

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

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

DATE: October 5, 2020

TIME: 4:00 – 5:00 PM

Join Zoom Meeting

Online:

<https://smcgov.zoom.us/j/99738963673?pwd=Y2tjaER3SEIPN1h6ZDEvQmRUTnpOQT09>

Passcode: 803146

Webinar ID: 997 3896 3673

Phone: +1 669 900 6833

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

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

PUBLIC MEMBER: Harvey Kaplan, M.D.

STAFF: Kitty Lopez, Michelle Blakely, Myra Cruz

AGENDA		
1.	Approval of the October 5, 2020 Program, Operations and Planning Committee Meeting Agenda	Phillips-Sved
2.	Approval of the September 14, 2020 Program, Operations and Planning Committee Meeting Minutes (See Attachment 2)	Phillips-Sved
3.	Program Updates: (Verbal Updates) - Build Up for San Mateo County’s Children - Quality Counts San Mateo County	Blakely
4.	Race and Equity Discussion (Verbal Updates)	Lopez
5.	Communication Plan - Draft (See Attachment 5)	Lopez/Blakely
6.	Adjournment	
NEXT MEETING: December 7, 2020		

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

**September 14, 2020
Virtual Meeting Via Zoom**

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

Commissioner Phillips-Sved called the meeting to order at 4:02 PM.

1. Approval of the September 14, 2020 Program, Operations, and Planning Committee Meeting Agenda:

MOTION: Commissioner Phillips-Sved / SECOND: Commissioner Cole. Motion approved.

2. Approval of the May 4, 2020 Program, Operations, and Planning Committee Meeting Minutes:

MOTION: Commissioner Phillips-Sved / SECOND: Commissioner Cole. Motion approved.

3. Program Updates

Emily Roberts, F5SMC's Health and Development Program Specialist, provided an update on these following items:

- Trauma- & Resiliency-Informed Systems Initiative (TRISI)
 - TRISI long-term goal recommendations.
 - Examples of TRISI Activities such as ACEs Connection web page that is being managed by F5SMC Staff, Mai Le, as an online trauma and resilience resource; One-day forum that was attended by about 180 providers to provide training regarding trauma.
 - Trauma-Informed Organizations Assessment Tool was identified, and we need another layer of support in order to fully utilize the tool. F5SMC released an RFQ for Trauma-Informed Organizations Initiative Design Consultant, Cohort Facilitator and Organization Coach to assist in applying the identified tool. F5SMC received four proposals, and a review panel will review the proposals this Friday.
 - ACEs Aware Communications Grant was received.
- Oral Health Strategy
 - Brief background on Virtual Dental Home (VDH). Prior to COVID, under VDH, a dental hygienist comes to classrooms to do full oral assessments for students primarily who are on Medi-Cal. It helps reduce barriers to oral health access and reduces the fear and stigma of oral health delivery. VDH serves about 800 children per year.

- VDH is undergoing some challenges such as billing Medi-Cal outside of the four walls. AB 2164 is addressing this challenge and waiting for Governor Newsom's signature. Another challenge is the school closures due to COVID-19 pandemic.
- Input from the Committee on how to proceed with our support for oral health given uncertainty was sought. Committee suggested to find out what others are doing right now. A short-term solution would make sense given the constant changes every day and unpredictable environment. Dr. Kaplan suggested to check on Chapter Committee on Oral Health.

The Committee asked questions and made comments.

The Power Point Presentation can be found on the F5SMC's website, [September 14, 2020, Program, Operations and Planning Committee Presentation.](#)

4. Race and Equity Discussion

Kitty Lopez, F5SMC's Executive Director, shared that there has been a lot of discussion regarding race and equity since the killing of George Floyd in our local community and at the First 5 State Association. We are looking to see how F5SMC can center race and equity more in our work – within ourselves as individuals, as a team, as an organization, and in the networks/ systems that exist for children and families in San Mateo County and throughout the state. F5SMC has been working with two consultants on this vital topic. Michelle Blakely shared that the F5SMC had a session last week with the F5 team. The staff was very engaged and wanted more time for discussion. The staff are participating in a 21-day Equity Challenge where the goal is to read, listen, reflect and increase individual learning and exploration around racial equity.

