



2016-2018 Strategic Communications Plan and Implementation



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Background and

PROCESSES

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

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

The Discovery and Situation Analysis phase included:

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

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



Situation

ANALYSIS

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

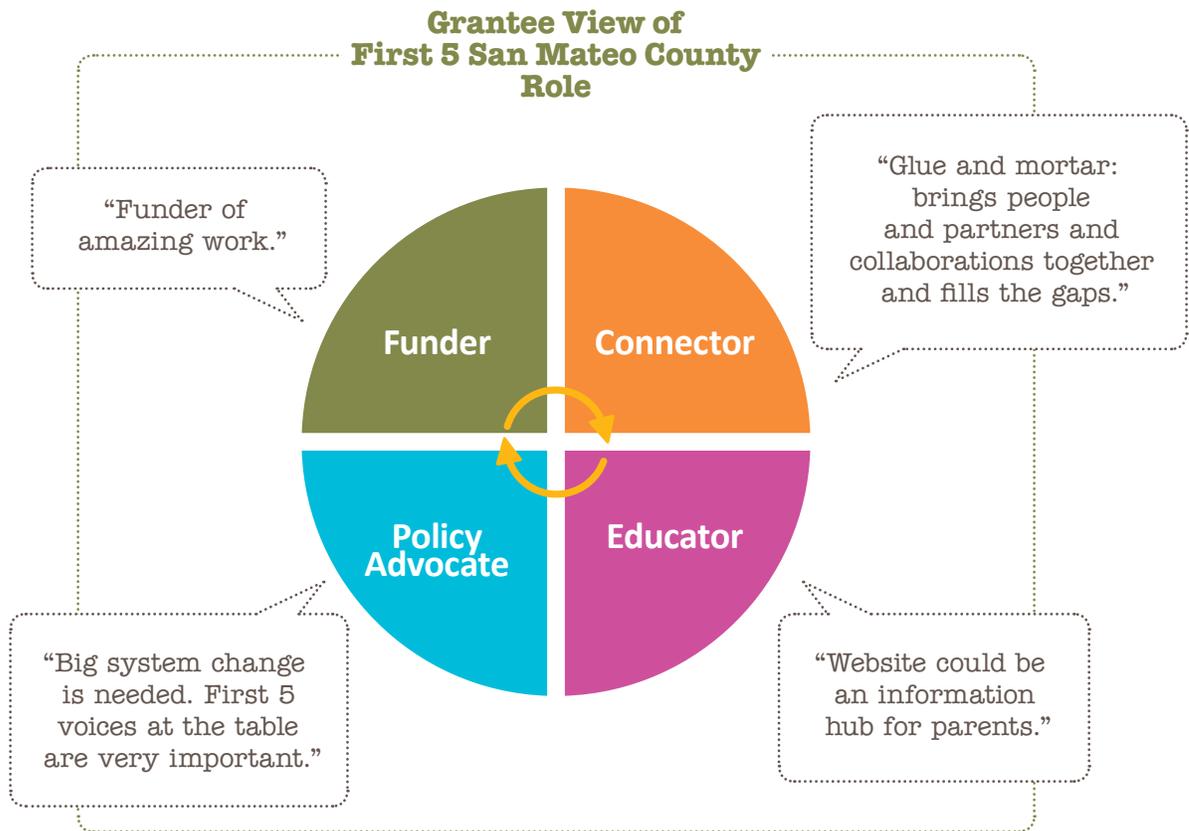
First 5 San Mateo County is in an exciting and unique situation, as the county composition poses striking opportunities as well as challenges. San Mateo County is home to 53,622 children ages 0 to 5,ⁱ and to some of Silicon Valley's biggest names such as Facebook and Oracle. The region's success is reflected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

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



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

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



Guiding

PRINCIPLES

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

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

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

2 Leverage strength in partnership and collaboration.

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

3 Build brand voice and positioning.

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

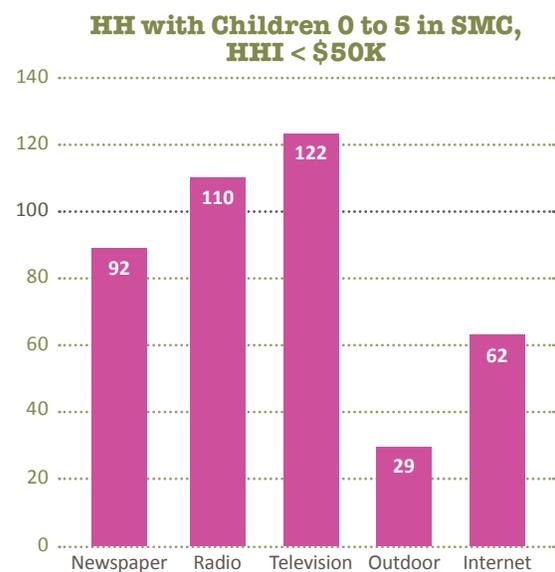
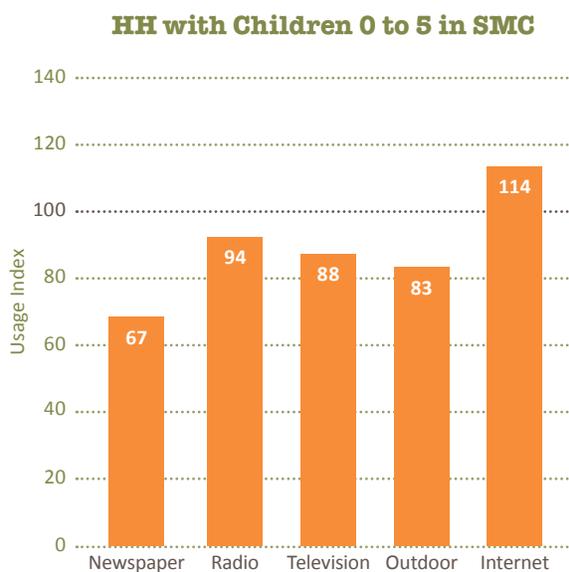


Audience Assessment and Focus for

COMMUNICATIONS

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

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



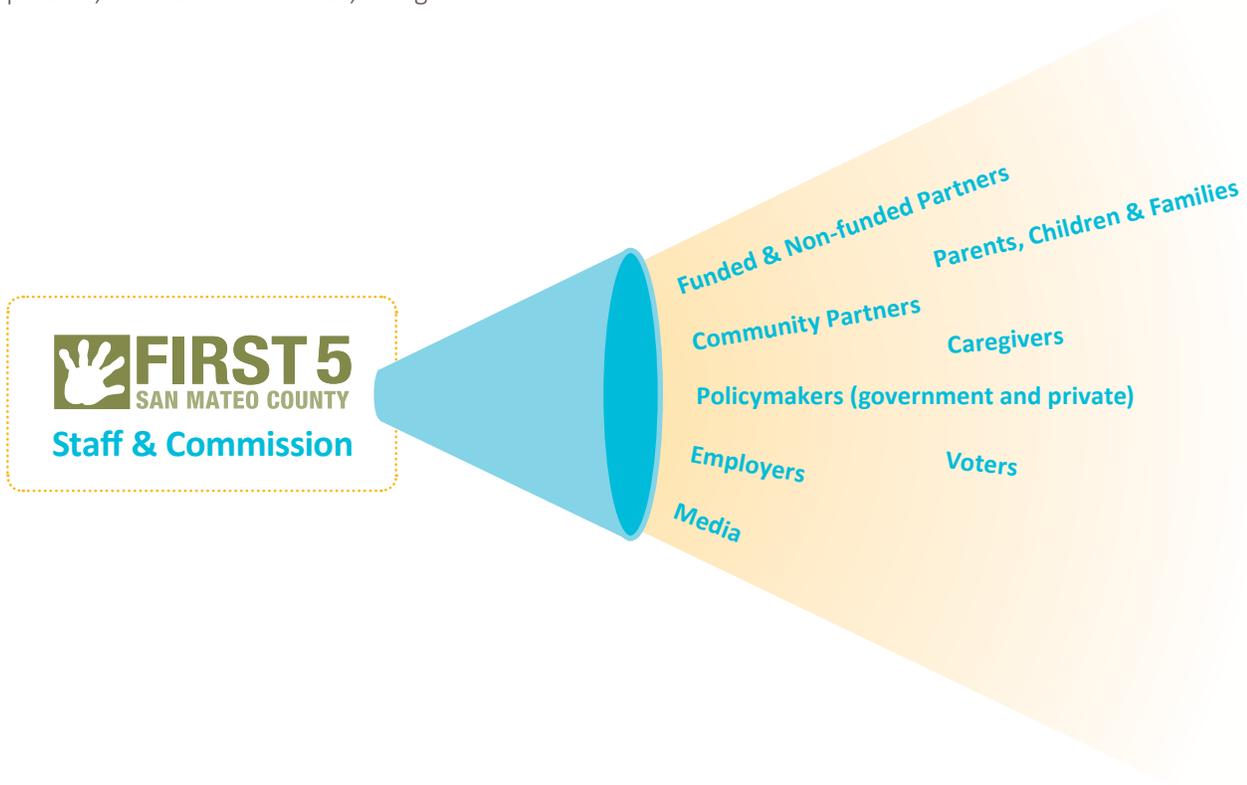
Segmentation Strategy

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

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

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

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



Goals and Target

A U D I E N C E S

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

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

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

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

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

3 Leverage partnership as a key communications channel.

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

Intended Outcomes

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

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

Strategies and



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

Goal 1

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

Primary Audience:

Influencers, Voters, Parents and Caregivers

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

Impact Story Development

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

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

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

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

Platform and Channel Expansion

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

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

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



Goal 2

Position First 5 San Mateo County as a thought leader.

Primary Audience:

Influencers, Voters, Parents and Caregivers

Internal Communications

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

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

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

Thought Leadership

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

Listening Tour & Champion Cultivation

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

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

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

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



Goal 3

Leverage partnership as a key communications channel.

Primary Audience:

Funded and Unfunded Partners, Influencers, Parents and Caregivers

Funded Partner Communications

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

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

Leveraging Regional Resources

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

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

Employer Outreach

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

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

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

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

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

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

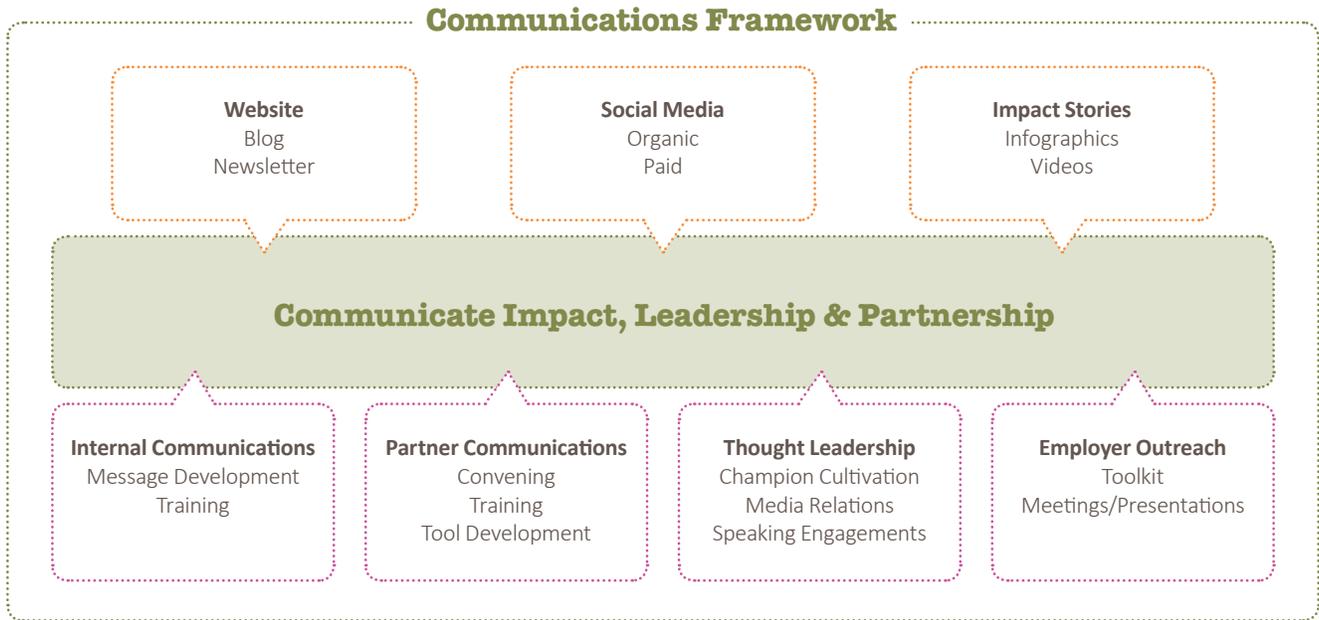
^{iv} Zak, Paul. Why Your Brain Loves Good Storytelling. Harvard Business Review. <https://hbr.org/2014/10/why-your-brain-loves-good-storytelling/>

