



Executive Committee Meeting

AGENDA

Monday, December 1, 2025 ~ 5:00 PM

4005 Port Chicago Highway, Suite 120, Concord, CA 94520

Conference Room 110 (Fishbowl)

The Executive Committee meeting will be accessible in-person, and via Zoom to all members of the public. Persons who wish to address the Committee members during public comment or with respect to an item on the agenda may call in during the meeting by dialing 669-444-9171 or 669-900-6833 or use the "raise your hand" feature in the Zoom app. The Committee Chair may reduce or eliminate the amount of time allotted to read comments at the beginning of each item or public comment period depending on the number of comments and the business of the day. Your patience is appreciated.

Virtual Meeting Information:

Join Zoom Meeting

<https://us02web.zoom.us/j/83440113983?pwd=NsacueRzgzCXIMi735MV2kZqZMu4B6.1>

Meeting ID: 834 4011 3983

Passcode: 873962

- 1.0 Convene and call to order**
- 2.0 Closed Session**
Public Employee Performance Evaluation (Gov. Code § 54957.6)
Title: Executive Director
- 3.0 Public Comment**
- 4.0 Approve the Minutes of the Special Executive Committee Meeting of October 27, 2025. Action**
- 5.0 CONSIDER accepting the report on significant program, financial or contracts matters, and on any personnel matters relating to Commission staff. Discussion**
 - 5.1** Receive updates from the Deputy Director
 - Community Impact Report
 - Early Childhood Dashboard
 - Listening Sessions
 - 5.2** Receive updates from the Finance and Operations Director
 - Q1 Fiscal Report
 - FY 2025-26 Budget Revisions
 - FY 2026-27 Budget Development Timeline
 - 5.3** Receive updates from the Executive Director
 - First 5 Administrative Offices (4005 Port Chicago Hwy) Lease Termination
 - New Administrative Office Lease
 - Strategic Planning Timeline and Sustainability Plan Updates
- 6.0 DISCUSS matters regarding the operation of the Commission. Discussion**
 - 6.1** Review and discuss proposed 2026 Commission Meeting Calendar
 - 6.2** Review Officer Slate for 2026 Executive Committee Recommended by Nominating Committee

The public may comment on any agenda item or any item of public interest within the jurisdiction of the First 5 Contra Costa Children and Families Commission. In accordance with the Brown Act, if a member of the public addresses an item not on the posted agenda, no response, discussion, or action on the item may occur.

The First 5 Contra Costa Children and Families Commission will provide reasonable accommodations for persons with disabilities planning to participate in Commission meetings who contact the Commission's offices, at least 48 hours before the meeting, at (925) 771-7300.

Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the First 5 Contra Costa Children and Families Commission to a majority of members of the First 5 Contra Costa Children and Families Commission less than 96 hours prior to that meeting are available for public inspection at 1485 Civic Court, Suite 1200, Concord, CA 94520 during normal business hours.

In consideration of those who may suffer from chemical sensitivities and may have allergic reactions to heavy scents, First 5 Contra Costa requests that staff and visitors refrain from wearing perfume, cologne, or the use of strongly scented products in the work place. We thank you for your consideration of others.



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|------|--|-------------------|
| 7.0 | CONSIDER accepting the report on statewide activities pertaining to children 0-5, including the activities of the First 5 Association of California, First 5 California, and other statewide advocacy groups. | Discussion |
| 8.0 | REVIEW agenda items for upcoming Commission Meetings. <ul style="list-style-type: none"> Discuss December 15 Commission Meeting | Discussion |
| 9.0 | Communications | |
| 10.0 | Adjourn | |

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Special Executive Committee Meeting

MINUTES

Monday, October 27, 2025, 5:00pm

4005 Port Chicago Highway, Suite 120, Concord, CA 94520

1.0 Convene and call to order.

Chair John Jones called the meeting to order at 5:07 p.m.

In attendance: John Jones, Dr. Marla Stuart, Mary Helen Rocha, Vidya Iyengar.

Staff present: Executive Director, Dr. Ruth Fernández; Deputy Director, Sandra Naughton; Finance and Operations Director, Kelly Sessions; Operations Manager, Tammy Henry; Executive Assistant, Mikele Nelson.