Discussion ensued with the following thoughts:

- Intentional focus on looking at policies and intended outcomes.
- It is important to take the time for discussion and reflection.
- Develop questions to ask and explore in our work, such as is this policy going to help or hurt the children, families, and communities with whom we are working? What do all children lose when adults are not talking about race and equity?

The Committee agreed that a study session is needed for the Commission to start the conversation. F5SMC staff will look for dates and times in November.

5. Communication Plan – Draft

Tabled for the next POP Committee Meeting.

6. Other Updates:

Home Visiting Grant

Michelle Blakely shared that we did receive \$200,000 funding from First 5 California for this two-year systems coordination initiative. The focus is alignment and coordination among all home visiting programs in San Mateo County. We are required to work with San Mateo County Health, Child Welfare and other early learning and family support agency/ programs such Big Lift & Help Me Grow. They want to make sure that we are looking at the needs of the families, and how can we navigate during COVID-19 pandemic. We are required to submit an Action Plan in December 2020 for this work.

Child Abuse Prevention

Public Member, Dr. Kaplan, inquired how to approach child abuse prevention during COVID-19 pandemic. Blakely shared that F5SMC uses the social media in terms of pushing out information and messages, for instance, the F5SMC social media engagement increased during the pandemic as we tailored the messages on prevention, and the need for mental health for parents.

The meeting adjourned 5:01 PM.

Next POP meeting is on October 5, 2020.

**First 5 San Mateo County
Communications Plan
2020-2025**

INTRODUCTION & BACKGROUND

Early experiences determine whether a child’s developing brain architecture provides a strong or weak foundation for all future learning, behavior, and health. Striking disparities in what children know and can do are established by kindergarten; these differences are strongly associated with social and economic circumstances and are predictive of subsequent academic performance.

Adversity in the lives of young children can fundamentally change their lives. The current pandemic and economic crises—which are disproportionately harming Black families and other people of color¹—are likely to expose many more young children to adverse events and deepen disparities, which makes preventing and mitigating their harm even more pressing. For the children of San Mateo County, we must take deliberate and effective action now and beyond the current crisis.

As a **Strategic Financial Investor, Community Partner, and Community Leader**, First 5 San Mateo County strives to create the conditions that will allow all young children to prosper socially, emotionally, and economically.

San Mateo County Children and Families

Located in the heart of the Silicon Valley, San Mateo County has a highly educated population with a median family income of \$125,227. It is home to over 55,000 children age five and under. Latino/Latinx children are the majority population in the county at 33.9%, followed by Caucasian (31.9%) and Asian-American (22.6%). Other ethnic populations include: Multiracial (11.1%), African-American (1.8%), and Pacific Islander (1.7%).²

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.

Given its charge to foster optimal development for children prenatally through age 5, First 5 San Mateo County can play a unique role in ensuring that communities prioritize the needs of young

¹ Maxwell and Solomon, “The Economic Fallout of the Coronavirus for People of Color.” <https://www.americanprogress.org/issues/race/news/2020/04/14/483125/economic-fallout-coronavirus-people-color/>

² 2016 American Community Survey, 5-year estimates for San Mateo County.

children and their families. The current Strategic Plan 2020-2025 identifies community education as a focus area to increase community-wide understanding about early childhood development, the importance of a child's early years, the needs and circumstances of families with young children in San Mateo County, and opportunities for stakeholders to act in ways that maximize positive outcomes for this population. In coordination with other efforts, F5SMC aims to build public and political will to invest in the well-being and success of our young children.

This Communications and Implementation Plan serves as a roadmap for how communication activities will be developed, implemented and measured over the next five years to support F5SMC's strategic goals and desired role in its community.

