mateo County and partners like the University of the Pacific School of Dentistry, hundreds of children throughout the county will now have access to high-quality oral hygiene," he said. "Studies have shown there is a relationship between dental care and self-esteem, school performance, and critical developmental health needs."

In parallel with the systems-level work being done through the Oral Health Coalition, First 5 San Mateo County continues to fund for its signature Oral Health investment, the Virtual Dental Home Program, led by Ravenswood Family Health Center. This innovative dental model focuses on prevention through parent education, bringing preventive services to the community and providing children with a dental home. The "virtual dental home" uses a collapsible dental chair, laptop computer, digital camera on the end of a dental probe and a handheld X-ray machine that "extends the opportunity to offer dental diagnostic and preventive services in the comfort of their familiar and non-threatening pre-school environment and introduces the child and the family to preventive dental services and education at a very young age," says Dr. Yogita Thakur, Dental Director at Ravenswood Family Health Center.

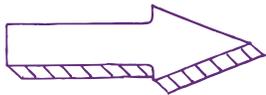
- More than 1,125 children in San Mateo County have been served by the Virtual Dental Home since First 5 San Mateo County began the funding model in 2012.
- The Virtual Dental Home is on target to serve 600 children ages 1 through 5 this year in San Mateo County with First 5 funding, including an expanded focus on children with special needs.



Success for Every Child



SPOTLIGHT ON SUCCESS:



Omni Montessori

Running an in-home child care program isn't easy. Just ask Jerbanu Zack (Jeri). For 15 years now, she's managed Omni Montessori, caring for 12-14 children from her home in Foster City with the help of 2-3 staff. "Every year is different," said Jeri, "We cannot be rigid or stagnant - we're always looking for ways to keep addressing what is happening. For example, our kids now tend to be younger because of transitional kindergarten...so we're always reassessing for developmentally appropriate, individualized activities."

Quality Counts San Mateo County offers child care owners the opportunity to improve their early childhood care and education programs.

Like so many of San Mateo County's dedicated early child care providers, Jeri is devoted to the children she cares for and is always eager to find new ways to improve her teaching. A few years ago, Jeri enrolled in the pilot of what has become Quality Counts San Mateo County, a program funded by First 5 San Mateo County and managed by the 4Cs of San Mateo County that offers child care owners the opportunity to be evaluated and receive one-on-one coaching to improve their early childhood care and education delivery.

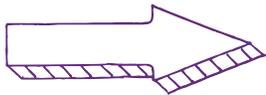


Providers who enroll in the program receive an assessment through two nationally recognized tools that identify skill areas - and opportunities for growth. The strength of the Quality Counts San Mateo County program lies in the thoughtful coaching of the program's staff, as well as the motivation and openness of providers like Jeri. "I always enjoy learning new skills and ideas. Learning about the latest qualitative research on early childhood education, and receiving guidance in using technology for it, is greatly appreciated," she said. "We do need guidance because we may think that we know best but we're maybe not seeing the whole picture. [Quality Counts San Mateo County] also gave me a chance to meet up with my peers and share what works best."

Success for Every Child



SPOTLIGHT ON SUCCESS:



Toddle & Build Up SMC

Heather Hopkins didn't set out to become a childcare provider. But when her daughter's flexible care facility closed, the part-time working mom saw a gap in the market that sparked an entrepreneurial journey and created a passionate advocate for quality early childhood education.

"We're fortunate to have people like Heather in our community" says Michelle Blakely, First 5 San Mateo County's Planning and Program Director, "because we are experiencing a major shortage of affordable, high quality early childcare facilities." A study by Brion Economics shows in 2015 there was a shortage of 10,800 child care and preschool spaces for children ages 4 and younger in San Mateo County. That gap is expected to reach 14,000 spaces by the year 2025.

69%

of child care sites have waitlists

Why is the gap expanding? Existing providers are being squeezed by a hot Silicon Valley real estate market. Renters are

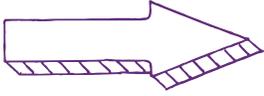
seeing unaffordable increases or are losing leases as buildings are repurposed. Early learning programs looking to open new sites or expand face challenges



such as lack of usable, affordable space and extreme development expenses and timelines. Many give up on their dreams.

For Heather, that wasn't an option. "Thankfully, I guess, I'm super stubborn," she says wryly, "and I don't take no for an answer. Getting Toddle up and running became a full-time unpaid job for a couple years, if not more." She and her co-founder, Amy Burnett, looked at commercial spaces, where most owners weren't used to thinking about child care and worried about liability and impact on other tenants. Finally, Heather and Amy landed on buying a residential location, which they reasoned would give her a little more control. Residential comes with

SPOTLIGHT ON SUCCESS:



Toddle & Build Up SMC

its own issues, however, such as neighbor concerns about parking and noise needed to be addressed. The permitting process took two years, which Heather likened to running a political campaign.

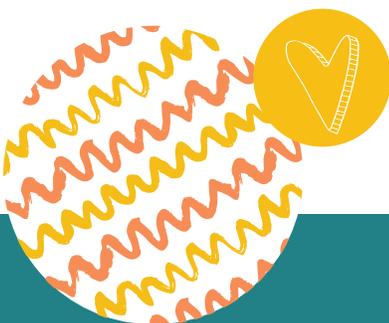
Through the challenges, Heather and Amy held on to the belief that the flexible childcare they would be offering was critical to supporting parents. “A lot of early learning programs are not keeping up

>50% of providers interested in expanding

#1 barrier is finding a site

with the times in terms of their business model,” Heather says. “Given the way our lives are now as parents in Silicon Valley, we need a new model.” That model includes giving parents much more flexibility in terms of supportive scheduling, trial and curriculum, and also educating them about the importance of early childhood and providing a quality program. Toddle’s success punctuates the need for more early care providers, and Heather is working with Build Up SMC to help other providers establish or maintain quality childcare facilities.

First 5 San Mateo County is a foundational partner in addressing the childcare facilities shortage through the Build Up SMC initiative. More information can be found at <https://sites.google.com/view/buildupsmc>.