Guest: James Ramsey of Eide Bailly.

2.0 Public Comment.

No public comment.

3.0 Approve the Minutes of the Executive Committee Meeting on September 29, 2025:

Mary Helen Rocha motioned to approve the minutes of the Executive Committee meeting held on May 27, 2025. John Jones seconded the motion. The minutes were approved.

4.0 RECEIVE Overview Presentation of the Fiscal Year 2024-25 Financial Audit.

James W. Ramsey, Partner at Eide Bailly LLP presented highlights of the audit results prepared by Eide Bailly and reviewed the materials provided to the Commission, including the board letter and the audited financial statements. He explained that the board letter outlines required auditor communications, such as the scope of the audit, the responsibilities of management and the auditors, and any significant findings. James reported that the auditors issued an unmodified, clean opinion on the financial statements, confirming they are presented fairly in accordance with GAAP and that there was no opinion shopping or disagreements with management. He noted that one misstatement was identified during the audit and was corrected by management. He also highlighted the adoption of a new accounting standard, which required certain beginning balances to be restated as described in Note 15. The financial statements were determined to be free of material misstatement, and the audit was conducted in accordance with required professional standards. In the review of internal controls under GAGAS, no material weaknesses or significant deficiencies were identified. Additionally, the state compliance report showed no instances of noncompliance. Overall, James stated that the Commission received clean opinions in all three areas: financial statements, internal controls, and state compliance.

5.0 Adjourn – Meeting adjourned at 5:22 p.m.



Key Learnings from First 5 Contra Costa Listening Tour | Brief

Continuous Improvement Rapid Cycle Learning &
Evaluation (CIRCLE) Team, Stanford Center on
Early Childhood, Stanford University

September 2025

Authors:

Jennifer Paterson-Marke, MA
Lamisa Mustafa, MPP
Alex Parton, MS
Kathryn Beauchamp, PhD
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In partnership with:



Stanford
Center on Early Childhood

Families with young children in Contra Costa County speak about their experiences engaging with family support services in the county.

Key points

- Contra Costa County is home to thousands of families with children under age 6.
- Parents of young children shared what's helpful for their families and where more support is needed around programs, resources, and services.
- Their experiences and suggestions can guide First 5 Contra Costa and other early childhood providers, agencies, and advocates to find impactful ways to support more families with young children.

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I feel that First 5 has helped me a lot as a woman, as a mother, as a friend, and I am very grateful to First 5 for all that I have learned, for the way I have improved. I don't know what I would do if First 5 wasn't here in Concord, and um... I am very grateful to all the teachers, to all the staff. Everything they have done for me and the programs they have offered us have been very helpful, but I feel that there should be more.

- Parent in Contra Costa County

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Families in the county report both positive experiences with services and unmet needs related to raising young children, highlighting the importance of better understanding their experiences, elevating parent voices, and offering supports that ensure every child thrives from the start.

Lifting up parent voices

The Stanford Center on Early Childhood (SCEC) partnered with First 5 Contra Costa to understand the experiences of Contra Costa families with children under age 6. We focus on these early years because they are a critical time in children's and families' lives that builds the lifelong foundation for physical health, emotional well-being, and positive development.

In this brief, we lay out what we've learned from Contra Costa parents about their experiences accessing family support services in the county, including what's working well and where more support is needed. We gathered these insights from discussion groups and interviews, conducted in both English and Spanish, with more than 50 families between March and July 2025.

Parents know best what their children and families need. We are grateful to the families who shared their time and stories with us to shape programs and family support services for young children in the Contra Costa community.



Understanding families' experiences

We gathered input from First 5 staff and their parent advisory group about what questions we should ask families to better understand their experiences and needs as they relate to family support services in Contra Costa County. For the listing tour, we recruited families that engage with First 5 Contra Costa-funded services and families that do not.

Many families expressed difficulties paying for basic needs.

We asked families about the kinds of help available in the county for basic early childhood necessities like food, car seats, and diapers. Parents reported difficulty accessing food and household goods, including diapers. Access to basic needs was related to eligibility for programs and services designed to support families with low incomes, with one parent left asking, "How do I qualify for low-income housing, but not food stamps, cause... right now, everything's really expensive." Availability of basic necessities differed by region too; for example, some parents mentioned particular struggles with food access in West Contra Costa. Parents also discussed the lack of affordable, accessible child care that meets their family's unique needs, despite child care access not being a focus of this family support listening tour.