COMMUNICATIONS PLANNING PROCESS

The communications planning process was carried out through discovery and planning activities designed to ensure a clear understanding of F5SMC's current communications approaches, and their strengths and opportunities for further development. Discovery and planning activities included:

- Ongoing planning and collaboration with the F5SMC core communications team
- F5SMC staff and grantee planning sessions
- Review of relevant communications materials, plans, and policies
- Audit of website, social media platforms, and digital content
- Landscape review and benchmarking analysis

Findings

Staff and Partner Planning Sessions

A core team of First 5 San Mateo County staff members participated in discovery and planning activities and guided the planning process from start to finish. Additionally, through planning sessions, F5SMC program staff and funded community partners provided critical insights based on their knowledge of the early childhood landscape, the existing communications efforts undertaken by F5SMC and other community partners, as well as their direct work with community stakeholders, children, and families.

With their valuable knowledge and experience regarding F5SMC, staff and community partners helped explore effective strategies for communications, identify challenges, opportunities, and ideas for F5SMC communications efforts.

Effective Approaches:

- Clear, simple, translatable messaging accompanied by strong visuals
- Using stories of impact to communicate the lived experience of children and families in SMC and emphasizes opportunity and optimism
- Using technology, mobile and text-based communications, and social media to expand reach

Challenges:

- Changing the narrative of the ECE system and workforce not being valued as educators
- Changing how our community views and talks about children and families, from a deficit to strength-based perspective
- Ongoing adaptation of communications strategies to reach new and younger parents

- Identifying a policy and advocacy strategy and structure that supports the diverse initiatives and focus areas of F5SMC, including data and evaluation.

Opportunities:

- Encourage grantee collaboration by promoting community-wide values, mission, and goals in support of young children and their families
- Use COVID-19 experience as an opportunity to reimagine the system of care in SMC, and illuminate barriers and equity issues
- Leverage childcare providers as advocates

Ideas:

- Develop a communications and advocacy toolkit in collaboration with community partners as content experts
- Promote and support civic engagement, including families and stakeholders
- Develop community-wide communications campaigns that can be shared and adopted by others
- Use an influencer approach or campaign to find champions and elevate community voices

Landscape Scan and Audit

A review of relevant communications materials, plans, and policies was part of the discovery stage in communications planning. In addition, an audit of F5SMC's digital properties, including website, social media platforms, e-newsletter, as well as analytics for these assets was also completed. Insights helped formulate recommendations that build on F5SMC's existing efforts and to confirm communications goals, audiences, and strategy for digital communications.

- Recent website traffic indicates that F5SMC's website has been an effective tool for sharing critical COVID-19 related information and content for providers and funded programs.
- Audience engagement, however, is short lived with over 90% drop-off rates - website visitors exit without exploring other sections of the website.
- 75% of website visitors are women ages 25-34.
- F5SMC social media platforms, Facebook, Instagram, Twitter, and LinkedIn, are used regularly and leveraged to deliver messages, advocacy focused communications and sharing updates, local activities to a variety of audiences.
- Paid Facebook advertisements, combined with timely and relevant content, have been highly effective in increasing engagement and website traffic.
- The overall approach across social media platforms, however, lacks strategy and consistency to target audiences with specific messages and maximize the potential of each platform.

Key Takeaways

The following key takeaways were identified through analysis of the discovery and planning efforts, and have been used to guide development of the communications plan.

- F5SMC is well positioned and trusted to lead communications content and materials development for community-wide efforts and campaigns, including advocacy-focused communications.

- F5SMC audiences utilize digital and social media platforms as a method for obtaining information, connecting with resources, and participating in community events and activities.
- Having clear policy and advocacy priorities, goals, and a defined communications process can support communications activities to advance advocacy efforts.
- A brand refresh, review, and update of existing design elements, can promote consistency across digital and print communications, and expand brand reach.
- There is a strong desire from F5SMC and its partners to execute aligned and coordinated communications.
- There is aligned interest in doing focused outreach to decision-maker audiences, as well as parents with information and advocacy-focused communications.

COMMUNICATIONS PLAN

Guiding Principles

The following guiding principles emerged through the communications planning process and should carry through communications implementation.