First 5 San Mateo County April 2018

Overview

This month Twitter and Instagram saw the highest follower growth, although we saw positive interaction and engagement on all First 5 San Mateo social media platforms. Engagement was the highest on Facebook over 8.5K impressions in April, 900 more impressions than last month.

RSE continued to incorporate a paid social effort on Facebook. The paid social campaigns will run through the end of June. RSE we will continue to post relevant content, participate in Twitter chats, find new ways to engage fans on Facebook and Instagram, and will work with F5SMC to promote the LinkedIn page.

Activity by Platform

The following report provides engagement statistics by social media platform.



Facebook

1087 Followers

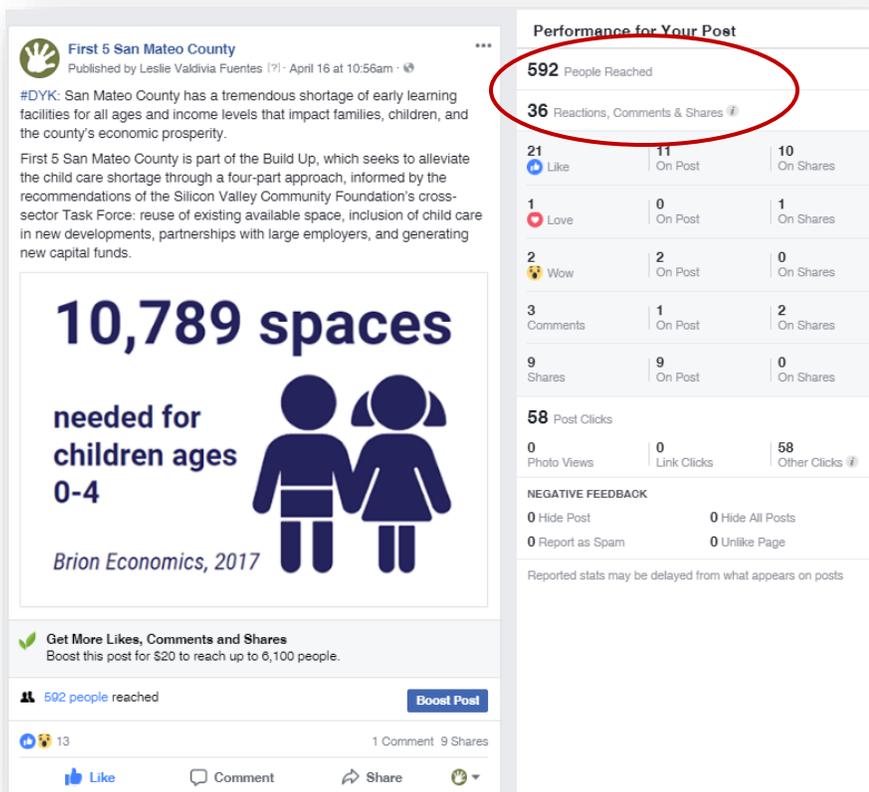
459 Total Engagements – Likes and Comments

8.5K Highest Paid Post Reach (in April) (+900 from last month)

11% Highest Engagement Percentage (in April)

Facebook continued to see positive interaction during the month of April. Engagement for the month maintained high with 459 comments, likes, and shares. The consistent engagement is attributed to the Facebook paid efforts to continue through the month. The paid effort included one Facebook ad and two promoted post. The two-promoted post reached over 12K people and the post with the highest engagement consisted of 11%. Below are the posts with the highest reach and engagement.

Highlights:



First 5 San Mateo County
Published by Leslie Valdivia Fuentes 171 · April 16 at 10:56am · 🌐

#DYK: San Mateo County has a tremendous shortage of early learning facilities for all ages and income levels that impact families, children, and the county's economic prosperity.

First 5 San Mateo County is part of the Build Up, which seeks to alleviate the child care shortage through a four-part approach, informed by the recommendations of the Silicon Valley Community Foundation's cross-sector Task Force: reuse of existing available space, inclusion of child care in new developments, partnerships with large employers, and generating new capital funds.

10,789 spaces
needed for
children ages
0-4



Brion Economics, 2017

👍 Get More Likes, Comments and Shares
Boost this post for \$20 to reach up to 6,100 people.

👤 592 people reached Boost Post

👍👎 13 1 Comment 9 Shares

👍 Like 💬 Comment ➦ Share 🌐

Performance for Your Post

592 People Reached

36 Reactions, Comments & Shares 📊

21 Like	11 On Post	10 On Shares
1 Love	0 On Post	1 On Shares
2 Wow	2 On Post	0 On Shares
3 Comments	1 On Post	2 On Shares
9 Shares	9 On Post	0 On Shares

58 Post Clicks

0 Photo Views	0 Link Clicks	58 Other Clicks 📊
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NEGATIVE FEEDBACK

0 Hide Post **0** Hide All Posts

0 Report as Spam **0** Unlike Page

Reported stats may be delayed from what appears on posts



First 5 San Mateo County April 2018

Performance for Your Post

4,578 People Reached		
28 Reactions, Comments & Shares		
25 Like	25 On Post	0 On Shares
2 Love	2 On Post	0 On Shares
0 Comments	0 On Post	0 On Shares
1 Shares	1 On Post	0 On Shares
33 Post Clicks		
19 Photo Views	0 Link Clicks	14 Other Clicks

NEGATIVE FEEDBACK

0 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

Insights activity is reported in the Pacific time zone. Ads activity is reported in the time zone of your ad account.



287 Followers (+5 from last month)
59 Total Engagements- Retweets/Likes/Mentions (+25 from last month)
6K Tweet Impressions (+100 from last month)

Twitter continues to see significant engagement and a high number of impressions. The account remains to be mentioned in content and tweets from other influencers in the early childhood space. The most popular tweet was from the Day of Action event at the Capitol. The top mention of the month came from Big Lift.