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

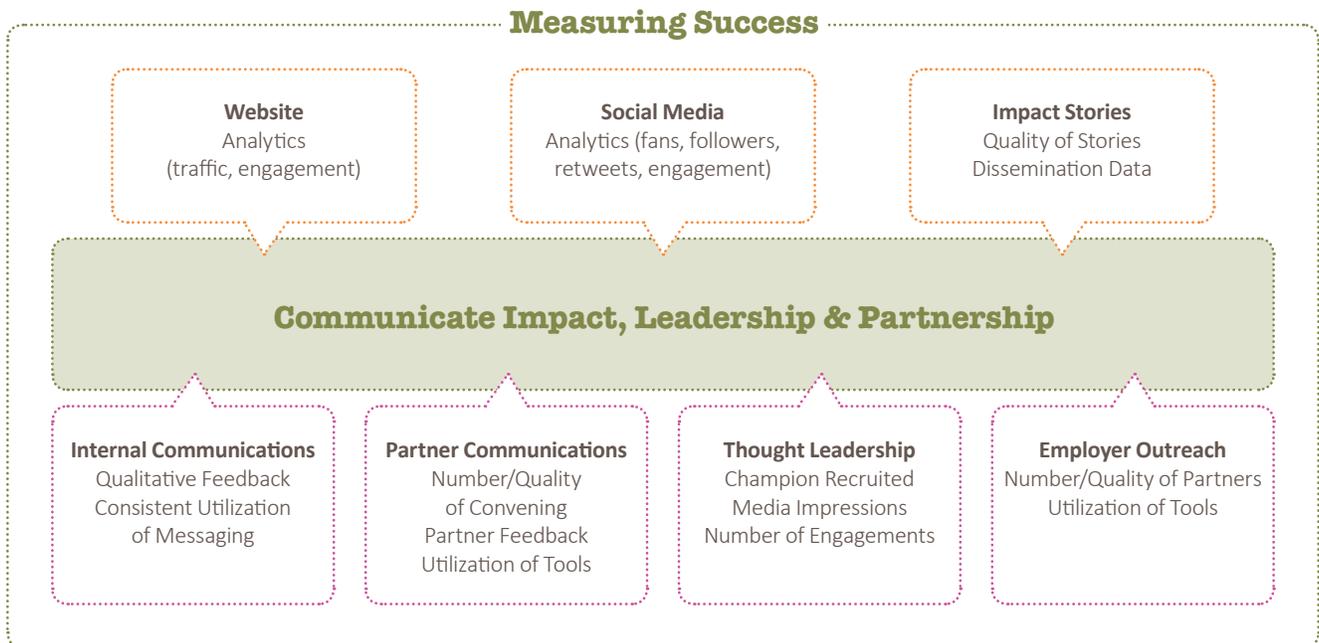


Overall Framework and Measuring Success

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



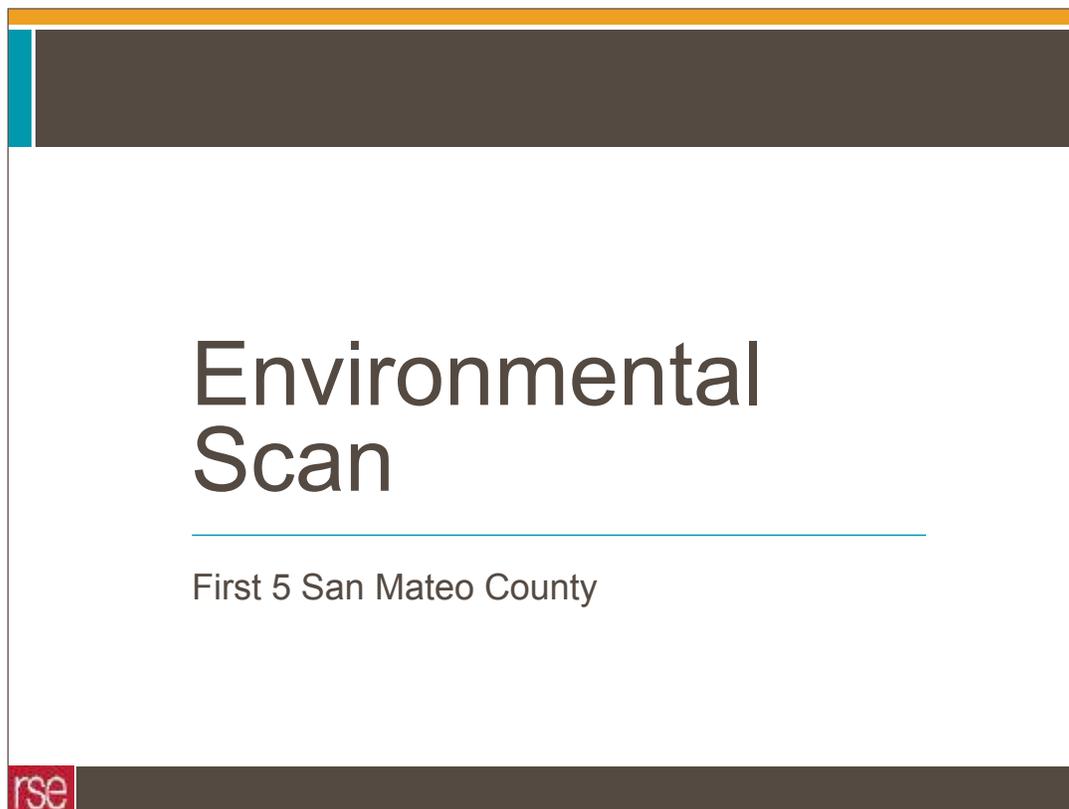
Each component of the plan will be measured to evaluate progress. Below is a representation of the communications framework where success metrics have been identified by initiative. A dashboard report will be created for easy monitoring and reporting on these key performance indicators (KPIs).



Appendix

- a. Environmental Scan
- b. San Mateo County Parent Media Profile
- c. Digital Audit
- d. Key Informant Report
- e. Grantee Roundtable Report and
Parent Group Report

a. Environmental Scan

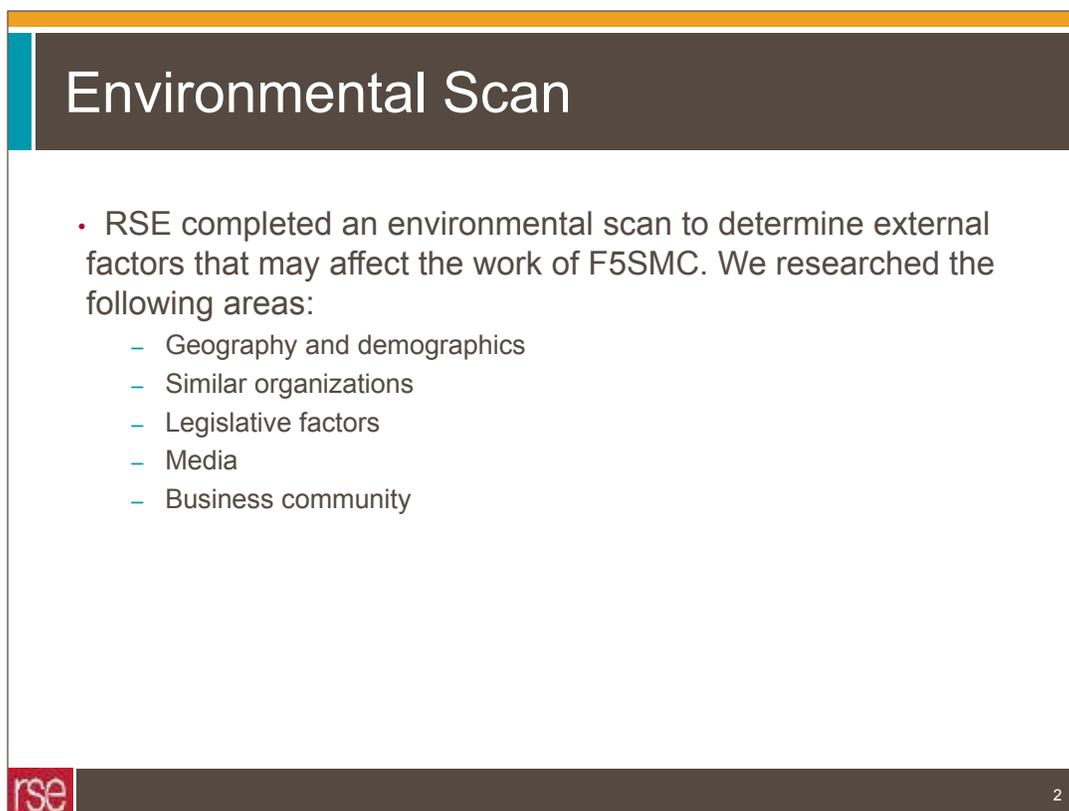


Environmental
Scan

First 5 San Mateo County

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This slide features a dark grey header with a teal vertical bar on the left. The main content area is white with the title 'Environmental Scan' in a large, dark grey font. A thin teal horizontal line is positioned below the title. Underneath the line, the text 'First 5 San Mateo County' is displayed in a smaller, dark grey font. The bottom of the slide has a dark grey footer with the 'rse' logo in white on the left.



Environmental Scan

- RSE completed an environmental scan to determine external factors that may affect the work of F5SMC. We researched the following areas:
 - Geography and demographics
 - Similar organizations
 - Legislative factors
 - Media
 - Business community

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2

This slide features a dark grey header with a teal vertical bar on the left. The title 'Environmental Scan' is written in white. The main content area is white and contains a bulleted list. The first bullet point is a red dot, followed by a paragraph of text. Below this are five sub-bullets, each preceded by a teal dash. The bottom of the slide has a dark grey footer with the 'rse' logo in white on the left and the number '2' in white on the right.

Geography and Demographics

- San Mateo County demographic characteristics is changing, with a population that is aging and becoming more racially and ethnically diverse.
- The proportion of Hispanics has increased from 17.8 percent in 2000. During the same time period, the Asian and Pacific Islander population increased from 16.4 percent to 23.0 percent and the African American population decreased from 5.2 percent to 3.8 percent.
- According to Healthy San Mateo 2010, the racial and ethnic change mirrors that of California, except the African American population across the state is increasing. The growth of the Hispanic population is largely attributed to birth rates minus deaths, rather than migration. While migration is responsible for most of the increase in the Asian and Pacific Islander population in San Mateo County.
- According to Healthy San Mateo 2010, the baby boom generation represents a large proportion of the population that will enter old age during the next two decades. Based on this trend, the need for services for the older and elderly population will be unprecedented.
- According to the US Census, the percentage of persons under 5 years old in San Mateo county decreased from 6.5% in 2010 to 6.1% in 2014.

Geography and Demographics

- In 2014, San Mateo had a median household income of \$91,421, compared to the statewide median household income of \$61,489.
- While there is great wealth in San Mateo, there are also pockets of poverty and lack of services in some areas.



