



**WORKFORCE COMMITTEE MEETING AGENDA**

**Monday, February 27, 2023, 9:00 – 10:15 a.m.**

**Hybrid Meeting – In-Person and by Videoconference**

**The meeting of the San Mateo County Child Care Partnership Council’s Workforce Committee will be held at the San Mateo County Office of Education, 101 Twin Dolphin Dr., Redwood City, CA 94065.**

Members of the public will be able to participate in the meeting remotely via the Zoom platform or in-person.

For remote participation:

**Website Link:** <https://smcoe.zoom.us/j/97133779844?pwd=dVIwdmFqN0lWaHBmRnRZSVBoNWVzdz09>

**Meeting ID:** 971 3377 9844

**Passcode:** 101

**Dial-In Option:** 1-669-900-9128

<b>Call to Order</b>	Heather Cleary
<b>Approval of February 27, 2023 Workforce Committee Meeting Agenda and Meeting Minutes for November 28, 2022 and January 19, 2023 <i>ATTACHMENTS 1 and 2</i></b>	Heather Cleary <b><i>ACTION ITEM</i></b>
<b>Item #1: Welcome &amp; Check-in</b>	Heather Cleary
<b>Item #2: Debrief January Retreat and Discuss Next Steps</b>	Heather Cleary / Sarah Kinahan
<b>Item #3: Review and Update Workforce Committee Work Plan <i>ATTACHMENT 3</i></b>	Heather Cleary
<b>Item #4: Other Workforce Updates</b>	Heather Cleary
<b>Adjournment</b>	Heather Cleary

*The next Workforce Committee meeting is  
May 15, 2023*



## SAN MATEO COUNTY CHILD CARE PARTNERSHIP COUNCIL

### WORKFORCE COMMITTEE

#### MEETING MINUTES

**Monday, November 28, 2022**

**Hybrid Meeting – In-Person at 101 Twin Dolphin Drive, Redwood City, CA, 94065 and zoom option for general public**

**CCPC Members Present:** Karen Alden, Michelle Blakely, Heather Cleary (Chair), Karen Haas-Foletta, Liz Scully (late), Tina Watts

**Members of the Public:** Michelle Amaral, Kristen Anderson, Dayna Chung, Alyce Desrosiers, Jamie Hui, Marchelle Moten, Linda Prieto, Kathleen White

**Staff/Minutes:** Sarah Kinahan

**Item #1: Call to Order** Heather Cleary

Heather called the meeting to order at 9:10am.

**Item #2: Welcome and Check-In** Heather Cleary

Heather welcomed everyone to the meeting and asked them to introduce themselves.

**Item #3: Update on SMCOE Workforce Development Funds** Sarah Kinahan

Sarah shared an overview of the grants that SMCOE receives that either currently support or could support ECE workforce development. These include: the Early Educator Teacher Development Grant, the Workforce Pathways Grant, the Teacher Residency Planning Grant, the Local Planning Council fund augmentation, and UPK planning grants. SMCOE also manages several grants that fund professional development (PD) and coaching for ECE teachers.

In addition, SMCOE offers other services/programs outside of the Early Learning department that could support the workforce, such as: credentialing and permitting support, teacher and administrator development, professional development through Curriculum & Instruction, and College/Career/Technical Education supports.

Several follow-up requests were made:

- Make it clear which SMCOE PD is available for Family Child Care. Ideally, all PD would be open to all provider types.
- Look into what has been developed in Santa Clara County to support FFN/nannies.
- Be mindful of different outreach and learning needs of different types of providers.
- Set County-level benchmarks related to outreach, engagement with educators, and increased access for families across the full spectrum of income levels.
- Need incentives to support increased English-language proficiency and literacy to support success in community college. Also need to provide technology and tech support for students.
- Need to consider the gaps/needs for school age care workforce.
- Could SMCOE's credentialing people come to this meeting?