Some highlighted tweets from the month are shown below:

First 5 San Mateo Co @first5sanmateo · Apr 18
 Request for Proposals: Increasing Child Care And Preschool Facilities in San Mateo County @siliconvalleycf bit.ly/2HxVUx7

1 Retweet, 3 Likes

First 5 San Mateo County April 2018

First 5 San Mateo Co @first5sanmateo · Apr 23
 With @CSKidsAction and @MomsRising for Day of Action. Our state needs to put our kids first. #SpringForKids #ChooseChildren2018

☆ ☆ ☆ ☆ ☆
 CA:
 PUT KIDS
 FIRST!
 #SpringForKids

2 6

First 5 San Mateo Co @first5sanmateo · Apr 26
 Home visiting is a powerful support tool proven to strengthen families. Extensive research finds programs prevent child abuse & neglect, improves birth outcomes & assists w/school readiness. bit.ly/zykZZu
 #OurKidsOurFutureCA #SpringforKids #homevisitingworks

SAN MATEO COUNTY

2 3

First 5 San Mateo County April 2018



Instagram

196

Followers (+13 from last month)

90

Total Engagements- Likes and Comments (+6 from last month)

67

Following (+3 from last month)

The Instagram account saw growth in followers besides not having paid social running during the month. Followers continue to include parents, teachers, early education and health community organizations, other First 5's and public officials. We published seven posts this month, and engagement stayed consistent with 90 likes and comments more engagement than last month. The two most popular posts are shown below:



First 5 San Mateo County April 2018



LinkedIn

RSE continued to post content during March to the First 5 San Mateo County LinkedIn business page. The post with the highest impressions is shown below. RSE and F5SMC will continue to work together to find ways to engage internal staff and other county individuals on this platform.

First 5 San Mateo County
1mo

Researchers from five universities, led by the Harvard Graduate School of Education found that children who attended high-quality ECE programs were less likely to be placed in special education, less likely to be retained in a grade, and mor ...see more

New Harvard Study Reveals Lasting Benefits of Quality Early Childhood ...
ffyf.org

3 Likes

Like Comment

Organic Reach: 62 Impressions Show stats



**FIRST 5 SAN MATEO COUNTY (F5SMC)
REPORT OF THE EXECUTIVE DIRECTOR
MAY 21, 2018**

OVERVIEW

Rise Together Opportunity Summit: On April 20th, Kitty Lopez, Michelle Blakely, and Jenifer Clark attended this regional summit held in Sonoma County. Focusing on affordable housing, family self-sufficiency, and access to quality early learning opportunities, the summit brought together funders, policy-makers, practitioners, and researchers from around the Bay Area and the State.

“Making Ends Meet: How Much Does It Cost to Support a Family in California?”

One of the highlights of the day was the presentation of new family self-sufficiency thresholds by two organizations, the Insight Center and the California Budget and Policy Center. According to the Insight Center’s calculations, the cost of living in San Mateo County has increased 49% since they last estimated the Self-Sufficiency Standard in 2014. **The Standard for a family of 2 adults, one infant and one preschooler is now \$146,005 annually, and 48% of all households with at least one child are living below the Standard.** Visit

<https://insightcced.org/2018-self-sufficiency-standard/> (Attachment 9.1- SMC Data) to use their interactive tool to create different family configurations and see how variables such as race, education, or immigration status affect the likelihood that a family is able to attain self-sufficiency. The California Budget and Policy Center also produces a full report <http://calbudgetcenter.org/wp-content/uploads/Making-Ends-Meet-12072017.pdf> (Attachment 9.2 - SMC Data)

STRATEGIC INVESTMENT FOCUS AREAS – UPDATE

Early Learning

Build Up Advisory Committee meeting: On May 4th, the Build Up Advisory Committee met to continue cross sector involvement to set high level strategic direction and long-term planning to grow and improve the supply of early care and education settings for infants and toddlers and preschool aged children. Topics focused on zoning ordinances, permitting process and land use & jurisdictions for key sectors. Assemblyman Kevin Mullin, Honorary Chair was in attendance. Build Up also coordinates with the Child Care Partnership Council to address the needs of the early learning workforce.

Child Health and Development

Children’s Oral Health Workgroup: On April 25th, the Children’s Oral Health Workgroup met to continue coordination, planning, and rollout of the strategies targeted to pregnant women and children as part of the Oral Health Strategic Plan. Two of the major topics of focus included state-level policy updates and a continued effort to map the school-based service delivery being implemented by various service providers in districts around the county. The next meeting is scheduled for June, with a focus on the strategies targeting pregnant women.

Trauma-Informed Systems (TIS) Planning Committee: The Trauma-Informed Systems Planning Committee met on April 26th for their third and final in-person convening. The group, which was



created following the recommendation to the Commission in January 2018 to help narrow direction following the initial Mental Health Systems Planning process, has been instrumental in further informing the Trauma-Informed System (TIS) Landscape Scan and identifying possible initiative components. F5SMC staff will be working in partnership with consultant Learning for Action (LFA) and the Planning Committee to solidify the final recommendation to bring to the Commission in June.

Help Me Grow (HMG) Leadership Advisory Team: First 5 SMC staff, along with HMG consultant Cheryl Oku, convened the first meeting of the HMG Leadership Advisory Team on May 7th. The meeting included leaders from many of the major County-level systems that serve young children and their families with the goals of developing a shared understanding of HMG, engaging systems leaders in development, and gathering further input to support planning for the HMG Call Center. The group will likely convene again in the Fall of 2018 to further planning efforts and provide feedback on critical decisions or opportunities.

Family Support

F5SMC's Friday Cafés Are Getting Noticed!