- **Communications should be centered around the whole child, taking into account the whole family.** Young children’s social, emotional, physical, and cognitive development are interdependent, and children grow and learn within their family relationships and the larger community.
- **Early childhood is not limiting; it encompasses community and family engagement, health, and early learning.** Leverage community partnerships across initiatives and system sectors to create alignment and strengthen the voice on behalf of children and families.
- **Parents and families are their child’s first teacher and best advocate because they know their child best.** Build on the knowledge of parents and families through authentic inclusive engagement and trusting relationships.
- **Use communications to lift up family stories and lived experience.** Highlight the realities facing kids and families in San Mateo County, and children of color in particular, to move people into action.
- **Communications must honor cultural, ethnic, and linguistic diversity.** Communications efforts and messaging should be developed and delivered in a culturally and linguistically relevant way.
- **Short, clear, simple messaging and consistent, accessible communications are essential.** Grounded in accurate and meaningful information, data-driven message development and communications distribution can effectively achieve desired outcomes.

Communications Goals

1. Families view First 5 San Mateo County as a trusted source of information, resources, and the support they need to help their young children thrive.

2. Families, community partners, and stakeholders value First 5 San Mateo County's work and impact in the county.
3. There is widespread support among key stakeholders and the broader community for early childhood investments.

Communications and Advocacy

Advocacy was a recurring theme in conversations with First 5 San Mateo County staff and partners. Although this communications plan is distinct from an advocacy plan, communications supports advocacy and policy work in important ways. By promoting data and stories on need, investments, partners' work, and impact, First 5 San Mateo County can encourage community awareness and foster engagement on issues that are priorities. This should be an overarching consideration in working towards the above goals. While First 5 San Mateo County is likely to follow the policy agenda set by the First 5 Association and shared by most First 5 county commissions, specific messaging priorities were identified through the communications planning process. These priorities can guide First 5's proactive communications outreach and focus, to ensure consistent communications on its priorities.

Communications and Advocacy Priorities

1. **Importance of the First Five Years:** All children deserve the opportunity to thrive and reach their potential--this means they must have appropriate supports during the critical period of development from prenatal to age five.
2. **Economic Prosperity and Equity:** Economic instability and lack of opportunity are the foundation of the challenges facing many families. Economic inequities must be meaningfully addressed, otherwise investments in family interventions and supports are simply a band-aid.
3. **Family Wellbeing:** Family wellbeing is central to children's success. If families are not well, they struggle to be self-sufficient or to connect to the resources they need to thrive, which can have a lasting adverse impact on their children.
4. **Early Learning and Care:** A strong, well-supported, and accessible ECE system is foundational to ensuring strong families and strong communities. The ECE field needs to be supported and resourced to secure high quality early learning and care for young children.
5. **Community Responsibility:** San Mateo County is well positioned to thrive when community-wide partnerships and investments focus on young children. It is all of our responsibility to ensure that children and families have access to basic needs, supportive environments, and nurturing relationships—ultimately leading to healthy families, a vital workforce, and strong communities.

Audiences and Key Messages

There are four primary audiences for First 5 San Mateo County:

- Families: Parents and Caregivers of Children Ages 0-5
- Community Partners: Funded and Non-funded Providers and Organizations
- Key Stakeholders: Elected Officials, Policy Makers, Thought Leaders, and Influencers

- General Public

Insights about each of these audiences are critical to developing audience-specific communications and marketing materials. Key messages for each audience identify what each audience should know about, believe, and do in regards to First 5 San Mateo County and supporting young children and their families.

Families

Stable, nurturing relationships 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, have access to resources, information, and supports that inform their decisions. Effectively partnering with parents in promoting their child's optimal development also results in better lifelong outcomes and community wellbeing.

Key Messages for Families

- In their earliest years, children learn from their experiences and their relationships and interactions with caregivers.
- You are your child's first and most important teacher; you have the power to change your child's future.
- At First 5, we work to ensure you have access to the information and resources you need to make the best decisions for your child.