Bay Area First 5's

- First 5 San Francisco
 - Recently released Strategic Plan 2016-2020, with a new impact area focused on Systems Change
 - Lead regional QRIS pilot.
 - Communication channels include blog, Twitter, Facebook, Pinterest and LinkedIn.
- First 5 Santa Clara
 - Large staff with dedicated communications department.
 - “Community of Learning” is an extensive education program to increase quality and training within the county.
 - “Featured Services” on the website are: Family Resource Centers, Free Health Insurance, Child Signature Program and Race to the Top.
 - Communication channels include email list, Twitter, Facebook, podcasts and radio shows.

Bay Area First 5's

- First 5 Santa Cruz
 - According to Strategic Plan 2016-2020, funding will reduce over the next 3 years at 23%, 15% and 13% for each year. This will impact the level of funding for existing programs, but the focus areas will not change.
 - Investing in systems change is a priority, not as a funding strategy but as a way to lend staff expertise.
 - Communications channels include Triple P newsletter and Facebook
- First 5 Contra Costa
 - Launching new Help Me Grow campaign and currently have additional website for QRIS.
 - Find numerous programs with different focuses, but no clear priority.
 - Communication channels include newsletter, blog, Twitter, Facebook and YouTube.

Bay Area First 5's

- First 5 Alameda
 - Large staff with dedicated communications department.
 - Use infographics and digital stories to share their impact
 - Communication channels include newsletter, Twitter, Facebook and YouTube.

Additional Local Funders

- Silicon Valley Community Foundation
- Horizons Foundation
- The San Francisco Foundation
- San Mateo County Health Foundation

Policy

- Children's Bill of Rights
 - The Children's Bill of Rights is a set of policy goals or aspirations that were adopted by all cities within the County of San Mateo.
 - This was an early policy program supporting early childhood development.
 - The effort is lauded as successful in raising awareness about the issue but follow through has been lacking.
- Children's Health Initiative
 - San Mateo County implemented universal health care for children in 2003, roughly ten years before the Affordable Care Act.
 - The effort was launched by San Mateo County, F5SMC, Peninsula Healthcare District, and Sequoia Healthcare District.
 - Ninety-five percent of County children have healthcare coverage, and 36,000 children are enrolled in the public healthcare plan.

Policy

- The Big Lift
 - The Big Lift is the most significant policy effort in San Mateo County related to early childhood development. This initiative is front and center in terms of the early childhood development policy agenda locally.
 - The effort seeks to provide universal pre-school for county youth – 43% of whom do not read at grade level by third grade.
 - The effort has raised \$28 million from a variety of foundations, corporations, government entities and F5SMC. Stanford University has estimated full implementation will cost \$50 million annually.
 - The effort includes after school programs and other initiatives beyond preschool.

Media

- A majority of news stories regarding early childhood education in the Bay Area focus on cost and lack of affordable options for families.
 - <http://edsource.org/2016/governors-latest-early-education-budget-proposal-disappoints-advocates-providers/564254>
 - <http://www.mv-voice.com/news/2016/04/27/report-urges-big-increase-in-preschool-childcare-access>
 - http://www.mercurynews.com/opinion/ci_27321107/alex-johnson-early-childhood-education-is-answer-equal
- Overall, there was very little news coverage for F5SMC. Articles that were available focused on F5SMC funded projects such as The Big Lift and virtual dental.

Business Community

- There are several high-profile companies located in San Mateo County:
 - Facebook
 - Genentech
 - Electronic Arts
 - Oracle
 - Visa
 - Gilead Sciences
- While these larger corporations offer competitive benefits to support parents and young children (Facebook offers paid leave and Genentech has an onsite childcare facility), many low and medium income employees do not have these benefits available to them.

b. San Mateo County Parent Media Profile



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**Mass Media
Market Profile**

First 5 San Mateo County

RUNYON SALTZMAN EINHORN, INC.

Key Definitions

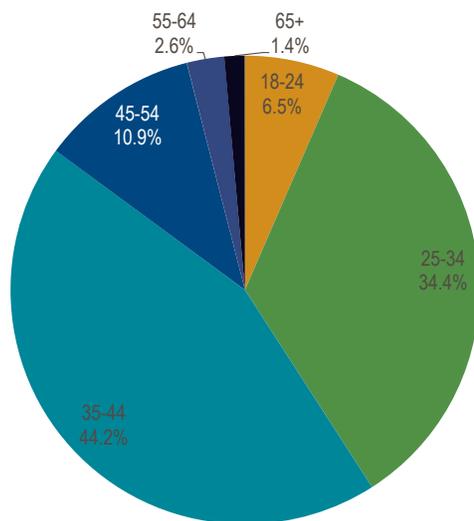
- All data relates to households with the presence of children under five
- Householder = Head of Household
- HHLDs = households

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2

Target: HHLDs with children 0-5

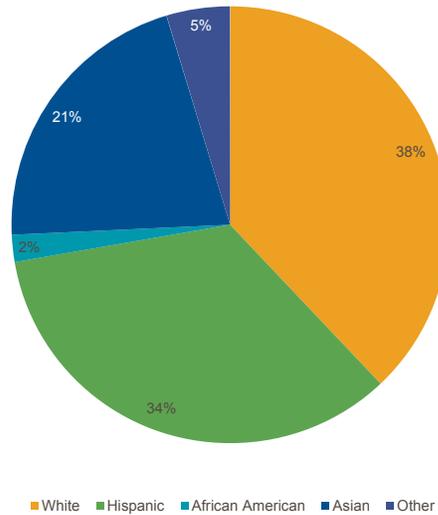
Age



- 34% of 25-34 year olds have children 0-5 in the HHLD
- 44% fall in the next age segment of 35 to 44
- Core target = 25-44 (78% of HHLDs with children 0-5)

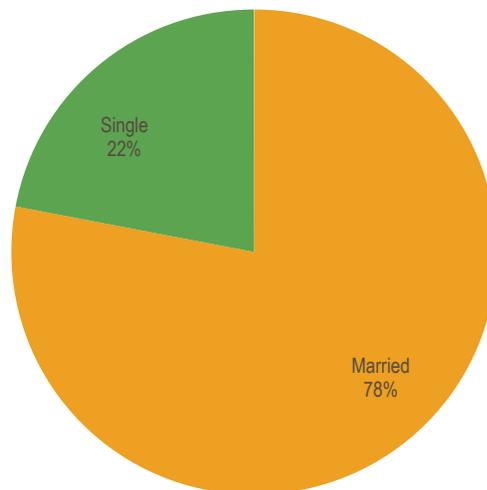
Ethnicity

- 38% White
- 34% of HHLDs are Latino
 - 14% prefer to speak Spanish at home
- 21% Asian
- English and Spanish outreach
- Potential Asian-language needs

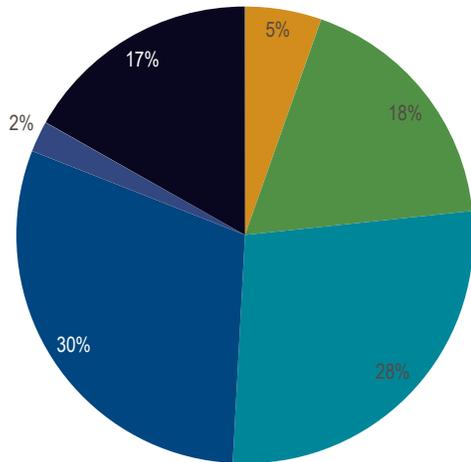


Marital Status

- 78% are married
- 22% are single
 - Includes widowed, separated and divorced



Education Level



- 23% have high school education or less
- 28% have AA/AS or some college

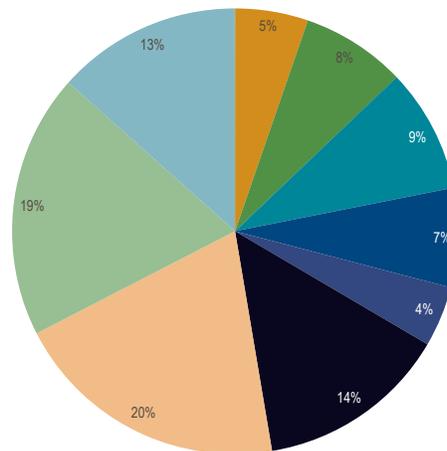
■ Some High School or less
 ■ High School Graduate
 ■ 1-3 yrs College
■ College Graduate
 ■ Some Post Graduate
 ■ Post Graduate Degree

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7

Household Income

- 29% of HHLD have HHI below \$50,000
- 33% have HHI <\$75,000



■ <\$19,999
 ■ \$20,000-\$29,999
 ■ \$30,000-\$39,999
 ■ \$40,000-\$49,999
 ■ \$50,000-\$74,999
■ \$75,000-\$99,999
 ■ \$100,000-\$149,999
 ■ \$150,000-\$249,999
 ■ \$250,000+

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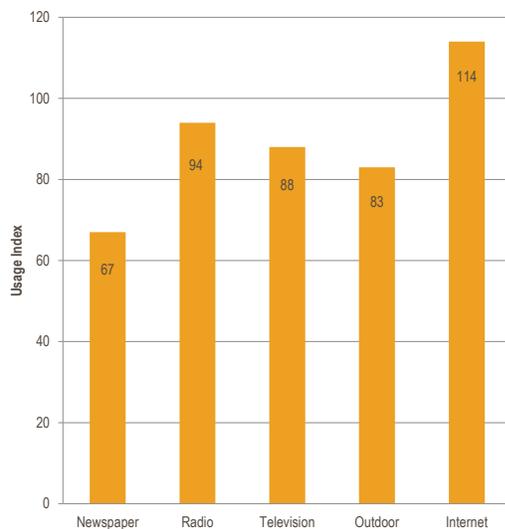
8

Other Demographics

- 42% are **renters**
- 16% are unemployed (potentially home-makers)
- 77% have three to five persons in the HHLD
- Tend to be more nuclear families
 - 68% of HHLDs have two adults in the home

Media Usage

- Radio and Internet are used most
- Outdoor can be a strong awareness tactic
- Television has reach potential, with significant waste
- Newspaper is the least opportunistic



TV Watching

- 44% of HHLDs with children 0-5 watch the Oscars
- 24% watch the MLB or NBA All-Star games
- Comedies (56%) are popular among the target
- 45% watch Sports
- Documentaries and movies are also popular

Radio Listening

- Contemporary Hits Radio (CHR) formats are most popular
- AC formats also have strong usage figures for HHLDs with children 0-5
- One-in-five listens to Giants, 49ers, or Warriors games

<u>Format</u>	<u>Usage Index</u>
Rhythmic CHR	174
Pop CHR	142
Hot AC	136
Rhythmic AC	123
Rhythmic Oldies	112
Adult Contemporary	108
Alternative	107
Classic Hits	103
Classic Rock	97
Country	80

Print Readership

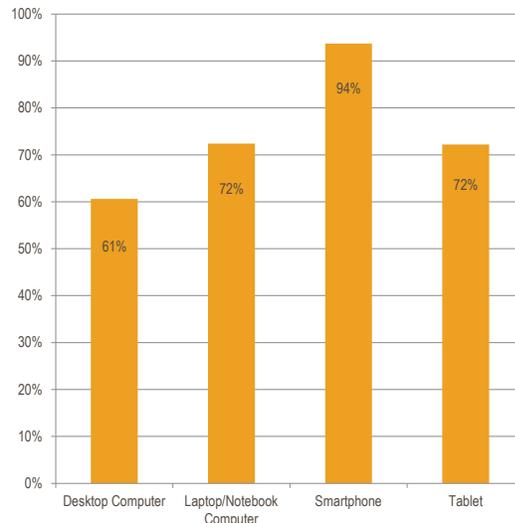
- Magazine readership is not high amongst HHLDs with children 0-5
 - Magazine selection should be determined by creative message
- 10% read the San Francisco Chronicle
 - 2% read the San Mateo County Times