Recently the Harvard Global Family Research Project wrote an article on the benefits of Friday Cafes and featured our local F5SMC-funded Friday Café Program! The article underscores the importance of the Cafes as a place for family-serving professional to get peer support and a much-needed chance to decompress and rejuvenate. This is especially important for professionals who are at risk for vicarious trauma. Friday Cafés are one way F5SMC is meeting the demand for a professional learning/support network for family engagement providers. (Attachment 9.3)

POLICY & ADVOCACY UPDATES

Choose Children Gubernatorial Debate 2018 On May 8th, staff members Michelle Blakely and Emily Roberts attended the CA Gubernatorial debate hosted by the Silicon Valley Community Foundation-Center for Early Learning's- Choose Children education campaign held at the California Theatre in San Jose. The Debate was moderated by Chuck Todd of NBC's Meet the Press. The candidates were asked to comment on the importance of investing in young children 0-5. [Click this link to read the article from *The Mercury News*](#) .

Early Edge: Investing In Children and Family Friendly Policies: On April 24th, staff member Jenifer Clark attended this talk at Children's Hospital Oakland Research Institute. Panelists included Sean Casey of First 5 Contra Costa County and Lynn Karoly of RAND. The presentation by the Bay Area Council Economic Institute focused on the interrelations between gender equity in the workplace, family-friendly workplace policies, and access to high quality early learning settings. The report is available online at: <http://www.bayareaeconomy.org/report/workplace-connections/>

ACCOUNTABILITY, RESEARCH AND EVALUATION

On April 27th, staff member Jenifer Clark attended the Bay Area Regional Evaluators quarterly meeting held at First 5 Alameda County. Topics of conversation included local and regional School Readiness Assessments, the First 5 California Annual Report, and county efforts to



secure additional funding for early childhood through marijuana tax streams and local “Children’s Fund” initiatives.

FIRST 5 CALIFORNIA & FIRST 5 ASSOCIATION UPDATES

First 5 CA 20th Anniversary Family Fun Day and First 5 Association Advocacy Day 2018

On May 2nd, Commissioner Chair Pam Frisella, Kitty Lopez and Michelle Blakely participated in the First 5 State Association Network and F5 CA 20th Anniversary Family Fun Day celebration festivities and Advocacy Day legislative visits. The anniversary celebration Family Fun Day was co-sponsored by F5CA and F5LA and scores of children and families attended from F5 Sacramento and other neighboring counties. Special recognition awards were given to Assembly members Aguiar-Curry (AB 2292) and Kevin McCarty (AB 11) for their leadership in authoring 2 key legislative bills. Legislative visits were held with State Senators: Scott Weiner, and Jerry Hill and Assembly members Kevin Mullin and Mark Berman.



COMMUNITY AND STATEWIDE EVENTS & UPDATES

F5SMC Strategic Planning Community Forum: On May 9th VIVA Strategies and Communications (VIVA) facilitated a Community Strategic Planning Forum to garner input on F5SMC’s Strategic Plan for 2020 - 2025. VIVA will provide an update on the forum at the May 2018 Commission meeting and will lead the Commission in strategic planning discussion and planning.



CALIFORNIA SELF-SUFFICIENCY STANDARD FACT SHEET

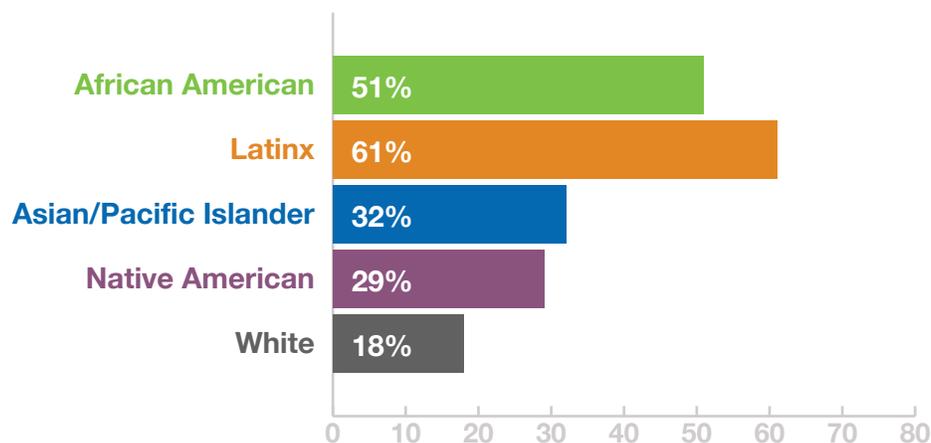
San Mateo County Key Facts

33% (63,713) of San Mateo County households live below the Standard.

RACE/ETHNICITY

There are significant racial and ethnic inequities when looking at which groups fall below the Standard across the county.

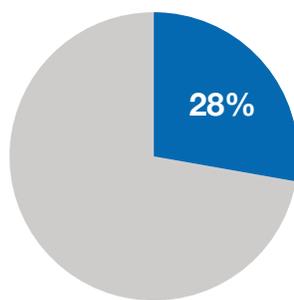
Households that Fall Below the Standard, by Race:



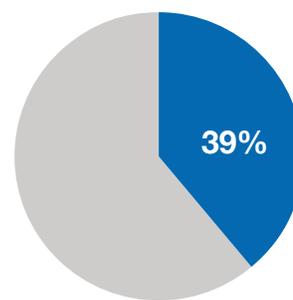
HOUSEHOLDS WITH CHILDREN

Having a child deeply impacts your ability to reach the Standard. The presence of one child increases your chances of living below the Standard in San Mateo County.