Community Partners

The community partner audience is inclusive of funded and non-funded community partner organizations. First 5 San Mateo County is fortunate to be a part of a community with a history of collaboration and partnership within and across publicly funded service sectors and community-based organizations. Lasting improvements to the well-being of the County's youngest residents are possible when community organizations understand the importance of supporting young children and their families, and work together to mobilize resources.

Key Messages for Community Partners

- Your role is pivotal in the system of care working to ensure the youngest among us reach their greatest potential.
- The trusting relationships you have with families is critical to ensuring they have the information, resources, and support they need to thrive.
- Together, we are transforming the early childhood system to secure optimal outcomes for young children, their families, and our community.
- Collectively, we can advocate for and build community-wide vision, values, and goals in support of children and families in San Mateo County.

Key Stakeholders

Child and family centered policies and investments can generate significant and lasting impact in San Mateo County. Targeted communications to elected officials, decision makers, thought leaders, and influencers can help them recognize the importance of early childhood and embrace their role in helping children realize their potential.

Key Messages for Key Stakeholders

- Communities thrive when children living in them are healthy and ready to learn.
- First 5 San Mateo County works to ensure children are healthy and ready to learn, and to support parents and caregivers make the best decisions for their families.

- You have the unique opportunity to develop policy and make decisions that benefit children and their families and produce lasting impacts in our community.
- We are counting on you to invest in young children and families.

General Public

Building public will to prioritize and invest in the well-being and success of young children requires community-wide communications and messaging. The general public is a key audience to increase awareness and understanding about early childhood development and the importance of a child's early years.

Key Messages for the General Public

- When young children and families have the support they need to thrive, there are positive and lasting effects for our entire community.
- At First 5, we work to ensure children's needs are met, their families are supported, and their future is a priority.
- Together with our partners, we are transforming how our county's services, supports, and systems work for young children to ensure success for every child and guaranteeing better outcomes for San Mateo County.
- We are advocates and champions for young children and their parents and caregivers, on behalf of our entire community.

Strategies & Activities

Strategy 1. Build on and strengthen foundational brand and communications vehicles, with the website as a hub for communications.

First 5 San Mateo County has spent the last several years building a strong communications foundation, and expanding its reach and visibility across multiple platforms. Strategy 1 leverages that success by refining and revamping existing tools and practices so that they continue to grow with and serve the organization--ensuring the brand is consistent and visible and that communications tools are maximized for effectiveness. Importantly, this means that the website can serve as the primary vehicle for the brand and the hub for all communications needs.

1A. Brand Refresh

Goal supported: Goal 2

Refresh the F5SMC brand look and feel. Retain the current logo while refreshing the look and feel of other designed pieces. These have evolved over time and should continue to evolve. The updated look should reflect the guiding principles and values of the Commission, be grounded in the county's diverse community, and embrace F5SMC's whole child and whole family approach. It's also important that they be inviting to any partner, including those not traditionally in the early childhood space. F5SMC's desired tone is authentic, inviting, and supportive--this tone should be reflected in its visual brand as well.

Additionally, the brand should be simple and easy to apply across F5SMC's platforms and materials--for example, including a simplified color palette and clean fonts that work well in print and digital. When possible, real photos, rather than stock, should be used and a photo shoot conducted when feasible to expand the photo library.

Existing brand materials should be reviewed and updated as needed to support consistent use of the brand (eg., PPT template) and effective communications (eg., brochure).

1B. Website Redesign

Goals supported: All

Redesign the F5SMC website to better reflect the voice, tone and brand of the Commission and the children and families it serves, and to ensure that the website has the functionality needed to serve as the hub for all communications.

The updated website should be mobile-first and include clear navigation with sections of information for priority audiences. Priorities for website content include:

- Clear and easy-to-find background information on the Commission, its investments, and its partners
- Timely updates so that First 5 can readily share news and updates from the Commission and partners with its audiences
- Robust content and information for families
- Impact-focused content that highlights the work and achievements of First 5 and its partners

Two distinct tools are included within the website:

- a. **Family Resource Hub:** The current family resources section should be transitioned to a database approach on the back-end, so that it is searchable and sortable, making it easier for families to find valuable resources. Existing resources should be assessed for value, consolidated or removed as needed, and missing priority content identified and added. This hub should include connections out to partner sites/resources, ensuring that there is no wrong door for families to find the supports they need.