Outdoor Exposure

- 90% travel via their own vehicle
- 15% have taken the bus within the past 7 days
- 14% have used BART or Caltrain

Internet Access

- 90% have used the Internet in the past month
- Smartphone ownership is high
- These household own multiple devices
 - Need for cross-device targeting



Ways Used Internet

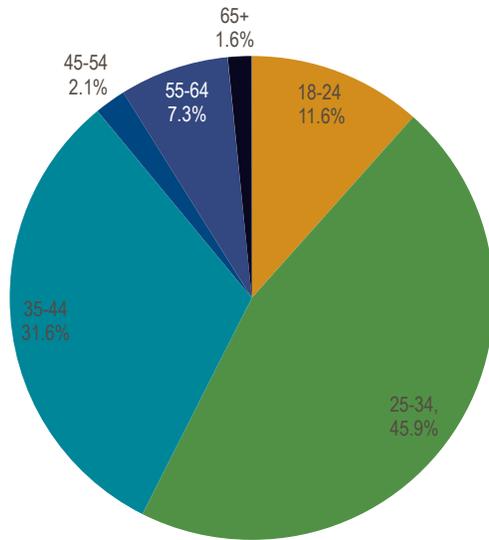
- Social networking is the most popular online activity
- 49% watch or download movies
 - 67% watch video clips and 28% watch TV programs
- 36% play games online
- 40% listen to music
- News, weather, traffic, sports updates are also common online activities

Adding Income

- All data relates to households with the presence of children under five
- Householder = Head of Household
- HHLDs = households

Target:
HHLDs with
children 0-5 and
HHI <\$50,000

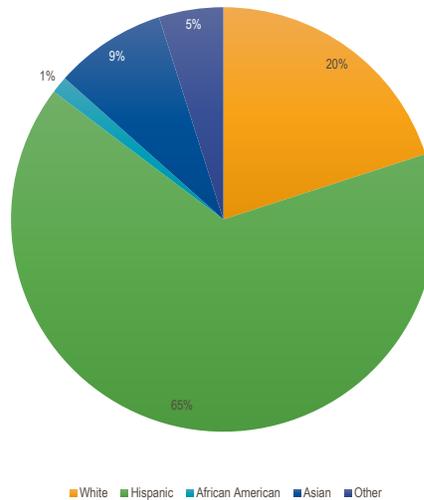
Age



- 46% of 25-34 year olds with HHI <\$50k have children 0-5 in the HHL D
- 32% are 35 to 44
- Core target = 25-44 (78% of HHL Ds with children 0-5)

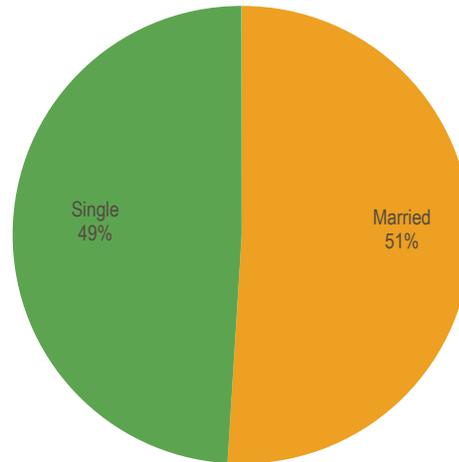
Ethnicity

- 20% White
- 65% of HHL Ds are Latino
 - 40% prefer to speak Spanish at home
- 8% Asian
- English and Spanish outreach

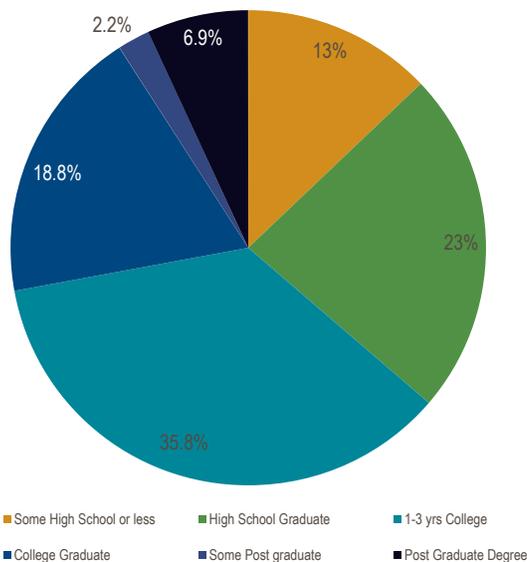


Marital Status

- 51% are married
- 49% are single
 - Includes widowed, separated and divorced



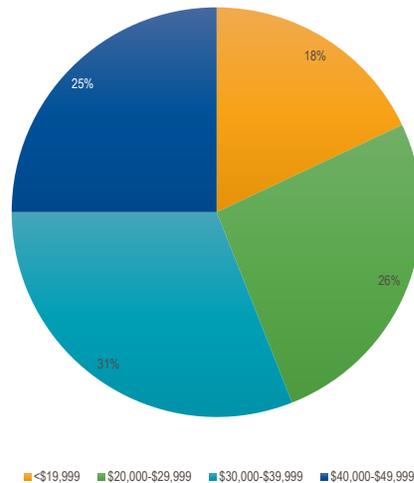
Education Level



- 36% have high school education or less
- 36% have AA/AS or some college

Household Income

- 44% of HHLD have HHI below \$29,999
- 56% have HHI between \$30,000 and \$49,999

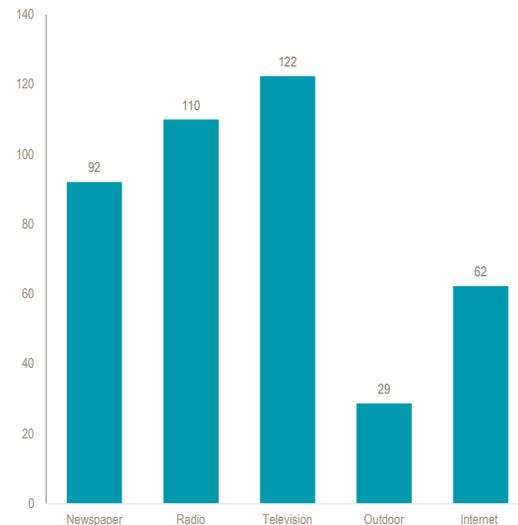


Other Demographics

- 62% are **renters**
- 25% are unemployed (potentially home-makers)
- 56% have three to four to six persons in the HHLD
- 26% of HHLDs have four adults in the home
 - 56% have two adults in the home

Media Usage

- Television and radio are used most
 - Television has significant waste
- Newspaper has the potential to reach this target
- Outdoor and Internet are the least opportunistic



TV Watching

- 36% of HHLDs with children 0-5, HHI <\$50k watch the Grammy Awards
 - 31% watch the Oscars
- 35% watch the NBA All-Star game
 - 27% watch World Cup
- Comedies (50%) are popular among the target
- 41% watch Sports
- Late night talk, mystery/suspense/crime shows and movies are also popular

Radio Listening

- Rhythmic Contemporary Hits Radio (Rhythmic CHR) format is most popular
- Country also has strong listenership
- Giants and 49er games are listened to most on the radio (27%)

Format	Usage Index
Rhythmic CHR	159
Country	138
Pop CHR	137
Classic Hits	99
Classic Rock	97
Rhythmic Oldies	95
Hot AC	94

Print Readership

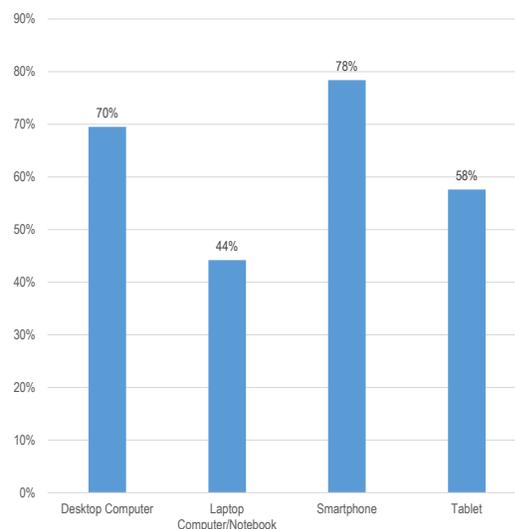
- Magazine readership is not high amongst HHLDs with children 0-5
 - Magazine selection should be determined by creative message
- 9% read the San Francisco Chronicle
 - 1% read the San Mateo County Times

Outdoor Exposure

- 40% have taken the bus within the past 7 days
- 76% drive their own car
 - This target is not driving long distances
- 16% used Muni
- 22% traveled by BART

Internet Access

- 71% have used the Internet in the past month
- Smartphone ownership is high
- These households own multiple devices
 - Need for cross-device targeting



Ways Used Internet

- Social networking is the most popular online activity
- 47% watch video clips
 - 19% watch TV programs
- 37% play games online
- 42% listen to music
- Banking, weather, daily deals, instant messaging, and shopping are also common online activities

c. Digital Audit

F5SMC – Digital Communications Audit

Website Review

- Audiences
- Traffic
- SEO
- Referrers
- Landing Pages

Facebook Review

- Audiences
- Content
- Likes

Social Media Outlets

Recommendations

1

F5SMC – Website Audiences

2015

Users	Sessions	Pages / Sessions	Bounce Rate	Avg. Duration
3,791	6,090	3.30	35.60%	00:01:54

Site Traffic

- New
- Returning

Device

- Mobile
- Desktop/Tablet

- According to Higher Education Marketing, industry benchmark bounce rates for education-focused websites are between 40% to 60%
- The F5SMC website saw a very low bounce rate in 2015 at 36%
- Overall, about two-third of all website visitors were new (first-time visitors)
- A majority of traffic are viewing the website on desktop/tablet compared to mobile devices

2

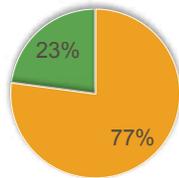
F5FC – Website Audiences

Jan - Nov 2015

Users	Sessions	Pages / Sessions	Avg. Session Duration	Bounce Rate
18,382	25,010	2.34	00:01:48	60.24%

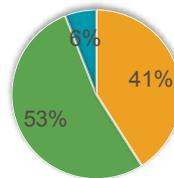
Site Traffic

- New
- Returning



Device

- Mobile
- Desktop
- Tablet



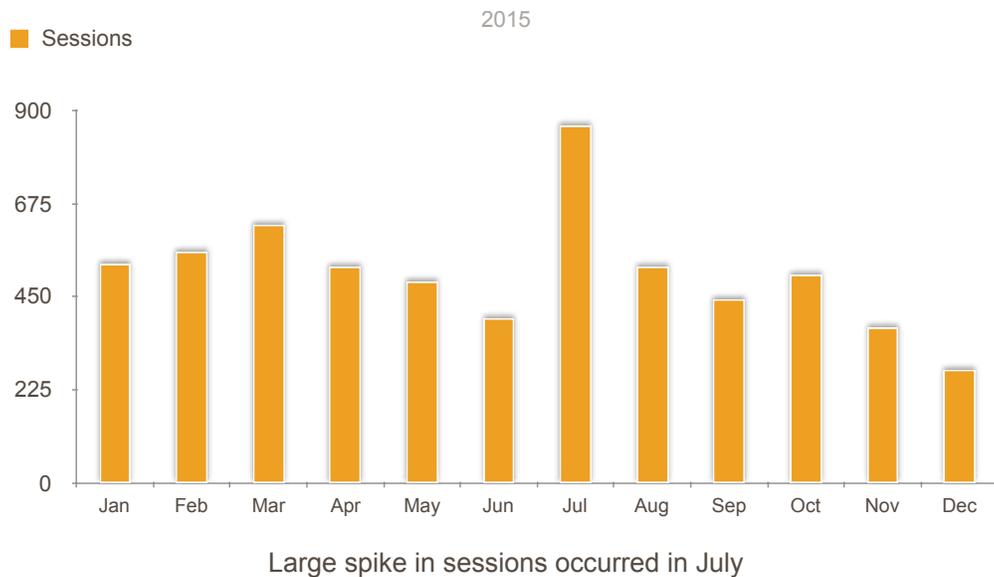
F5SMC – Website Audiences

2015

City	Sessions	% New Sessions	Bounce Rate	Pages/Session
Redwood City	1,011	28.68%	25.62%	4.24
San Francisco	697	66.28%	36.15%	3.11
San Mateo	672	45.68%	30.95%	3.90
San Jose	201	68.66%	33.83%	3.34
South San Francisco	159	50.94%	22.64%	4.12
Daly City	135	58.52%	27.41%	4.89
San Carlos	121	66.94%	20.66%	3.53
Sacramento	115	58.26%	30.43%	3.17
Melo Park	110	73.64%	21.82%	4.06