Percentage of Households Below the Standard by Household Type:



Households with no children

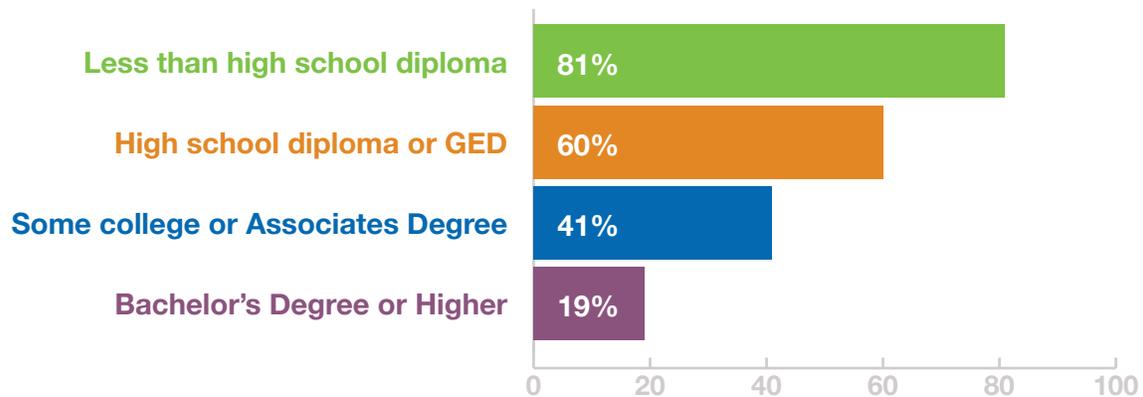


Households with 1 or more children

EDUCATIONAL ATTAINMENT

The educational attainment of the head of household plays a major role in determining whether or not a household will fall below the Standard.

Percentage Below Standard by Educational Attainment of Head of Household:

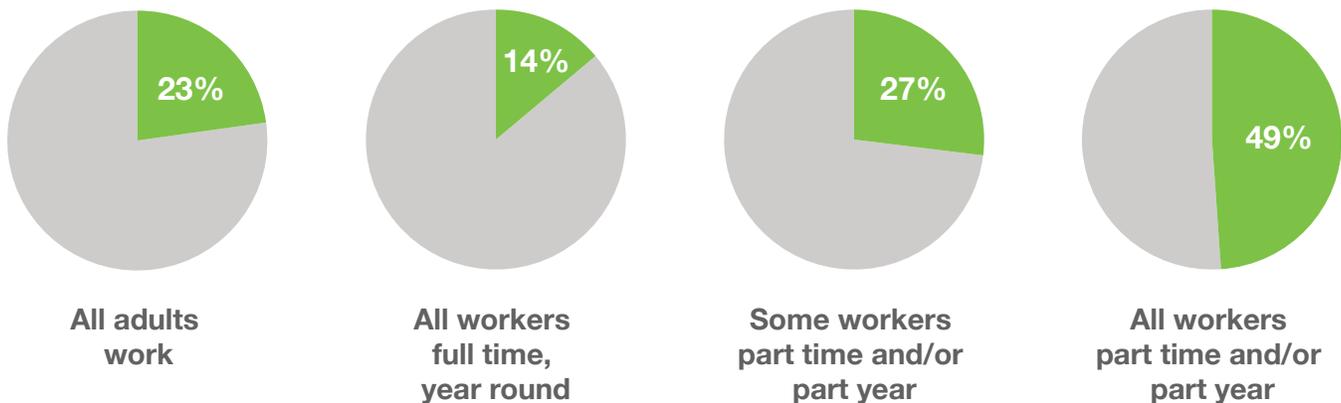


WORKING ADULTS

Many Californian families have come to the conclusion that it is a near necessity to have two adults contributing to their families' economic well-being. However, **even with two working adults in the household, close to one in four households** in San Mateo County cannot make ends meet.

Percentage of Households that Fall Below the Standard by Work Status of Adults:

Two or more adults in household...



STANDARD BY SELECTED FAMILY TYPES

The Standard can be calculated for over 700 family types for each county. Below are selected family types to give you a picture of the differences. To learn more about the income needed for more family types, please visit: insightcced.org/2018-self-sufficiency-standard/.

FAMILY TYPE	STANDARD
Single Adult	\$62,147
Single Adult, 1 preschooler	\$107,079
2 adults, 1 school aged child, 1 preschooler	\$125,995

San Mateo County

Monthly Family Budget

Expenses Per Month and as a Percentage of Budget

This budget represents the total income required to cover a family's basic needs in this county through earnings only, without government benefits or supports.

	Single Adult	Single-Parent Family	Two-Parent Family (One Working)	Two-Working-Parent Family
Housing and Utilities	\$1,915 52.5%	\$3,018 36.1%	\$3,018 42.6%	\$3,018 33.5%
Food	\$268 7.3%	\$577 6.9%	\$773 10.9%	\$773 8.6%
Child Care	\$0 0.0%	\$1,800 21.5%	\$474 6.7%	\$1,800 20.0%
Health Care (Employer-Based)	\$150 4.1%	\$564 6.7%	\$589 8.3%	\$589 6.5%
Transportation	\$304 8.3%	\$437 5.2%	\$437 6.2%	\$567 6.3%
Miscellaneous	\$361 9.9%	\$463 5.5%	\$787 11.1%	\$787 8.7%
Taxes	\$648 17.8%	\$1,510 18.0%	\$1,007 14.2%	\$1,475 16.4%
MONTHLY TOTAL	\$3,645	\$8,370	\$7,085	\$9,009
ANNUAL TOTAL	\$43,745	\$100,440	\$85,020	\$108,109
Monthly Total With Unsubsidized Marketplace Health Care	\$3,890	\$8,510	\$7,611	\$9,544
Annual Total With Unsubsidized Marketplace Health Care	\$46,683	\$102,123	\$91,334	\$114,526

Note: All family types except "single adult" are assumed to have two children, one preschool-aged and one school-aged. Main budget totals include health care costs with employer-based health insurance, while totals with unsubsidized marketplace health care include health care costs with unsubsidized health insurance purchased on the individual marketplace (Covered California). Amounts correspond to calendar year 2017. Numbers and percentages may not sum due to rounding.

« Articles (/Articles)

Family Engagement Professionals Find Support at Friday Café

May 7, 2018

When Judy Carson, program manager for School-Family-Community Partnerships at the Connecticut State Department of Education, was describing the work that parent coordinators do in their schools, she was asked: “Who are they and what do they do?” It was that question that prompted her to bring some 25 to 30 of these professionals together to see how she might support them. “The thing that came out the strongest was how much they liked being together,” Carson says.

Parent engagement coordinators, liaisons, specialists, and those who hold similar titles can be somewhat isolated because they are typically the only person in that role in their schools or organizations. Carson began developing a structure to allow them to continue meeting, inspired by an artist-run network called CreativeMornings, which began in Brooklyn and has now spread to over 170 sites throughout the world.