Goal supported: Goal 1

- b. **Impact Report or Dashboard:** Sharing data and impact stories is a priority for F5SMC. An impact report or dashboard provides an accessible place for stakeholders to find information about community need and F5SMC's investments, impact, and priorities, and can be used as a tool in ongoing communications and conversation. It should be updated on a regular cadence, eg. annually or biannually. Automation options could also be explored.

Goal supported: Goal 2

1C. Differentiated Social Media Strategy

Goals supported: All

Build on F5SMC's success in creating and disseminating information on social media platforms to fully leverage the strengths and audiences of each. F5SMC has effectively grown its audience across platforms. Analytics of each show mixed success in engaging those audiences, particularly with high priority content. Effective tailoring of content to each platform's strengths can help ensure that these tools are being used as effectively as possible to both continue audience growth and increase engagement.

As part of the brand refresh noted in Activity 1A, a social media graphic style should be developed and deployed to ensure that all custom content (i.e., content created specifically for F5SMC as opposed to links and resources shared from other sources) is visually recognizable and appealing. Multimedia content should be deployed when possible.

The below chart lays out recommended audiences, approaches, and frequency for each platform.

Social Media: Platforms and Approach				
Item	Facebook	Instagram	Twitter	LinkedIn
<i>Primary Audiences</i>	<ol style="list-style-type: none"> 1. Parents 2. Partners 3. Providers 4. Policymakers 5. Public 	<ol style="list-style-type: none"> 1. Parents 2. Partners 	<ol style="list-style-type: none"> 1. Partners 2. Policymakers 3. Public 	<ol style="list-style-type: none"> 1. Partners 2. Policymakers 3. Providers
<i>Goals</i>	<ul style="list-style-type: none"> • Promote key messages, priority content, and website • Engage audiences on priority issues • Disseminate timely information and promote partners 	<ul style="list-style-type: none"> • Promote key messages and share content for families • Engage audiences on priority issues • Disseminate timely news and information and promote partners* <p>*Limited; via Stories</p>	<ul style="list-style-type: none"> • Promote key messages and engage on priority issues • Disseminate timely news and information and promote partners 	<ul style="list-style-type: none"> • Disseminate timely news and information for partners and providers • Promote key messages and priority issues
<i>Post Types</i>	<ul style="list-style-type: none"> • Content with accompanying graphics that are tailored to the audiences listed above. These posts can cover any of the topic areas that First 5 San Mateo touches upon. • Links to First 5's website content or other priority sites • Resharing posts from other pages, as well as sharing links, with added captions as appropriate. 	<ul style="list-style-type: none"> • Content with accompanying graphics that are tailored to parents and partners. These posts can cover any of the topic areas that First 5 San Mateo touches upon. • Instagram is not the best social media tool for sharing links or resharing posts from other organizations with followers. Content should be designed to primarily be consumed within Instagram. Stories can be utilized for timely updates. 	<ul style="list-style-type: none"> • Content with accompanying graphics that are tailored to the audiences listed above. These posts can cover any of the topic areas that First 5 San Mateo touches upon. • Resharing (retweeting) posts from other accounts, as well as sharing links, with added captions as appropriate. 	<ul style="list-style-type: none"> • Content with accompanying graphics that are tailored to the audiences listed above. These posts should be focused on news, events, and other information beneficial to these audiences. • Sharing links, with added captions as appropriate.
<i>Tone and Language</i>	Tone should be influenced by the audience but because parents will still be seeing content that is targeted for providers, it is important that content	The tone of Instagram content should be welcoming in its sharing of content, while encouraging parents and providers to engage with the content. It should	For the Twitter audiences, it is okay to include some field-specific language and language related to tackling systemic issues. However, content should	For the LinkedIn audiences, it is okay to include some field-specific language and language related to tackling systemic issues. However, content should