- A significant amount of the overall impressions are coming from counties other than San Mateo (ex: San Francisco, Santa Clara, Sacramento, etc.)
- Visitors from Redwood City are seeing very low bounce rates and high site engagement (pages/session) - this is also where the County of San Mateo office building is located

F5SMC – Website Traffic



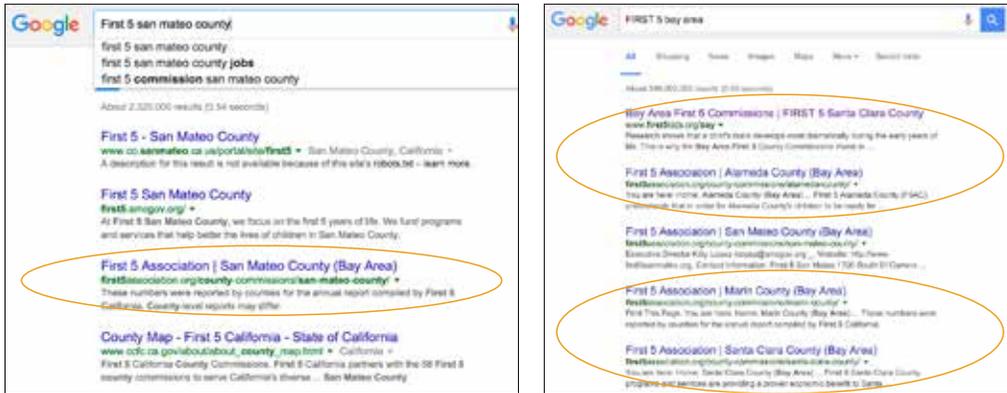
F5SMC – Website Traffic

2015

Source	Sessions	% New Sessions	Bounce Rate	Pages/Session
Referral	2,427	71.49%	40.05%	2.94
Organic (Search)	2,397	48.27%	27.95%	3.85
Direct	1,229	70.38%	40.68%	3.00
Social	36	94.44%	72.22%	1.61

- A large amount of traffic came from website referrals. Overall, this source accounted for 40% of site traffic
- Also, a significant amount of website traffic (39%) came from search engines (Google, Yahoo, Bing)
- Search traffic saw very low bounce rates and high visitor engagement (pages/session)
- Social media, in particular Facebook, was not a significant driver of website traffic

F5SMC – Website SEO



- While Search is a significant driver of traffic, there are additional opportunities to drive even more traffic from search through SEO strategies
- These include earned media, a robust social media program and website domain structure

F5SMC – Website Referrers

2015

Referrer	Sessions	% New Sessions	Pages / Session
co.sanmateo.ca.us	867	59.17%	3.48
sampleaday.com	286	98.25%	2.03
first5california.com	195	80.51%	4.18
CCFC.ca.gov	175	80.00	3.45

- The County of San Mateo was the top website referrer for the F5SMC site (F5SMC is also a subdomain on the County site)
- First 5 California (number 3 and 4 in terms of site referrals) was also a strong driver of new traffic to the site
- sampleaday.com (promotional site) was also a strong site referral but also saw lower visitor engagement (pages/session)

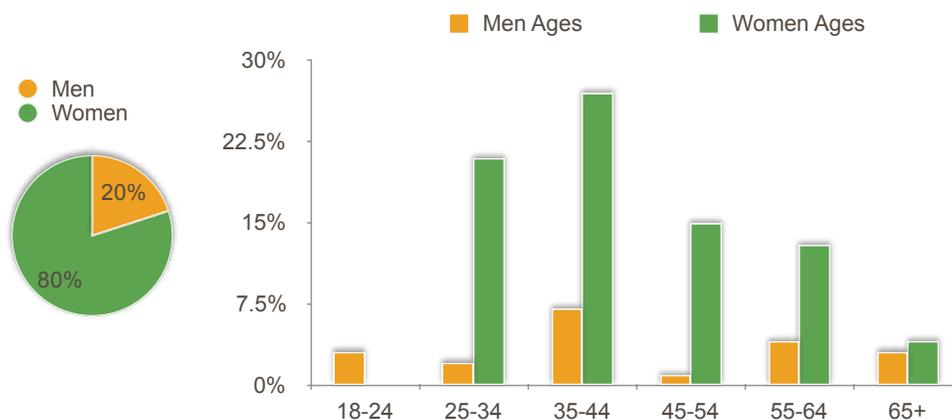
F5SMC – Website Content

2015

Landing Page	Sessions	Bounce Rate	Pages/Session
Home	3,989	27.35%	3.76
Free Daddy's Tool Bag DVD	394	42.89%	2.01
Free Daddy's Tool Bag DVD Webform	340	72.94%	1.44
Commission Meetings	160	42.50%	2.25

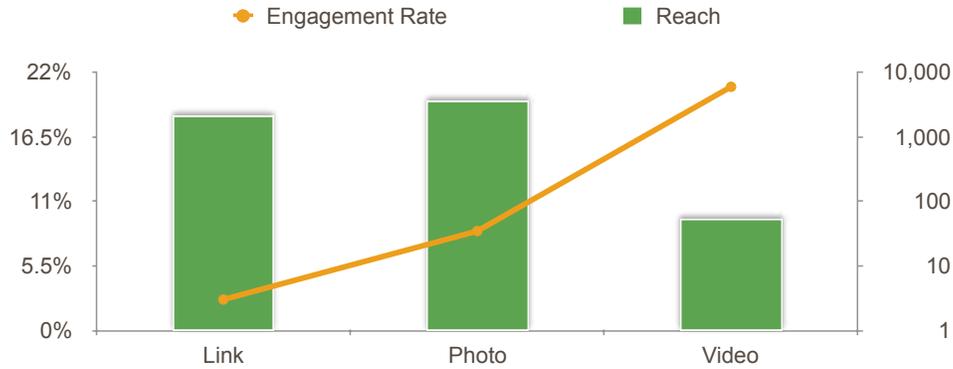
- On average, of the sessions that started on the homepage there were about four additional pages viewed on the site
- The Free Daddy's Tool Bag DVD Toolkit was a page that saw a large amount of sessions but low visitor engagement (pages/session)
- Commission Meetings was another page that visitors went directly to (more of an insider audience resource)

F5SMC – Facebook Audiences



- 80% of Facebook fans are women
- 48% of these women fans fall between the ages of 25-44 and are highly engaged on the page

F5SMC – Facebook Content



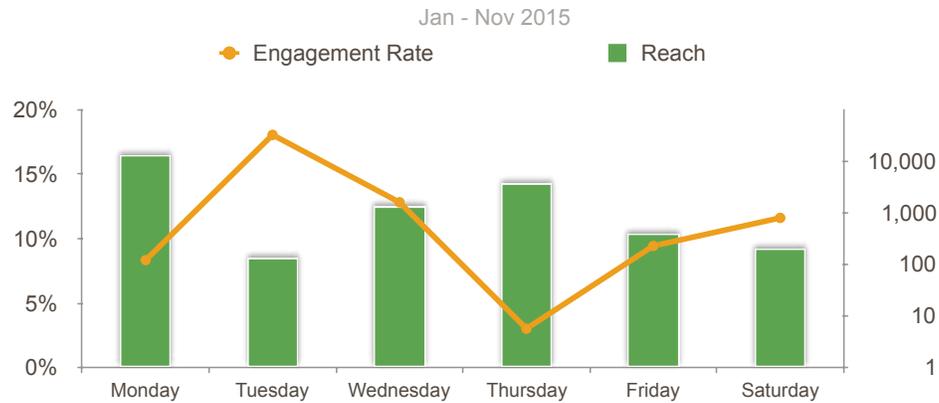
- This data is from 2014 through 2016
- In 2015, the Page only has post data on it from September 2015
- 4 month period has only generated a total of 4,201 reach
- Posts that use images compared to just links have almost double the engagement rate

F5SMC – Facebook Content

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> • 1,877 People Reached • 30 Likes • 3 Shares • 35 Post Clicks | <ul style="list-style-type: none"> • 1,446 People Reached • 18 Likes • 2 Comments • 7 Post Clicks | <ul style="list-style-type: none"> • 235 People Reached • 1 Like • 1 Share • 18 Post Clicks |
|--|---|---|



F5SMC – Facebook Content

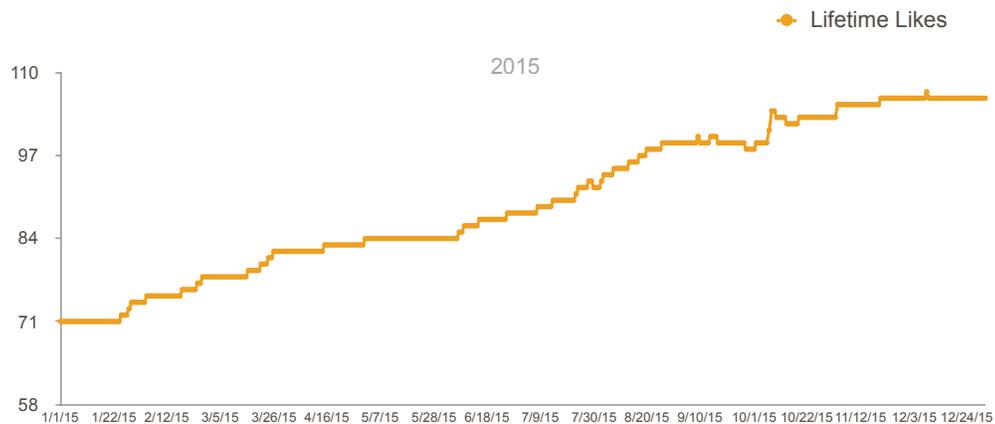


- This Facebook analysis is from 2014 through 2016
- The top day for posting Facebook content in terms of engagement is Tuesday
- It appears the most content was posted on Monday (reach and Thursday) but both days saw lower engagement rates

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F5SMC – Facebook Likes



- In 2015, the Page only has post data on it from September 2015
- Page was growing (very small) even when content wasn't being posted on the page
- July saw a large jump in Likes (similar to website traffic)

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F5SMC – Social Media Outlets

Twitter Influencers



- @SHFB
- 4,241 followers
- 6,179 tweets



- @EarlyYears_CN
- 1,693 followers
- 2,003 tweets



- @TheaRunyan
- 180 followers
- 248 tweets



- @EarlyEdgeCA
- 5,681 followers
- 7,130 tweets



- @4CsSMC
- 88 followers
- 100 tweets



- @First5CA
- 18.K followers
- 11.4K tweets

Systems change agents for children in the Bay Area are having conversations on Twitter

F5FC – Twitter Influencers



- @TCMFresno
- 208 followers
- 426 tweets



- @KidsHealth
- 236,000 followers
- 26,800 tweets



- @First5CA
- 18,500 followers
- 11,300 tweets



- @4earlysuccess
- 6,711 followers
- 3,742 tweets



- @firstfiveyears
- 13,800 followers
- 6,520 tweets



- @CampaignForChildren
- 25,100 followers
- 21,000 tweets

F5SMC – Social Media Outlets

Social Media Channel Demographics 2015
Source: Pew Research Center

Instagram	Internet users
Total	28%
Men	24%
Women	31%
White, Non-Hispanic	21%
Black, Non-Hispanic	47%
Hispanic	38%
18-29	55%
30-49	28%
50-64	11%
65+	4%
Urban	32%
Suburban	28%
Rural	18%