**Item #4: Update on County Support for Workforce Development**

Michelle Blakely

Michelle shared that the County is not able to use ARPA funds to support our request for a Workforce Development Director or Career Navigator. However, Peggy in the County Executive's Office was able to find some funds from other County sources to support the Career Navigator. These would be one-time funds that are more flexible than ARPA. Michelle is working on identifying matching funds and opportunities to sustain this work.

**Item #5: Discussion of Next Steps on Workforce Development Systems Building**

Heather Cleary

The group agreed that a longer format retreat is needed to continue this conversation. Ideally, the retreat would happen in early winter. The following people offered to help Heather and Sarah plan the retreat: Dayna Chung, Michelle Blakely, Karen Haas-Foletta, Karen Alden, Alyce Desrosiers, and Marchelle Moten. Kathleen offered to attend and share some of her work on Bay Area apprenticeships and other potential funding sources.

We talked about the need to do better marketing related to ECE careers and to dispel myths, for example with high school career counselors, about our field.

**Adjournment at 10:19am**

Heather Cleary

**The next CCPC Workforce Committee meeting is January 23, 2023**



## SAN MATEO COUNTY CHILD CARE PARTNERSHIP COUNCIL

### WORKFORCE COMMITTEE

### SPECIAL MEETING MINUTES

Thursday, January 19, 2023

101 Twin Dolphin Drive, Redwood City, CA, 94065

**CCPC Members Present:** Karen Alden, Michelle Blakely, Heather Cleary (Chair), David Fleishman, Elizabeth Foster, Karen Haas-Foletta, Alice Kuo, Karen Pace, Jennifer Pifeleti, Liz Scully, Christine Thorsteinson, Tina Watts

**Members of the Public:** Rubie Acosta Macaraeg, Michelle Amaral, Amanda Anthony, Kristen Anderson, Maggie Barrientos, Angel Barrios, Kristina Brower, Andrea Burnett, Mindy Camacho, Anne Carzon, Jennifer Cheyer, Dayna Chung, Mei Clark, Adele Cruz, Argenis Del Rio, Alyce Desrosiers, Patty Hall, Winnie Hardie, Joy Irani, Edirle Menezes, Marchelle Moten, Kim Oliff, Rohan Pandit, Linda Prieto, Maria Romero, Marlene Torres-Magana, Kathleen White, Dr. Ashley Williams, Donna Yuriar

**Staff/Minutes:** Ian Johnson/Sarah Kinahan

**Facilitator:** Regina Neu

#### Item #1: Call to Order

Heather Cleary

Heather called the meeting to order at 11:05am.

#### Item #2: Approval of Agenda

Heather Cleary

MOTION: WATTS / SECOND: HAAS-FOLETTA

AYES: UNANIMOUS

NOES: NONE

ABSTAIN: NONE

#### Item #3: Grounding on Workforce Landscape

Sarah Kinahan

Sarah shared data on the San Mateo County ECE workforce from the 2022 Child Care Needs Assessment.

Then Regina reviewed six key landscape themes which the group discussed and elaborated on:

1. ECE educators perform **essential work & advocacy** is needed to **raise awareness** of the field.
2. The workforce is largely made up of **women of color – equity must be at the forefront** of our approach to workforce development.
3. Large scale **investments** are needed to **raise compensation** to living wage standards.
4. The **shortage of quality staff** is limiting the provision of ECE services in our county.
5. The field needs **clearer, more accessible career pathways** – workforce supports are currently siloed and decentralized.
6. The workforce shortage is a regional/statewide issue – neighboring counties can be allies.

Lastly, Sarah shared that SMCOE is working with the County, First 5 San Mateo and the Silicon Valley Community Foundation to secure funding and bring on-board a Career Navigator position in 2023.