The first official Friday Café (<http://fridaycafe.org>) gathering in Connecticut was in the fall of 2014. The concept was developed in partnership with the Capitol Region Education Council, the State Education Resource Center, and the state’s Parent Information and Resource Center. Carson planned for about 12 participants, but at least 50 people attended and there weren’t enough chairs for everyone. She thought, “We’re on to something here.”

The meetings are based on a few key values, such as modeling good practices, that family engagement professionals can use with families, making information available in multiple ways and taking a strength-based approach. At one of the early gatherings, one attendee commented, “Now I know I’m not alone.”

Attachment 9.3

With eight meetings a year, each event is a peer-to-peer exchange with a practitioner who gives a TED Talk–style presentation on a theme chosen for that meeting. Trust was the topic for the first gathering. Other areas for discussion have included mindfulness, parent voice, community organizing, and using music as a bridge across cultures and languages. An upcoming event will focus on comedy improv, “because a lot of this work is improvisational,” Carson says.

The sessions are held in different parts of Connecticut and typically take place in non-governmental sites, such as museums,

historic venues, and even a carousel room at the zoo, sparking ideas for participants on where they could hold events for parents, Carson says.

The program runs on a “shoestring budget,” she says, adding that some events have been sponsored and 21st Century Community Learning Center program funds have also been used to cover the cost of activities.

‘Creating a restorative experience’

In addition to schools, Friday Café participants represent community-based agencies, higher education, and increasingly, libraries. The meetings also attract those who might not hold a family engagement position but are equally interested in the topic, such as principals, superintendents, other central-office personnel, social workers, and even curriculum specialists.



“Being new in my position it has been wonderful to network with other people from all areas across the state,” says Patricia Moran, who became the supervisor of family and community engagement for the Waterbury Public Schools last August and previously was supervisor of early childhood education for the district. “Topics for each session have been very informative, relevant, and timely. I can take information away, tailor it to my district’s needs, and implement it the next day.”

A recent report

(<https://www.ccsso.org/sites/default/files/2018-02/States%20Leading%20for%20Equity%20Online.pdf>) from the Council of Chief State School Officers highlighted Friday Café as a promising practice for creating greater educational equity. Outside of Connecticut, Friday Café networks have spread to San Diego and San Mateo, California, where Soodie Ansari, the coordinator of early-learning dual-language support for the San Mateo County Office of Education works in partnership with the Peninsula Conflict Resolution Center to coordinate the monthly gatherings. San Mateo’s Friday Café also received a two-year family engagement grant from First 5 San Mateo, which supports renting the venues, refreshments, marketing efforts, and resources for the meetings.

“We have worked hard on creating a restorative experience for the participants and we continue to hear feedback that indicates we’ve hit the mark on this goal,” Ansari says. “In the words of one of our attendees: ‘Arrived feeling stressed and felt relief and release once here!’ The

participants clearly get a lot from peer support during the cafés as well as self-care—both of which will support them in refueling before going back to their jobs, which can be intense and oftentimes lonely.”

Friday Café spread to San Mateo and San Diego after professional colleagues heard about the model during a session Carson led at the National Family and Community Engagement Conference, organized by the Institute for Educational Leadership (IEL).

“We were drawn to the idea of connecting family engagement professionals to each other,” says Eyal Bergman, the family and community engagement officer for the Cajon Valley Union School District in San Diego County. “It fills an important gap.”

Those who work in schools, he adds, are often surrounded by educators and leaders who participate in professional learning communities and talk about the importance of collaboration, but “don’t have their own network.”

Instead of Bergman planning all of the gatherings, San Diego’s Friday Café has a steering committee with members who rotate the responsibility for choosing the venue, inviting speakers, and ordering food. Locations for meetings have

included the shores of Mission Bay; Olivewood Gardens and Learning Center, which teaches healthy eating through organic gardening; and Bread & Salt, an experimental art center.

Tips for Creating a Peer Learning Network

- ✓ Schedule regular meetings
- ✓ Hold meetings in different community spaces
- ✓ Energize with a TED Talk-style presentation
- ✓ Model communication practices that can be used with families
- ✓ Spend time on peer-to-peer information exchange
- ✓ Combine peer support with self-care
- ✓ Continue the networking through online platforms

Connecting in person and virtually

This spring, Carson has added another feature—a monthly webinar series (<https://mailchi.mp/7c93755fcc5e/friday-cafe-news-learn-more-about-parent-teacher-home-visit-project-hartford-may-2679045?e=a5c2818fe0>) on high-impact family engagement practices, such as home visiting and Academic Parent-Teacher Teams—especially since the Every Student Succeeds Act requires schools to use evidence-based practices. While the in-person meetings focus on “shifting mindsets and connecting” with each other, Carson says, the webinars are intended to be more informative.

The theme of the April 20 was “How Welcoming Is Your School? Creating a School Culture That Invites Family Engagement.” And beginning with the March 23 webinar, the meetings are accessible online as well. The May topic is “Family-Friendly First Impressions: Front Office, Safety, and Support Staff as Partners in Family Engagement,” and June’s subject is “Linking to Learning: Bringing Families into the Learning Process and Launch of Summer Book Club.”

Friday Café is “a really unique and innovative way to bring together folks from a variety of vantage points committed to improving family engagement,” says S. Kwesi Rollins, the director of leadership programs at IEL. “The more Friday Cafés, the better.”



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DATE: May 21, 2018
TO: First 5 San Mateo County Commission
FROM: Kitty Lopez, Executive Director
RE: Committee Updates

Finance & Administration Committee, No Meeting in May 2018.

1. Budget Monitoring Report as of April 30, 2018

Budget Monitoring Report as of April 30, 2018 are presented in Attachment 10A and 10B.

Program, Operations and Planning Committee, No Meeting in May 2018.

Early Childhood Evaluation Advisory Committee, No Meeting in May 2018.