Facebook	Internet users
Total	72%
Men	66%
Women	77%
White, Non-Hispanic	70%
Black, Non-Hispanic	67%
Hispanic	75%
18-29	82%
30-49	79%
50-64	64%
65+	48%
Urban	74%
Suburban	72%
Rural	67%

F5SMC – Social Media Outlets

Social Media Channel Demographics 2015
Source: Pew Research Center

Twitter	Internet users
Total	23%
Men	25%
Women	21%
White, Non-Hispanic	20%
Black, Non-Hispanic	28%
Hispanic	28%
18-29	32%
30-49	29%
50-64	13%
65+	6%
Urban	30%
Suburban	21%
Rural	15%

Pinterest	Internet users
Total	31%
Men	16%
Women	44%
White, Non-Hispanic	32%
Black, Non-Hispanic	23%
Hispanic	32%
18-29	37%
30-49	36%
50-64	24%
65+	16%
Urban	26%
Suburban	34%
Rural	31%

F5SMC – Recommendations

1. The F5SMC website is seeing very good site engagement in terms of bounce rate and pages/session. However, the amount of sessions for all of 2015 equaled about a few hundred a month.
2. The majority of website sessions are coming from Redwood City (where County of San Mateo office is located) suggesting that majority of visitors to the site are 'insiders.'
3. Additionally, the F5SMC website sees large amount of traffic come from referral sources - including San Mateo County. Search also sends a large amount of traffic to the F5SMC site, however, there is opportunity to capitalize on even more search traffic through SEO strategies.
4. Currently, the F5SMC Facebook page is not frequently updated yet the page sees steady growth in terms of likes.
5. Provide more frequent content for the page and like to F5SMC website. Also, look to reach specific target audiences through small paid social media advertising.
6. We also recommend expanding social media operations to new channels to reach target audiences. For example, Twitter is a platform where conversations are taking place in the Bay Area around early childhood development. By joining these conversations F5SMC will be able to expand message reach and engage with new target audiences.

Immediate Next Steps:

We will review other First 5 websites and social media platforms, specifically looking at:

- Website content
- Website engagement
- Website structure

d. Key Informant Report

Key Informant Interview Recap

First 5 San Mateo County

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Background

- On behalf of First 5 San Mateo County (F5SMC), Runyon Saltzman, Inc. (RSE) conducted in-depth interviews with 20 internal and external stakeholders in San Mateo County. These conversations were facilitated over the phone by RSE staff members.
- The two primary goals of this research were:
 1. Gain insight into how F5SMC stakeholders view the organization, its key audiences, strengths and weaknesses.
 2. Identify opportunities to advance and/or strengthen F5SMC communications activities.

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Methodology

- RSE and F5SMC developed a list of key informants to target for the interviews. Individuals on the list were contacted multiple times for scheduling, however not everyone was able to participate due to limited availability. The 20 people who were interviewed include F5SMC staff, commissioners, other county and First 5 staff, educators and CBOs.
- The interviews were conducted by phone during March and April of 2016. Some of the interviews were audio recorded with permission by the interviewees and assurance of the confidentiality of their responses.
- RSE created two versions of the discussion guide for the interviews – one for internal stakeholders (including staff and commissioners) and one for external stakeholders. These were reviewed and approved by F5SMC.

Key Finding: Mission

- While it is clear that children 0-5 are the core of First 5 San Mateo County's mission, the goal of the mission was not consistently communicated by key informants.
 - Promote and improve the quality of care for children 0-5 and their families.
 - Primary goal to address issues pertaining to children in their first 5 years of development through legislation and policy.
 - Advancing the opportunities that children and families need in order to thrive. Certainly 0-5, but ultimately to become healthy adults with satisfying gratifying lives.
 - Wellbeing of children 0-5 no matter where they come from, focusing on education.
 - Healthy start for all children.

Key Finding: Audience

- During the discussions, two main audiences emerged:
 - Policy Makers
 - “Budgets are declining so as part of strategic plan, we’ve said we’re going to pivot and become less programmatic and more focused on advocacy and policy makers.”
 - “From an advocacy perspective, and mobilize around a policy agenda, we’d think our audience being city council members, corporate boards of directors, leaders that are essential for mobilizing around key policy agendas, creating forums. Continue to be leaders of non-profit organizations and key stakeholders in early childhood development.”
 - Parents and caregivers of children 0-5
 - There was not a consensus if the focus should be all parents or specifically low-income parents.
- There were several other secondary audiences mentioned by respondents:
 - Practitioners working with families and young people
 - Businesses
 - Schools/ PTAs/ Churches

Key Finding: Strengths

- Several respondents felt First 5 San Mateo did an excellent job funding programs that supported children in the county.
 - The Big Lift and Bridges to Success.
 - F5SMC has had great success with health initiatives, such as universal healthcare for kids, dental programs, and the visiting public healthcare nurses.
 - “F5SMC knows the best providers and works closely with them, grants, and monitors the work. Good job of selecting the right programs to work with to produce the best results.”
 - “Very prudent in the way we spend our money through our grants. Have a good process for selecting good organizations and do good monitoring. Between us and the grantees, we’re doing a very, very good job.”
- F5SMC is also seen as a great partner that promotes cross-sector collaboration
 - Kitty Lopez is seen as a strong leader and strategic partner.

Key Finding: Opportunities

- Respondents felt that F5SMC is not well known in the general community.
 - Parents may not connect the services they receive with F5SMC.
 - “General constituents don’t really know what first 5 funds or anything beyond the general programming for 0-5. People don’t really know that they are a funding organization. Other First 5’s have educational campaigns and people may see First 5 as a provider rather than a funder. Not a well-known service provider.”
- The website is not being maximized for communications.
 - The website is an “insider” tool and used for grantees to find funding information.
- There was mixed message regarding data. Some respondents felt it wasn’t telling staff enough, while others feel there may be too much collected.
 - “Not sure the data tell us the quality of effectiveness of the programs and that we are allocating our resources in the most efficient manner.”
 - “Staff does a good job collecting data from our partners but we can do better. We need a more expansive view of outcomes – in the evaluation arena how can we look to the extent the kids we serve are interacting with other systems and services. Can’t look at kids in silos. And you really need to look more longitudinally to see if they’re graduating from high school, staying out of trouble, etc.”

Key Finding: Recommendations

- When given the opportunity to make recommendations, several respondents felt the need for a clear policy agenda
 - “We need to develop a strategy and then advocate for it. The first test of this is a shortage of preschool and day care centers.”
 - “Should invest around advocacy and this will be the most important piece. We should work on policy and get to advocacy event and look at legislative positions.”
- Another recommendation was to focus on parent education and using parents as advocates.
 - They can mobilize to ensure programs survive budget cuts. They could be trained to master the skill set to advocate.
 - Amplify educational messages that they want to get to people. Strategic alignment of what they want families to learn- top 3 things that partners can share.
 - Collaborate cross sector to amplify and enhance others work with their contributions.

Key Finding: Recommendations

- F5SMC involvement in the community was also discussed by respondents. Specifically the need for F5 to strengthen their role as a convener and well as continue to reach out and listen to the community.
 - Partner network is underutilized avenue for communication. Using partner networks and communities to vet ideas and get a pulse of what the needs are in the community and listening.
- Another recommendation was to focus on sharing the impact of F5SMC on a broader level.
 - "What they don't do, is talk about the impacts they've made. We started this and it did that. People want to know what an organization is valuable and that isn't messaged well or at all. What you do is the operational level but not why you exist. The value of an organization's existence is what it accomplishes. That's what we need to develop in messaging for F5SMC."
 - "Moving forward, we really have to do a rock solid job to prove that this work is effective so that others can invest and take the work to a bigger scale. So rather than just getting the money out and doing good things, we need to demonstrate that we need this work as a society and taken to a bigger scale. Take for example the Big Lift, we are doing some pilot programs in certain communities to get that proof of concept sold at a higher level so it's really sustainable."

e. Grantee Roundtable Report and Parent Group Report



**First 5 San Mateo
County Qualitative Research**

Summary Report
Prepared by Ellen Schaefer, Group Works



RUNYON SALTZMAN EINHORN, INC.



Grantee Roundtable



RUNYON SALTZMAN EINHORN, INC.

Background

- Purpose
 - Obtain feedback on F5SMC challenges and opportunities .
 - Gather input to inform development of Strategic Communications Plan.
- Methodology
 - Roundtable discussion with ten F5SMC Grantees.
 - Two-hour meeting on March 9, 2016.
 - Held at Silicon Valley Community Foundation in San Mateo.
 - Facilitated by Ellen Schaefer, Group Works on behalf of RSE.

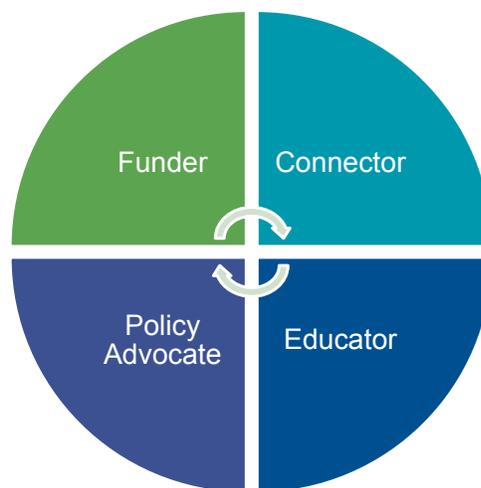
F5SMC Awareness: Grantee Perceptions

- Because F5SMC is a funder, rather than a direct service provider, grantees say that many families may not be aware of F5SMC.
 - Families are most likely to know provider's name, are sometimes familiar with program name, but often less aware (and less interested) in knowing funding sources such as F5SMC.
 - Blended funding for many programs makes it complicated to build awareness.
 - *“First 5 is often just a piece of what makes everything work.”*
 - Factors that contribute to awareness are consent forms with the F5SMC logo, required orientation for summer program, site visits, signage, tangible items with logos such as the New Parent Kit, booklets, flyers, etc.
- Grantee perception is that awareness of F5SMC in the general community is also not very high.
 - Community members are more likely to be aware of State First Five than local F5SMC due to strong State TV and radio ads.

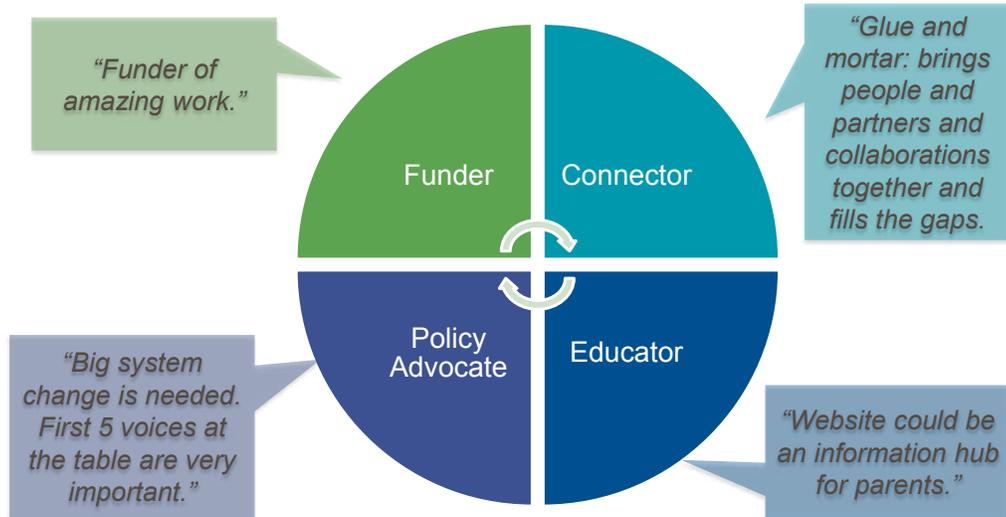
F5SMC: First 3 Things Grantees Think Of

- Young children & families
 - Children 0-5
 - Children under 6
 - Kids
 - Children with special needs
 - Serving low income families
- Tobacco money
- Funder
 - Funder for my work
 - Funding programs
- The glue & mortar
 - Collaboration and systems change
 - Infrastructure & support for program collaboration
- Talk, Read, Sing
 - (Read, Sing, Learn)
- Development
 - Brain development
 - Child development
- Health & education, prevention
 - First 5 New Parent Kits
- Bureaucracy

Grantee View of F5SMC Role



Grantee View of F5SMC Role



Grantee Impressions of F4SMC

STRENGTHS

FUNDER

- + Array of services funded, allocate resources
- + Staff support: passionate, hands-on, lots of ideas

CONNECTOR

- + Collaboration
- + Listen to community input
- + Infrastructure
- + Make connections with region

EDUCATOR

- + Kit for New Parents
- + State F5 TV ads
- + Race to the Top Quality Rating System

ADVOCATE

- + Strong Commissioners, passionate advocates for young children
- + Participates in key community groups at all levels

"First Five serves as vehicle to bring us together and determine how to best serve county needs."