#### Item #4: Discussion of Vision and Map of Pathways in San Mateo County

Sarah Kinahan

Sarah shared definitions of Pipeline, Pathways, and Workforce to support the group’s discussion:

- Pipeline = multiple entry points to bring new people into ECE field
- Pathways = connections between steps on a career journey that provide economic mobility and job satisfaction
- Workforce = people working in infant care, child care, preschool and afterschool in formal and informal settings in a variety of direct care/education, administration and other support roles

The group then discussed all of the possible career options and career pathways encompassed in the following visual:

## Pathways in SMC



### Item #5: Development of Actionable Goals for 2023

Regina Neu

Regina asked the group to identify obstacles to consider when setting goals for the next year. The group identified the following obstacles, though encouraged “freedom thinking” to think beyond obstacles:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Cost of living</li> <li>• Large scale investments coming or not</li> <li>• Legislative requirements</li> <li>• Dependence on government contracts</li> <li>• Understanding sustainability of goals</li> <li>• Funding flows (fragmentation)</li> <li>• Competing with other industries for workers</li> <li>• Inequities like white supremacy and gender inequity</li> </ul> | <ul style="list-style-type: none"> <li>• Subsidy rates not changing</li> <li>• Focus of the public shifting elsewhere (i.e., climate change)</li> <li>• Not likely to be like tech sector boom</li> <li>• Lack of understanding of the complexity of the field</li> <li>• Generational shift</li> <li>• Time available to work on new initiatives</li> <li>• Changing economy</li> </ul> |
|---|--|

In small groups, attendees discussed action items in four thematic areas – advocacy, higher education and professional development, workforce retention, and pipeline development. Each team came up with three priorities and then the full group voted on the areas that they felt needed the most attention by CCPC.

After this exercise, these emerged as the top priorities:

- *Advocacy*: Create a unified, regional communications strategy and advocacy approach.
- *Higher Education and Professional Development*: Establish shared language and defined roles across organizations in the County with accessible information and programming to help people access higher education and professional development.
- *Pipeline Development*: Change the perception of careers in the field through a community awareness campaign. Make college classes more accessible and flexible.
- *Retention*: Articulate clear pathways and multiple access points to ECE careers.

*Ideas from the Advocacy Brainstorm:*

- Connect CCPC more intentionally to neighboring counties/region’s workforce efforts.
- The goal of the communications strategy is to get different audiences to care about/prioritize the field and dedicate funds to supporting the workforce. Needs to build momentum and lead to a specific “ask”. In our communications, highlight equity issues, emphasize economic impact, and link ECE to other hot topics (housing, employment, etc.).
  - Could ask (large) employers to sign a statement of support
  - Look at *Let’s Grow Kids* from Vermont
- Focus on scaling things that work and that use a whole-person framework (i.e., TeacherUp or Apprenticeship).
- Bring in national organizations like Moms First and LeanIn and leverage existing community organizers.
- Learn from tax measures in neighboring counties.
- Create a modeling tool to help programs model living wage and the gap to get to that wage and to model sustainable business models with mixed age groups in light of the expansion of UPK. Model different revenue streams.

*Ideas from the Higher Education & Professional Development Brainstorm:*

- Opportunities for dual enrollment and mentorship for high school students (“Grow Your Own”)
- Help students with skills such as literacy and math (embedded tutors)
- Offer community-located (i.e. SMCOE, JobTrain, adult schools) ECE and GE classes that are “paid for” so that they can run with smaller class sizes if needed
- Need funding for stipends for all Master Teachers who support practicum students & apprentices.
- Connect early childhood programs (directors, administrators) to college programs (for example an annual forum or open house featuring all of the colleges/universities and professional development providers).
- Mobilize the colleges’ on-boarding and outreach systems
- Embed professional development in programs
- Support Associate Teachers to take classes toward a degree
- Build, fund and institutionalize the Apprenticeship Program

*Ideas from the Pipeline Development Brainstorm:*

- Communications Campaign ideas - social media, billboards, Spanish-language media/news, ads in public places like DMV or theaters. Make the ads bilingual and use personal stories.