	for the public and for providers is still written in accessible language. The tone of Facebook content should be welcoming in its sharing of content, while encouraging parents and providers to engage with the content or advocacy efforts or promoted events.	also share any information in quantities that are easy to digest. Language and tone should be centered around parents - even when engaging and interacting with partners.	still be accessible. The tone of Twitter should be welcoming in its sharing of content, while also being a strong voice on the issues.	still be accessible. The tone of LinkedIn should be welcoming in its sharing of content, encouraging action on the information shared.
<i>Post Frequency</i>	At least 1 post a day, no more than 3, including weekends	2-3 posts per week, including weekends	1 to 2 posts a day, Monday through Friday	1 to 2 posts a week, Monday through Friday, or as appropriate content is available

1D. Email marketing

Goals supported: Goals 2 and 3

Continue to send newsletters as a way of keeping partners informed about early childhood issues, current priorities, opportunities for engagement and message sharing, and impact. Utilize an email marketing platform that can allow for segmented lists, so that recipients can opt in or out of specific topics, for example updates to the community toolkit mentioned below. Email marketing platforms also offer valuable tools for tracking message effectiveness. F5SMC should work with the county and other recipient organizations, as well as with recipients directly, to whitelist its email address as much as possible.

Strategy 2. Raise visibility of First 5, its focus areas, and its investments and partners through content marketing and targeted campaigns.

F5SMC’s communications cover a broad range of issues related to children and families. F5SMC is an effective disseminator of content to its audiences, often on behalf of partners, and should continue this. Strategy 2 focuses on complementing this with deep dive content/messaging, and taking a proactive approach. By selecting issues to focus on and lift up through content creation and targeted campaigns, F5SMC can drive priority messages and shape audiences’ understanding.

2A. Content marketing

Goal supported: Goal 1

Create targeted content for F5SMC’s family audience and disseminate it on the website and in social media. Blogs that focus on communicating F5SMC’s priorities and sharing valuable information for families should be produced regularly and promoted via social media.

Paid ads sponsoring this content will be critical to boost visibility among target audiences and drive traffic to the website. Hashtags and tagging partners are also valuable tools for expanding content reach. Related giveaways (eg., topical books or toys) and requests to share/tag can be utilized to further increase reach and engagement. On the website, navigation will be important to help visitors find additional content that’s relevant to them on the site (for example, sidebar navigation, “more like this” links, and in-blog text links).

This content should be developed based on F5SMC priorities and community needs--so that the content being created is valuable, timely, and supports advocacy objectives by helping to create understanding of critical issues related to children and families. They can and should complement larger campaigns and coordinated partner efforts, mentioned below and in Strategy 3. Content can include images, graphics, and videos, in addition to text.

2B. Campaigns for Priority Focus Areas

Goal supported: Goal 3

Increase awareness of and promote key messages around specific initiatives or focus areas through campaigns. As these represent a larger investment, they should be limited to high priority topics. Campaigns can include:

- Digital advertising, including paid ads on social media platforms, Google AdWords, and display/banner ads, in addition to organic content related to the campaign topic
- Partner engagement, including asking partners to cross-promote and creating shareable content, talking points, and campaign materials for that purpose
- Public relations, including press releases and outreach to local outlets on issues related to the campaign
- Print and/or outdoor advertising

Strategy 3. Engage partners for cohesive communications and advocacy efforts across the community

Partnership is critical to F5SMC's work, and a strength of the organization. Strategy 3 expands F5SMC's history of strong partnership to support coordinated communications by all early childhood stakeholders to achieve shared goals and advocate for children and families. In some instances, F5SMC should fulfill the role of lead in message development and dissemination; in others, F5SMC can support and amplify work being done by partners through the below activities.

3A. Community Toolkit

Goal supported: Goal 3

Create messages and tools that can be shared by all F5SMC partners who are communicating about and advocating for issues related to young children. The toolkit may include key messages, talking points, impact stories, fact sheets, and other materials developed to support early childhood and specific focus areas. It should be focused on the local landscape, but can leverage additional resources/materials available through state partners. Local partners can and should be engaged in the creation and/or review of messages and materials as relevant. It should be readily available on the F5SMC website and regularly updated to remain current.