Grantee Impressions of F4SMC

CHALLENGES/OPPORTUNITIES

- Grantee support
 - Grantee handbook overly complex
 - Good intentions, but don't have staff to do what they say, e.g. 2 x site visits/year
 - Too rigid/structured/by the book
 - Grant agreement "over 100 pages is a little excessive"
 - Need help with evaluation, getting meaningful data
 - Better online grantee interface
 - Requirements take away from providing direct service; need better balance
 - Overhead rates too low for requirements expected
- Advocacy
 - More advocacy, e.g. better compensation for early education teachers
- Communication
 - Kit for New Parents; storage challenges
 - Weak website; could be a more effective information hub
 - Apps for parents, e.g. developmental screening
 - More use of social media
 - Could have more presence in community, e.g. booths at events
 - More connections, e.g. Kaiser

Target Audiences

- Young children and families
 - Birth to 5 (and older, too)
- Underserved communities
 - Low-income families
 - Low-education
 - Non-English speaking, DLL
 - Predominantly Spanish
 - Growing Arabic, Burmese, Cantonese, Mandarin
 - Newly immigrated families
 - Documented and un-documented
- Children with special needs
 - Parents, caregivers and providers of services to children with developmental delays and special needs.
- Pediatric providers
- Early childhood teachers, program providers
- Elected officials, and other influencers
- Voters, general public

I wish all parents and caregivers knew ...

... how much a child's brain grows in the first five years.

... the importance of developmental screening and early intervention.

... they are teachers for children beginning at birth.

... importance of positive attention, child-directed play, being there for them, secure attachment, being "good enough," and continual improvement.

... that there are services out there so no one falls through the cracks.

... primary care providers want information on child's development.

... good child care is good investment in positive outcomes for children.

Feedback on New Parent Kit

Positive	Negative	Suggestions
<ul style="list-style-type: none"> + Tool for educating parents. + Some grantees use/appreciate. + People "love free stuff" at events. + Important components: <ul style="list-style-type: none"> - Book for when child is sick - Simple guide on development in different languages - Kids book - Toothbrush 	<ul style="list-style-type: none"> - A few grantees say kits "gather dust." - Storage space challenges, e.g. hospitals have no space to store kits. - Doesn't stand alone; only as good as the in-person instruction that goes with it. - May not be getting to brand new moms. - Not sure CD/DVDs get used. 	<ul style="list-style-type: none"> ➤ More resources online instead of in kit, via website, app, social media. ➤ Bag would be more useful than box. <p><i>"More useful to have more online resources ... put your money into electronic resources."</i></p>

Feedback on Bill of Rights and Implementation Framework

Positive	Negative	Suggestions
<ul style="list-style-type: none"> + All familiar with it. + Good ideas; still relevant. + Was strong basis for strategic plan. + Good strategies. 	<ul style="list-style-type: none"> - Not being used. - <i>"Haven't looked at it since 2009."</i> - <i>"Sits on shelf."</i> 	<ul style="list-style-type: none"> ➤ "Dust it off" and use it as policy tool, review progress as a community. ➤ Align with grantee application. ➤ Break it down for different audiences; make available on website in one-page printable PDFs. ➤ Make it into a poster, more visibility.

Feedback on F5SMC Website

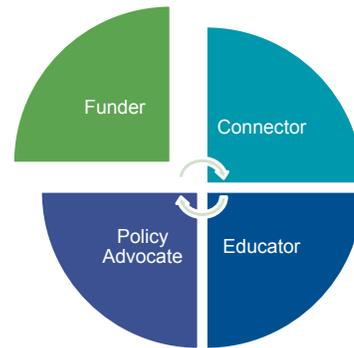
Positive	Negative	Suggestions
<ul style="list-style-type: none"> + Way to access grantee handbook. + Find commission meeting dates. + Download grantee forms. 	<ul style="list-style-type: none"> - Seems static, not receiving attention. - Bureaucratic. 	<ul style="list-style-type: none"> ➤ Searchable database of resources for families and providers by topic and neighborhood. ➤ Mobile-enabled apps. ➤ Make site an information hub with links to other F5 sites, State website, other sites with info/tools/apps for parents. ➤ One-page PDF educational handouts for parents. ➤ Developmental steps. ➤ Bill of Rights. ➤ More engaging, dynamic. ➤ More user-friendly, pictures and buttons. ➤ More frequently updated, refreshed. ➤ Latest research. ➤ E-letter to highlight grantee updates, events.

Grantee Ideas for Communication Plan

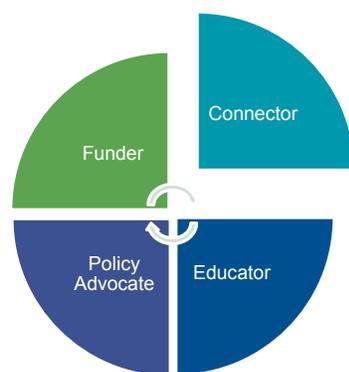
Funder/Grantee Support Ideas

- Add more information on website. *(less glossy brochures, binders)*
- Create mobile-friendly apps for parents, e.g. screening tool.
- Offer grantees more help with evaluation.
- Simplify grantee workbook and application process to be less rigid and bureaucratic.

"They ask for more than they have time to monitor."



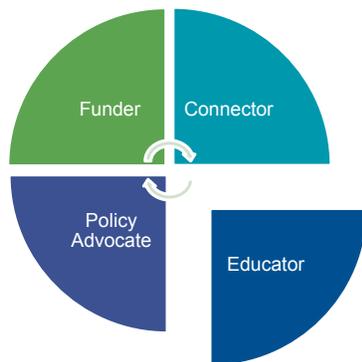
Grantee Ideas for Communication Plan



Connector

- Help community/policy makers see F5 as an essential partner in leveraging service for children, keep work visible.
- Send out E-newsletter for grantees on new family resources, research, grantee updates, events, etc.
- Host meeting, breakfast or call to bring grantees/providers together to share ideas.

Grantee Ideas for Communication Plan



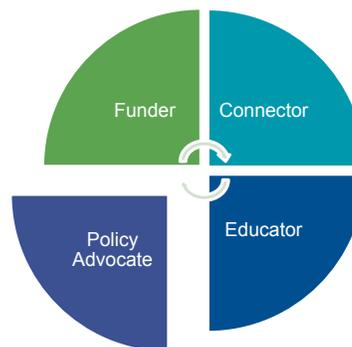
Educator

- Focus on key local county-wide message, e.g. online developmental screenings +/or importance of preschool.
- Invest in website to make more dynamic with more information: resources and links to other already established tools/info.
- Build awareness of website as resource center, e.g. url on grocery bags, license plates, hand-outs, etc.
- Use social media, TV, radio and Facebook (*look at what SMC Park & Rec have done on Next Door*).
- Make materials available in multiple languages: Spanish and others.
- Mobile-enabled content, apps.
- Develop taglines for key messages.
- Bill of Rights in separate PDFs for different audiences.

Grantee Ideas for Communication Plan

Policy Advocate

- Take policy stands, e.g. better compensation for early education teachers, children/parent rights.
- Work with State and other First 5s on policy efforts.
- Educate elected officials about importance of early education.





Parent Focus Groups

Background

- Purpose
 - Obtain feedback from San Mateo County parents on messaging options for F5SMC.
- Methodology
 - Mini focus groups with a total of 15 parents in San Mateo County.
 - Three one-hour focus groups held on the evening of May 4, 2016.
 - Held in meeting room at 1700 S. Camino Real in San Mateo.
 - Recruited by VuPoint Research, South San Francisco.
 - Facilitated by Ellen Schaefer, Group Works, on behalf of RSE.

Profile

Research Participant Profile (15 Participants)

Gender		Income	
Males	4	Under \$30K	3
Females	11	\$30 - \$50K	10
		\$51 - \$75K	1
		\$75K +	1
Number of Children Under 16		Age of Parents' Children	
One child	7	Expecting	1
Two children	4	Under 2	8
Three or more children	4	2 – 5	13
		Over 5	9
Race		City	
Asian/Pacific Islander	1	Brisbane	1
Hispanic	5	Daly City	2
Multi-racial	4	Foster City	2
White	5	Millbrae	1
		Redwood City	1
		San Bruno	1
Also Speak Spanish	4	San Mateo	3
		South San Francisco	4

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Awareness of F5SMC

- Most of the parents in these three focus groups, (ten out of fifteen) did not initially recall hearing of F5SMC.
- Of those who had heard of First 5, a few specifically mentioned F5SMC, some F5CA, and some just First 5.
 - Some had only vague awareness of hearing something on the radio or TV. One parent remembered a TV ad with a “Read, sing, teach” message.
 - One parent remembered receiving a box from F5SMC when she was newly pregnant. She read the book to her nephew and gave the box to his mother. She also remembered that it had food guidelines in it.
 - One parent thought she had heard of First 5 from a speech pathologist at a speech screening.
- After seeing the test messages, some parents in the groups recognized the F5 logo and others then remembered seeing or hearing TV/radio ads.