DATE: May 21, 2018
 TO: First 5 San Mateo County Commission
 FROM: Kitty Lopez, Executive Director
 RE: Budget Monitoring Report as of April 30, 2018

BUDGET MONITORING REPORT as of April 30, 2018 HIGHLIGHTS

County's Budget Terminologies

At the March 26, 2018 Commission Meeting, Commission reviewed and approved the use of Reserves* to fund the approved FY17-18 Revised Budget. At the same time moving forward, F5SMC will add Budget terminologies used by the County to F5SMC Budget for a comparable reading with County internal budget system. See attachment 8 of March 26, 2018 Commission Meeting packet for further details.

**Total Sources, Net Appropriations, Reserves, Total Requirements are terminologies used by the County of San Mateo.*

Budget Monitoring Report as of April 30, 2018 Highlights

The Budget Monitoring Report as of April 30, 2018 is presented in **Attachment 10B**. Key Budget Monitoring Report highlights are as following:

YTD Benchmark: 83.3%

REVENUES

- YTD Interest Revenue projection is \$127K or 102%, representing a positive variance or 19% higher than YTD Benchmark due to higher interest earning rate in the County investment pool.
- YTD Prop 10 Tax Revenue projections are \$4.176 million or 82%, representing 1% negative variance below YTD Benchmark. However, full impacts of Prop 56 implementation (\$2 Tobacco Tax) is unclear at this time.

If you remember in May 2017, we discussed the following:

- In anticipation from various new Tobacco tax regulation impacts, First 5 Association of California makes unofficial revenue projections based on the Governor's Proposal Budget and the best available information about the increase in the smoking age to 21, the projected revenue from E-cigarette taxation, and Proposition 56.*
- First 5 Association of California's projection reveals that Prop 10 Tax Revenues to F5 Commissions will decrease 17% in FY2017-2018 because of the new \$2 tobacco tax (Proposition 56). However, First 5 Commissions will receive a back-fill in FY2018-19 to compensate for the drop in revenue associating with new tobacco tax laws.*

However, new Prop 10 Tax Revenue Projections released by First 5 California on January 25, 2018 reveal an additional drop of 2.3% or \$120K in Prop 10 Tax revenue allocated to F5SMC in FY17-18, the drop is associated with negative impact of the Proposition 56 implementation.

F5SMC's Prop 10 Tax Revenue projections for FY17-18 is now \$4,967,854 from \$5,086,486.

- YTD IMPACT Grant Revenue projection is \$414K or 61%, representing 22% below YTD Benchmark due to slow grant administration by executing partner.

- Help Me Grow Grant Revenue is partially recognized by \$100K in FY17-18. Total grant award is \$300K with execution timeline through FY18-19.
- The San Bruno Community Foundation grant revenue of \$15.7K is fully received.
- YTD Total Revenues projections are \$4.834 million or 81%, representing a negative variance or 2% lower than YTD Benchmark. Major attributable factors to this negative variance are associated with slow IMPACT grant administration by executing partner.

APPROPRIATIONS

- YTD Program Expenditures projections are \$6.015 million or 66%, representing a positive variance or 17% below YTD Benchmark. Major contributions to this positive variance are attributable to pending planning and rolling out of the Policy Advocacy, Communications and System Changes-unallocated fund; slow execution of the IMPACT grant and delayed execution of the Help Me Grow grant to the next fiscal year. However, most grants are expected to be fully executed in this FY17-18 as the last year of the contract terms.
- YTD Administrative Expenditures projections of \$788K or 73%, representing a positive variance or 10% below YTD Benchmark. Major contributions to this positive variance are attributable to underspending in various administrative areas and saving from delayed hiring of Extra-Help staff.
- **YTD Total Appropriations (Total Net Appropriations*)** projections are \$6.803 million or 67%, representing a positive variance or 16% below YTD Benchmark. Major contributions to this positive variance are attributable to under spending in both Program and Administrative Appropriations and savings in various Administrative budget lines.

ENDING FUND BALANCE (RESERVES*)

- At this time, we are projecting Ending Fund balance (**Reserves***) of \$12.953 million or 121%, representing a positive variance of 21% or \$2.214 million higher than the planned budget.

Major contributions to this positive variance are attributable to higher Interest Revenue, lower IMPACT grant revenue projection and under spending in both Program and Administrative Appropriations at the beginning of the fiscal year.

CHALLENGES:

- None at this time.