- Conduct more high school outreach – increase the number of schools offering dual enrollment, attend career days, promote the social justice component of care, provide internships and volunteer opportunities.
- College classes – could improve the communication of courses and timeline.
- Empower people with connections.
- Map pathway from K-12 to higher education.
- Promote the positive aspects of ECE careers: weekends and holidays off, great benefits, easy to get started in careers, opportunities for growth.
- Promote careers in ECE with parents and retired people.
- Make navigating the job search more accessible.
- Have an “Adopt-a-teacher” program to support and encourage incoming teachers to pursue education and reach employment goals.

*Ideas from the Retention Brainstorm:*

- Conduct an annual wage study (regional and SMC).
- Promote and fund the CDA-to-AA pathway.
- Need a clear AA to BA pathway including financial aid for the BA.
- Gain clarity on how people come in and out of the system.
- Need to make time to reflect – make it a priority to meet and evaluate workforce development efforts.
- Employers can consider raising salary, benefits, time off, retirement contributions, tuition reimbursement.
- Bring in technology – tech-based opportunities for younger generation – with innovative opportunities for more skilled workers and training for less skilled.
- Facilitate peer connections within the workforce: Center based, Fee-based, Private Programs, FCCs
- Meet providers where they are – multiple entry points and levels of support/value within each.
- Make jobs more appealing and work more meaningful by reducing busy work, establishing regular check-in points, supporting teacher’s ability to collect data (DRDP).
- Provide professional support around mental health/trauma for children and staff.
- Training/education on working with the child and family populations served – special needs, trauma, mental health, family issues.
- In encouraging professional development, be mindful that teachers may be burnt out and may need overtime for attending outside work hours.
- Include teachers as part of the decision making.

**Item #6: Discussion on Focus for New Career Navigator**

Regina Neu

The group brainstormed focus areas and priorities for the new Career Navigator position at SMCOE. Ideally, the Career Navigator will be a connector and collaborator on the previously articulated goal areas of advocacy, higher education/professional development, pipeline and retention/advancement. The person will need to balance their time between career navigation services for individuals and systems-change work. They will need to understand the systems that are already in place, like the permit matrix and education requirements for pathways before they can advocate for change. They will need excellent communication skills.

Key duties:

- Gather information on career pathway resources and share with the community to develop a pipeline of new staff and help currently employed staff advance
- Evaluate education needs of currently employed ECE staff and the classes they need to advance in their AA or BA
- Share information with program directors to help them support their staff in their higher education or professional development
- Organize a network of mentors to advise mentees along their career pathway
- Identify gaps and points where people get “stuck” on their career journey – share this with CCPC
- Join local and regional workforce collaboratives

Needed to support career navigation services:

- Marketing tools to visually show the pathways like an interactive website; distinguish between specific pathways i.e. for center-based, family child care, TK/school district, etc.
- Partnerships with 4-year colleges to bring classes to the County.
- Be mindful of language needs of ECE workforce – provide translation and interpretation.

Existing resources that the Career Navigator can access:

- Program Services Coordinators at Community Colleges
- The San Mateo County Family Child Care Organization
- Dual enrollment programs at high schools/community colleges
- College students who may be able to help with projects such as research or graphic design
- SMCOE staff who are supporting ECE and TK teacher development
- Quality Counts – program ratings, quality improvement plans and coaches

#### **Item #7: Identification of Resources to Support Pathways**

Regina Neu

The group identified these resources and ideas that could support career pathways in San Mateo County:

- The San Mateo County Community College District Apprenticeship Pilot
- Upward Scholars’ TeacherUp
- BA/MA/PhD students in community who way want to help with research
- Renaissance Center and San Mateo County Small Business Development Center
- School boards and principals (via superintendents)
- Parents can be cultivated as ECE advocates, as well as recruited for the workforce
- Dual enrollment programs – Hillsdale High & Cañada, Oceana High & Skyline
- The new P3 Credential
- Kai Ming’s pipeline development strategies
- Kidango’s approach to raise to living wage
- Free community college
- EDvance
- Grants at SMCOE – Early Educator Teacher Development Grant, Workforce Pathways Grant, Teacher Residency grants, UPK planning grants
- Good2Know Network, [karent@g2k.org](mailto:karent@g2k.org), to connect with ECE providers and students to raise awareness of career and professional development opportunities
- BACCC Report: Teacher Occupations Bay Region, August 2022