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F5SMC: Word Associations and Impressions

- First five years of a child's life
- Kids, family, children
- Reading, singing, teaching
- Health, food, nutrition
- Development, rules/standards children should accomplish
- Program(s)
- Learning, preschool, best schools
- Assistance, resources, help people
- Non-profit

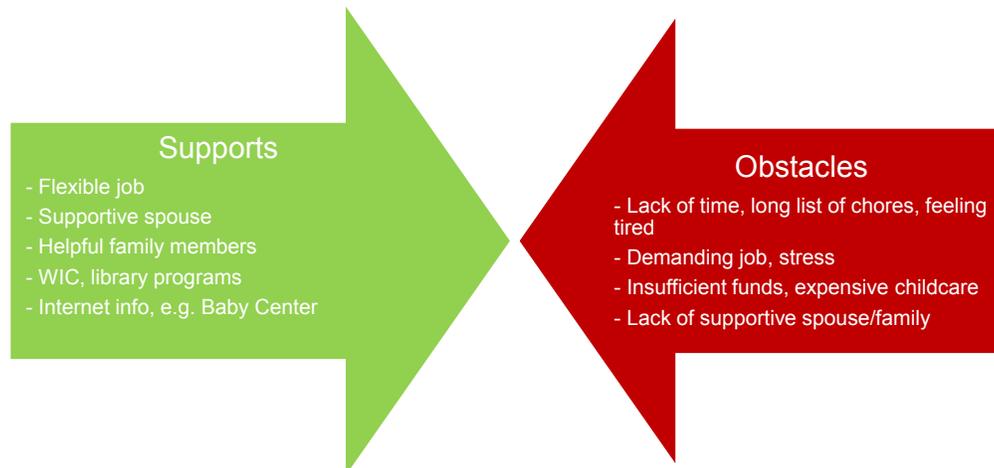
Parenting Aspirations, Parent Wishes for Child

- Have a better life than parent
- Financial stability, well-paying job
- Good education, college
- Healthy: good eating habits, active lifestyle
- Disciplined, well-mannered, respectful, responsible
- Happiness, self-esteem, finding passion
- Values, faith, spirituality
- Express themselves, be creative
- Exposure to diverse activities, ideas
- Be well-rounded, combination of all of the above

Positive Parenting Behaviors

- When asked about important positive parent behaviors, many parents include examples of the activities promoted by this campaign (“Talk, read, sing and play”).
 - Read to them, look through books pointing at things
 - Name foods as you shop or feed them
 - Sing to them, make up songs, sing ABC’s
 - Listen to them babble, talk about Mickey Mouse, anything that interests him
 - Take them to the park, zoo, museum, Gymboree
 - Get exercise, play outdoors, swim, dance, sports
 - Do puzzles, board games
 - Be creative, make up games (not be on electronic devices/watching TV all the time)
- Parents don’t necessarily mention “brain development” on an unaided basis as a reason these activities are important, but seem to recognize that these activities are important to do with their child.
 - Develop speech and language skills, express themselves
 - Give them confidence
 - Kids are like sponges
 - Prepare them for education, prevent them from falling behind

Parenting: Supports and Obstacles



Feedback on Messages

- Four messages were shared with parents for feedback. All four of the messages were well received and parent preferences were mixed. The four messages included:
 - T – You are your child’s first teacher.
 - M – You are the magic ingredient in your child’s development.
 - P – You have the power to make a difference in your child’s development.
 - I – You can impact your child’s development from day one.
- Each message had multiple parents choosing it as the one that would make them the most interested in learning more.
- The only message that received any consistent negative feedback was M. Some felt the magic ingredient phrase was “too cheesy” and “less clear” than the others.
- Specific feedback for each message is detailed in the next four slides.

Message P - “You have the power to make a difference in your child’s development.”

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ “You have the power” feels positive and empowering to parents in this research. ✓ Inspiring message. ✓ “Make a difference in your child’s development” is also important to these parents. 	<ul style="list-style-type: none"> – Seems more optional (than T message).
<p><i>“It makes you reevaluate what you are doing with your child.”</i></p> <p><i>“Makes me feel empowered.”</i></p>	<p><i>“You have the power, but you don’t have to ... you could be on the phone all the time or watching TV.”</i></p>

Alternate Message P - "You have the power to make a difference in your child's success."

Strengths	Weaknesses
	<ul style="list-style-type: none"> - None of the parents in these groups liked "make a difference in your child's <u>success</u>" more than "make a difference in your child's <u>development</u>." - Not thinking about success as much as development when children are young. - Seems like too much pressure. - Everyone has different definition of success. - Development sounds more fluid than success which sounds final.
	<p><i>"You have to develop first before success. You have to crawl before you walk."</i></p> <p><i>"Success is more for later on ... when they're teenagers."</i></p>

Message I - "You can impact your child's development from day one."

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ "You can impact" is a positive and empowering message for parents. ✓ Impacting your "child's development" is important to parents in these groups. ✓ Most interpret "from day one" to be when the child is born, but some think earlier than that, when child is in the womb. Either way, they appreciate the importance of starting early. 	<ul style="list-style-type: none"> - "You can impact" could describe either a positive or negative impact. - The word impact sounds serious and dry compared to other messages.
<p><i>"Makes you think about what comes out of your mouth. You can impact your child's development. I better think about what I say."</i></p>	

Message T - "You are your child's first teacher."

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Simple, few words, and strong impact. ✓ You <u>are</u> your child's first teacher is a more definite statement than other messages. ✓ Parents generally agree they are their child's first teacher. 	<ul style="list-style-type: none"> – A few parents working jobs with long hours feel guilty about how little time they get to spend with their children and worry that someone else is their child's first teacher.
<p><i>"I'm inspired to do more. If I heard this in the car, I'd turn the radio off and start talking to her."</i></p> <p><i>"This is an important realization ... People need to hear this."</i></p> <p><i>"Makes me feel like I should do more any chance I'm with my kids."</i></p> <p><i>"I want to be a teacher of my kid."</i></p>	<p><i>"Her grandparents are with her all day long. She's usually asleep when I'm home. Makes me feel like a bad mom."</i></p>

Message M - "You are the magic ingredient in your child's development."

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Sounds fun and creative to those who liked it. ✓ Makes parent feel special. 	<ul style="list-style-type: none"> – Several parents turned off by "magic ingredient." Sounds "cheesy." Sounds "like a recipe." – "Magic ingredient" is less clear than "first teacher."
<p><i>"Sounds fun: magic, secret ingredient."</i></p> <p><i>"Makes me feel special, like without me she wouldn't be the same."</i></p> <p><i>"I'm the most important thing in my child's development, the main person in her life."</i></p> <p><i>"She's the vegetable and I'm the water that needs to cook her ... Magic soup ... Stone soup."</i></p> <p><i>"Friendly nudge to pay attention ... Has a nice ring to it."</i></p>	<p><i>"Magic ingredient sounds really lame."</i></p> <p><i>"Sounds like an ad for Disney or Chipotle ... stuff my daughter watches on TV."</i></p> <p><i>"Didn't like ... Not clear to me what they are trying to say."</i></p> <p><i>"M' would not make me do anything."</i></p> <p><i>"I liked all of them except the magic ingredient one."</i></p>

Feedback on Statistics

- All four of the messages started with one of the following statistics.
 - 80/3 – “More than 80% of your child’s brain growth is completed by age 3.”
 - 90/5 – “90% of a child’s brain develop in the first 5 years of life.”
- Both statistics are highly effective in getting parents’ attention, making them consider and reevaluate their behavior, and inspiring positive changes.
 - One parent suggested it was an interesting enough fact to repost on Facebook.
- Both statistics provide a sense of urgency that motivates parents to make changes right away.

“Makes it sound urgent .. like you should do it now.”

“I don’t feel like it’s bad to make people feel guilty ... It’s more like a realization. Maybe I need to be doing something.”

Statistic 80/3

“More than 80% of your child’s brain growth is completed by age 3.”

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ More parents seemed to have heard this statistic before and believed it to be true. ✓ “By age 3” makes it sound even more urgent than “first 5 years of life.” ✓ The 80% being farther from complete than 90% makes parents feel like there is more room left to get it right. 	<ul style="list-style-type: none"> - For those with older children, some worry it’s too late. - Several objected to using the word “completed.” It makes it sound final with no chance for more growth. Sounds too rigid. - A few objected to the vague “more than 80%”; made one parent feel he was being sold something.
<p><i>“80% in 3 years is more inspiring ... Have a shorter time ... It’s more pressing to do something ... Want to get on it!”</i></p> <p><i>“Big difference between 3 and 5. Makes you feel like you should do it now!”</i></p>	<p><i>“My child’s five; what did I do?”</i></p> <p><i>“Don’t like completed. After they’re three they’re not developing any more? The other one feels more open, they’re still developing.”</i></p>

Statistic 90/5

"90% of a child's brain develop in the first 5 years of life."

Strengths	Weaknesses
<ul style="list-style-type: none">✓ Longer age span applies to more parents.✓ It's a higher percentage, but you also have more time with the longer age span.	<ul style="list-style-type: none">– Some parents who also have older children feel somewhat alarmed by this statistic and wonder if they did an adequate job.
<p><i>"Like 5 years ... By the time my baby goes to kindergarten, I will have given her enough."</i></p> <p><i>"I like the five year window better ... Three years is so quick."</i></p>	<p><i>"90% by five years sounds scary."</i></p> <p><i>"That there's only 10% development left seems more upsetting. Did I do everything I could to help my child's brain develop?"</i></p>

Feedback on "Talk, read, sing and play"

- All four of the messages ended with the call to action of "Talk, read, sing and play."
- Feedback on this part of the message was very positive. While the statistic at the beginning can feel somewhat alarming, the solution worded this way sounds "doable."
- Parents leave feeling more inspired than guilty. It makes them want to turn off their devices and interact with their child instead, talk more with their children, etc.

*"At least it gives you what you can do. Talk, read sing and play!
It feels doable. I do those things. I can do more of that."*

How Messages Motivate Parents

"Honestly had like an aha moment. Thought about my son, everything I've done ... actually made me think about being more mindful about what I say or do. I have another year until he turns 5"

"When things like this are pointed out it makes you think you have to try a little harder. These are the things that are important."

"My daughter's already 5, my oldest is 7, never heard this before. Now I have a 7-month old. I hope I do better for her."

"It's easy to put the TV on or they want to play on the tablet. Maybe I should be limiting that and play more."

"Makes me more aware. Is my child just going through her day or am I interacting with her?... Instead of shoving a spoon in her, I can say, 'Take another bite of banana, apples and grapes.'"

Preferred Communication Method

QUESTION:

Which ways would you want to get more parenting information?

ANSWER:

- | | |
|--|------------|
| <input type="checkbox"/> Go to a website ... | 13 Parents |
| <input type="checkbox"/> See someone in person ... | 2 Parents |
| <input type="checkbox"/> Call an 800 number ... | 0 Parents |

- Most parents want to get more information on a website.
- No one in these groups was interested in calling an 800-number.
- A few prefer seeing someone on person.

Parent-Suggested Communication Methods

- Most Commonly Suggested Ways are Online
 - Website
 - Banner ads
 - Sponsored ads
 - Social media
 - Facebook
 - Instagram
 - Pinterest
 - Reddit
 - E-letter
 - Mobile app
- Other Suggestions
 - Printed brochure/flyer/card
 - Libraries, rec centers, school bulletin board, doctors' offices, coffee shop, Farmer's Market, music in the park, 4th of July events
 - In-person
 - Workshops
 - Pop-up-shop like Covered California
 - Direct mail
 - E-mail
 - Media
 - Local newspaper
 - Radio, TV
 - Magazines

Feedback on Handout

The handout features a central brain graphic with various colored sections. To the left of the brain is a text box with the title "Talk, Read, Sing: It Changes Everything" and several paragraphs of text. To the right of the brain is a list of "Remember:" points. The handout is surrounded by five orange callout boxes containing feedback comments.

Feedback comments:

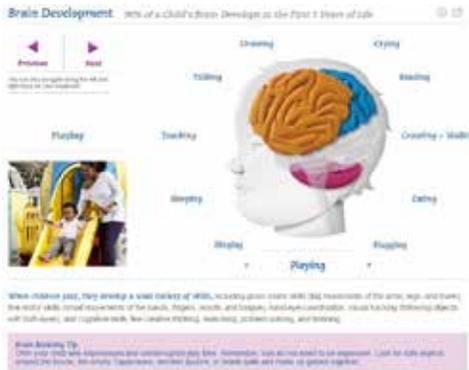
- "This is a lot of text . . . too much."
- "Too much to read."
- "Like the graphics."
- "Refrigerator-worthy .. good reminder."

Feedback on Web Page

"This is cool."

"Looks user-friendly."

"Like the brain boosting tip. We don't need toys all the time, we can be creative."



"Seems easy to navigate."

"Simple layout."

"What parenting topics would you like to learn more about?"

- Healthier life style
 - Diet and nutrition.
 - How to implement healthy eating habits.
 - How to get your kids to eat vegetables, protein.
- Child development
 - Fun activities, craft projects to do with toddlers to teach them.
 - Different play activities to challenge problem solving.
 - Learning development.
 - Socializing tips.
- Positive parenting & discipline
 - Developing daily routine.
 - Tips for discipline.
 - Potty training.
 - Dealing with tantrums.
- Local activities
 - Extra curricular activities available locally.
- Schools
 - School prep tips.
 - Engaging your child in academia.
- Affordable childcare