3B. Story Banking

Goals supported: Goals 2 and 3

Leverage impact stories shared by grantee partners. Support partners to report stories effectively, with sufficient detail and, where possible, capturing the family voice, and work with partners to fully develop stories, including engaging directly with parents/providers to capture their stories in writing, audio, or video. Share strong stories across communications vehicles, and make these stories available to all partners in the Community Toolkit.

It is important that all stories collected are done so respectfully and ethically, putting storytellers first, for example: informed consent that allows consent to be revoked; providing compensation

when appropriate; and using respectful, strength-based language. As needed, F5SMC should provide guidance and training on this for grantee partners and staff.

3C. Community Ambassadors

Goal supported: Goal 3

Lift up effective voices in the community to share F5SMC messages and information. This strategy can be implemented in a variety of ways:

- Amplify existing leaders by sharing their content and asking them to contribute content as it makes sense for the content marketing strategy
- Identify strong potential leaders and ask them to share messages on behalf of F5SMC as ambassadors
- Incentivize the parent audience to act as influencers by utilizing tactics to drive engagement and sharing, such as giveaways mentioned above in activity 2A.
- Consider opportunities to engage local community members as champions for children. This could be widespread engagement across the community (eg., providing talking points and resources to businesses for dissemination to families) or identifying and funding community members in specific communities to serve as early childhood champions (i.e., similar to a promotora model).

Sequencing

Immediate Priorities

Activities 1A and 1B should be implemented beginning immediately, as these are the building blocks for all other communications implementation. In particular, specific website functionality and features are required to support many of the other strategies. Additionally, because F5SMC has an existing communications outreach approach being implemented, activities 1C and 2A can and should be immediately implemented as part of that ongoing work.

- 1A. Brand Refresh
- 1B. Website Redesign
- 1C. Differentiated Social Media Strategy
- 2A. Content Marketing

Longer Term Priorities

The following activities can be addressed over the following year, as capacity allows and as makes sense with existing processes and timelines. Work could begin on some right away (for example, 1D, 3A, 3C), but will continue to evolve and be fully developed over a longer timeframe.

- 1D. Email Marketing
- 2B. Campaigns for Priority Focus Areas
- 3A. Community Toolkit
- 3B. Story Banking
- 3C. Community Ambassadors

Evaluation and Metrics

The following metrics can be considered as means of evaluating the effectiveness of the communications plan and to inform recalibrations as needed. These should be monitored on a quarterly basis, or more frequently as appropriate.

Strategy 1. Build on and strengthen foundational brand and communications vehicles, with the website as the hub.

1A. Brand Refresh

- Staff, Commission, and stakeholder feedback

1B. Website Redesign

- Website analytics, including top pages, length of time on pages, number of pages visited, bounce rate

1C. Differentiated Social Media Strategy

- Social media analytics, including follower growth and engagement rate

1D. Email Marketing

- Email analytics, including open rates, click rates, and audience growth

Strategy 2. Raise visibility of First 5, its focus areas, and its investments and partners through content marketing and targeted campaigns.

2A. Content Marketing

- Social media analytics, including follower growth and engagement rate
- Website analytics, including referral sources, number of visitors, pages visited, and length of time on page

2B. Campaigns for Priority Focus Areas

- To be determined based on campaign components, but could include social media and website traffic, cost per click of digital ads, tracking of placements and reach of earned media and advertisements, using social listening tools to monitor priority messages

Strategy 3. Engage partners for cohesive communications and advocacy efforts across the community

3A. Community Toolkit

- Track page visits and downloads
- Partner feedback
- Social listening tools to monitor priority messages
- Track relevant policies, policy discussions, and legislation

3B. Story Banking

- Track number of quality stories received from partners
- Measure effectiveness of use in communications (using analytics, etc.)

3C. Community Ambassadors

- To be determined based on activities implemented, but could include social media and website traffic, using social listening tools to monitor priority messages, and partner/community/parent feedback