#### **Item #8: Summary and Next Steps**

Heather Cleary



The group identified a number of “parking lot” topics to be discussed at future meetings:

- Need more college credit for work experience
- ECE needs to be embedded in a sustainable infrastructure/system like County government or SMCOE
- Still need a “Workforce Development Director” in addition to the Career Navigator
- ECE students need more practical experiences in ECE settings while completing 24 ECE units
- Consider the unique needs of Family Child Care:
  - Providers of workforce development services need a specific strategy for supporting FCCs that meets FCC providers where they are and involves one-to-one support.
  - The San Mateo County Family Child Care Organization provides a mechanism to connect FCCs to community resources/agencies.
  - FCCs need to understand the pathways into and out of the field, such as the new P3 credential, and roles such as center director, coach/advisor, inclusion specialist, family development specialists and center owner. FCCs may also be interested in pursuing other careers/fields after operating their FCC for a while.
  - ECE practicum and observation is not accessible to current FCC providers.
  - Higher education ECE needs to address and talk about the opportunity to become FCC provider (if ECE students aren’t exposed to FCC industry they don’t know they can become FCC business owner).

Takeaways

The group shared the following sentiments:

- We are appreciative of the completion of the needs assessment and the abundance of data available to us to advocate for the needs in our county.
- We are empowered to connect and continue to foster relationships within the Workforce Committee and between organizations that serve or employ early educators.
- We are excited by the new Career Navigator position, and the goals and unified ambitions of the committee to streamline communication, address complex problems, and create viable accessible pathways for the workforce.
- Continued advocacy for the workforce and attaining sustainable funding is imperative to retain the workforce, grow the workforce and support and maintain quality child care.

Announcements

- Sarah invited everyone to attend an event on March 10 to share the needs assessment findings with local leaders, and the next CCPC meeting on March 20.
- David Fleishman announced that 4Cs is looking to hire a Director of Communications.
- Liz Scully asked the group to please include her in key conversations and meetings so that she can represent and advocate for Family Child Care.

**Adjournment at 3:02pm**

Heather Cleary

**The next CCPC Workforce Committee meeting is TBD**



**San Mateo County Child Care Planning Council  
Strategic Implementation Plan 2019-2024  
CCPC Strategic Goal Area: Workforce Work Plan**

	<ul style="list-style-type: none"> <li>○ any templates?</li> <li>○ pathway section - Kristina to provide</li> <li>○ all members to look for what exists that we can use at template <ul style="list-style-type: none"> <li>■ Elisa to look at Puente and SFSU</li> <li>■ HC to ask First 5 and Sarah K to see if other LPCs have any</li> <li>■ State apprenticeship program conference</li> <li>■ include pathway to being a family child care home</li> <li>■ Mentors need to be on the same page - create template document</li> </ul> </li> <li>○ stipend for mentors?</li> <li>○ Elisa has template for head teachers</li> </ul> <p>Learn more about Marin Counties ECE Workforce Project - HC Contacted Maricruz Aldana - Workforce manager Community Action Marin spring 2020</p> <p>Work with Buildup to align workforce needs - Karen HF and HC to Brainstorm</p> <p>Work with First 5 to highlight workforce</p> <p>Look at starting <b>Community Based ECE program</b></p> <ul style="list-style-type: none"> <li>● <b>STARTUP TEACHER PIPELINE PROJECT WITH SKYLINE IN NORTH SAN MATEO</b></li> </ul> <p>Present to <b>Carlmont</b> students about working with kids, Sept 19, 2019 - DONE</p> <ul style="list-style-type: none"> <li>● Work with Nina Raiser - Carlmont College and Career Associate to set up general presentation about working with children</li> <li>● Jaime and Karen presented</li> <li>● Carlmont has some teachers with ECE background who might be interested in CTE program</li> </ul> <p><b>Replicate presentations at other high schools: Hillsdale, Oceana - need collateral materials</b></p>	<p>Education would start fall 2020</p>	<p>Heather / Alyson / Michelle B</p>	
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**San Mateo County Child Care Planning Council  
Strategic Implementation Plan 2019-2024  
CCPC Strategic Goal Area: Workforce Work Plan**