YTD Benchmark Percentage : 83.3%

	FY17-18 Revised Budget	YTD Actuals	YTD Accruals *	YTD Combined	YTD Combined versus Planned Budget (%)	NOTES
REVENUE						
BEGINNING FUND BALANCE BEGINNING (BEGINNING RESERVES*)	\$ 14,922,527	\$ 14,922,527	\$ -	\$ 14,922,527		0
Interest	125,002	116,617	10,417	127,034	102%	\$10K is April'18 Interest Revenue estimate. Positive variance due to higher interest earning rate from the county investment pool in recent months.
Tobacco Tax - Prop 10	5,086,486	3,761,905	413,917	4,175,822	82%	Due to the impact of Prop 56, new Prop 10 revenue projections indicate an additional 2.3% revenue drop or \$120K revenue reduction to F5SMC in FY17-18. F5SMC Prop 10 Revenue is now \$4.967 Mio from \$5.086 Mio. \$414 is April'18 Revenue estimates.
IMPACT grant	673,815	189,780	224,605	414,385	61%	\$224K are Q3 and April' 18 revenue estimates. Slow grant administration by executing partner.
Help Me Grow Grant	100,000	-	100,000	100,000	100%	Partial revenue recognition of the Help Me Grow Grant in FY17-18
San Bruno Community Foundation Grant		15,740		15,740		
Wellness Grant	-	774	-	774		-
Miscellaneous Reimbursements	-	-	-	-		-
TOTAL REVENUE	5,985,303	4,084,816	748,939	4,833,754	81%	Negative variance is due to slow execution of the IMPACT grant.
TOTAL AVAILABLE FUND (TOTAL SOURCES*)	20,907,830	19,007,343	748,939	19,756,281		
APPROPRIATIONS						
1. PROGRAMS						
Family Engagement	2,428,341	1,085,146	730,338	1,815,484	75%	\$527K are Q3'18 expenditure accruals and \$202K is April'18 expenditure estimates..
Kit for New Parent KNP (KNP)	41,000	22,250	18,750	41,000	100%	Part of FY16-17 KNP order is delivered in FY17-18. \$18K are expenditure accruals for pending Kit being built
Child Health & Development	1,808,352	734,569	504,603	1,239,172	69%	\$267K are Q3'18 expenditure accruals and \$236K are April'18 expenditure estimates.
Early Learning	2,351,935	842,375	777,862	1,620,237	69%	\$580K are Q3'18 expenditure accruals and \$196K are April'18 expenditure estimates.
Early Learning - Regional Cost Sharing	30,000	0	0	0	0%	No regional cost sharing project with other F5s at this time.
Help Me Grow grant	85,000	0	0	0	0%	Delayed executed grant in this fiscal year due to grant is in early planning process.
IMPACT Grant	623,815	150,248	155,966	306,214	49%	\$103K are Q3'18 expenditure accruals and \$52K are April'18 expenditure estimates. Slow grant administration by executing partner.
Policy Advocacy, Communications & Systems Change	505,959	207,277	131,491	338,768	67%	\$89K are Q3'18 expenditure accruals and \$42K are April'18 expenditure estimates.
Unallocated Fund - Policy Advocacy, Communications & Systems Changes (PAC)	371,500	36,581	15,000	51,581	14%	MB. Pending planning and rolling out the PAC - Unallocated fund.
Other Communications	10,000	0	0	0	0%	-
Program Salary & Benefits	538,098	384,017	-	384,017	71%	Saving due to delayed hiring of Extra Help staff.
Evaluation	-	-	-	-	#DIV/0!	-
Grant Management and Big Data	147,850	67,520	35,613	103,133	70%	\$23K are Q3'18 expenditure accruals and \$12K is April '18 expenditure estimate.
Evaluation - Salaries & Benefits	154,057	115,272	-	115,272	75%	Delayed posting of Retirement Health expenses by the County
TOTAL PROGRAM APPROPRIATIONS	9,095,907	3,645,255	2,369,623	6,014,878	66%	Positive variance due to slow execution of IMPACT grant, delayed execution of the Help Me Grow grant to the next fiscal year, and pending planning and rolling out the PAC-Unallocated fund.

	FY17-18 Revised Budget	YTD Actuals	YTD Accruals *	YTD Combined	YTD Combined versus Planned Budget (%)	NOTES
2. ADMINISTRATIVE						
Salaries and Benefits	660,222	511,576	-	511,576	77%	
Sub Total - Services & Supply	122,400	55,339	21,000	76,339	62%	Positive variance due to underspending in Other Professional Services and various administrative budget lines.
Sub Total - Other Charges	289,650	188,852	11,333	200,185	69%	Major savings are associated with the audit service cost saving, the reduction of A87 Allocation, and no employee training activities at this time.
			-	-		
TOTAL ADMINISTRATIVE APPROPRIATIONS	1,072,272	755,767	32,333	788,100	73%	Positive variances due to underspending and savings in various Administrative budget lines.
Administrative Cost %	11%	17%		12%		
TOTAL APPROPRIATIONS (NET APPROPRIATIONS*)	10,168,179	4,401,022	2,401,957	6,802,978	67%	Positive variances due to underspending in both Program and Administrative Budgets.
ENDING FUND BALANCE (ENDING RESERVES*)	10,739,651	14,606,321	-1,653,018	12,953,303	121%	Positive variances are associated with underspending in both Program and Administrative Appropriations.
Total Salaries and Benefits	1,352,377	1,010,865	1	1,010,866	75%	Positive variances due to delayed hiring of Extra-Help staff.

Note 1:

At the March 26, 2018 Commission Meeting, Commission reviewed and approved the use of Reserves* to fund the approved FY17-18 Revised Budget. At the same time moving forward, F5SMC will add Budget terminologies used by the County to F5SMC Budget for a comparable reading with County internal budget system. See attachment 8 of March 26, 2018 Commission Meeting packet for further details.

*Total Sources, Net Appropriations, Reserves, Total Requirements are terminologies used by the County of San Mateo.

Note 2:

This Budget Monitoring Report is presented in a Hybrid Format as per suggestion of Finance and Administration Committee members.

The YTD Actuals column reflects Actual Revenues and Actual Expenditures reported in Countywide OFAS Accounting System.

The YTD Accruals* (with an asterisk) column is a hybrid presentation using Modified Accrual Accounting or Projections. When Revenue and Expenditures are not measurable in monetary terms or are not available, Committee members suggest to make a Projection for the reporting month.

Technical Terms

1. Modified Accrual

Under Modified Accrual, Revenue is recognized and recorded when measurable and available to finance the expenditures of the current period; Available, under Modified Accrual, means collectible within the current period or soon enough to be used to pay liabilities of the current period; Measurable means quantifiable in monetary terms. Per F5CA, Prop 10 Tax Revenue is recorded when the Prop 10 Tax Revenue is posted on the F5CA website.

Expenditures are recognized and recorded when the related liability incurred with some exceptions.

2. Internal Reporting

The Budget Monitoring Report is an internal report, typically is designed to accomplish two goals:

- (a) allows management to monitor compliance with legal and contractual provisions applicable to the management of public funds; and
- (b) provides management with the information on current performance that it needs to make future financial plans.

Because internal reports are designed to serve the needs of management, management is free to select the format and content it believes is most relevant, with timeliness being a key consideration for their use as monitoring or planning documents.

References

- 1. Modified Accrual: Becker CPA Review, Financial, 2009 Edition Textbook, page F8-12
- 2. Internal Reporting: First 5 Association of California - Financial Management Guide - Fifth Edition, 2015, Updated 12/15/15, page 51