	<p>Use <b>Social Media</b> to advertise job fairs and emphasize ECE careers - create CCPC page? target HS students? Create interested in working with children in SMC. Create a basic page on how to do it. Add job postings? Need to advertise and promote.</p> <ul style="list-style-type: none"> <li>• create Workforce social media momentum with committee resource, SMCOE, First 5</li> <li>• Vera identified the issue that the profession of teaching isn't recognized and valued -&gt; social media to mitigate?</li> </ul> <p>Expand <b>ECE CTE</b> model</p> <ul style="list-style-type: none"> <li>• currently at Oceana and Hillsdale</li> <li>• Carlmont HS might be interested</li> <li>• Redwood HS</li> <li>• SSFUSD exploring program</li> <li>• Note&gt; CTE \$ works if jobs meet 1/3 of the following: high pay, high skill, high demand</li> </ul> <p>Expand ECE <b>dual enrollment programs</b> that community college runs (currently running at Oceana High School, EPA Academy(?), and considering running at SSF H.S. and Hillsdale / Canada). This is funded through Strong Workforce funds.</p> <ul style="list-style-type: none"> <li>• SSFUSD is looking at multiyear dual enrollment, 12 ECE units/year, looking at ways to get students experience to get the associate teacher permit</li> <li>• Challenge w/dual enrollment: set up for one year only - not great options for second year i.e. if a Junior takes all the classes, no options for senior classes, calendar alignment, HS student capacity for college class</li> </ul> <p>LPI to present to CCPC their latest Research Brief, Promising Models for Preparing a Diverse, High-Quality Early Childhood Workforce in CA in winter 2020.</p> <p><b>Strong Workforce funds</b> prepare CA workforce for jobs, but they are not focused on low paying jobs. How do these funds get allocated? Research how to get EL on list of Strong Workforce professions for all community college.</p>		<p>Share posts with committee through email so we can leverage posts. Enlist support of F5SMC and SMCOE</p>	
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**San Mateo County Child Care Planning Council  
Strategic Implementation Plan 2019-2024  
CCPC Strategic Goal Area: Workforce Work Plan**

	<p>My Majors program at Skyline identifies potential students interested in ECE.</p> <p>Kristina has ECE Alumni list - tap for interest in joining or re-joining the ECE field - create survey?</p> <p>Connect with Middle College - interested in dual enrollment or internship?</p> <p>Adult schools - advertise ECE pathways to work with children</p>			
<p>Increase opportunities for high-quality professional development and support for all levels of the workforce</p>				
<p>other ideas</p>	<p>Create a master work plan for expansion to determine future community teacher needs</p> <p>Track SMC data on vacancies and open classrooms TODAY</p> <p>Public Education Campaign - part of Rhode Island recommendations</p> <ul style="list-style-type: none"> <li>• screening of No Small Matter / way to introduce CCPC</li> <li>• could school districts should screening - Skyline / SSFUSD to look into hosting in April/Week of the Young Child</li> <li>• Nancy - could this be part of district PD? or a screening for superintendents?</li> <li>• Invite unions - local and state wide</li> </ul> <p>Look at increasing blending funding stream to increase compensation - what potential partners are available</p> <p><b>Equity in ECE and Anti-Bias professional development for teachers/classroom staff - new summer 2020</b></p> <p>COVID response</p>			