While many families engaged with different supports, others didn't know they existed.

Overall, parents across Contra Costa reported a high demand for supports, naming over 45 programs and services they have used to support their families. Many reported engaging in enjoyable activities at one of the five First 5 Centers in the county, such as parenting classes and parent-child activities. However, some only learned about what was available through the SCEC's discussion groups or by first being connected to other services. We learned that this initial connection point is crucial as it often leads to connections to other services and family supports.

Even when they knew about the programs, not all families could access them.

Knowing about county services and other family support options isn't enough; many families couldn't access what they needed because of conflicting schedules, unclear eligibility, complicated enrollment, limited availability, and fear of stigma. Program staff across agencies helped families to navigate some of these barriers, but more outreach and support is needed to meet families where they are and improve access.

Families shared where there were gaps, beyond access to child care and covering basic needs.

As discussed, many families expressed affordable child care and paying for basic needs as unmet needs. Parents in all regions of the county reported the perception that their neighborhood or city was particularly underserved, though that sentiment was more strongly and consistently reported by parents living in West Contra Costa. Across the county, parents said that offerings for fathers and the Latinx population were hard to find.

Families learned about supports through a variety of sources.

Parents found out about family support services through informal connections, like family and friends, and more formal connections, like their pediatrician and the library. More can be done to ensure that information is shared through the channels that parents tell us they already rely on, such as word-of-mouth referrals and pediatricians. Sharing information through trusted sources and service providers can help make sure that more families know their options.

Parents would like programs to be offered at times that would better suit their schedules, a wider ranges of topics covered and language options.

We asked parents for specific ideas and suggestions about improving their access to and engagement with supports for families with young children. Here are some of the most common suggestions we heard:

Parents would like information to be in one place and for systems to be better connected.

They asked for a clear, county-wide resource guide to be shared widely (many did not know about an existing, county-wide resource guide, 211, which is funded by various county agencies and organizations, including First 5). In particular, stay-at-home parents, immigrants, and those with infants may need targeted outreach. Participants also shared a need for systems to be better connected to make it easier to find and access support. For example, parents specifically called out the need for more attention and support for referral pathways for children with developmental concerns (e.g., the Regional Center).

"I think that if there was a way to connect folks more quickly to the Regional Center that would be helpful because, you know, the earlier the intervention, the better." - Parent in East Contra Costa County

For county programs and services with strict eligibility rules around income, parents shared a need for simpler, consistent systems to access programs.

They need less paperwork, clearer eligibility rules, and one-on-one guidance to reduce stress and make it easier to get the help their families require.

"You may qualify for one thing with one agency and then not for another agency, so just navigating that can be a little bit hard and understanding what you qualify for." - Parent in West Contra Costa County

For agencies offering classes specifically, parents would like more classes with flexible schedules, a wider range of topics, and language options.

They also need child care to attend classes and engage in career support and community events.

"I wish there was more that [would] provide us skills of how to find a job, where we can become successful at the same time as being moms." - Parent in West Contra Costa County

Parents expressed a need for child care support.

They asked for child care during parent classes, job interviews, and for siblings of children when classes are not appropriate for all ages.

"If they could provide childcare like on site for the littles... because that can be a barrier. I know it's been a barrier for me several times like trying to bring my now 2-year-old, and my 6-year-old, and she obviously is not appropriate for those programs... it can be kind of distracting to the little kids." - Parent in East Contra Costa County

Conclusion

While families with young children in Contra Costa are benefiting from available services, they also seek better access to information, programs, and basic supports.

While many are interested in accessing family support services, barriers like low awareness, weak referral pathways, and burdensome paperwork can get in the way of uptake. Trusted relationships often help families navigate these challenges. These insights can guide First 5 Contra Costa and local system leaders to improve outreach, tailor support, and strengthen programs to lay a strong foundation for healthy children, families, and communities.



To download the full report, scan the QR code or visit: bit.ly/listening-tour-2025

In partnership with:



Stanford
Center on Early Childhood

We extend our appreciation to the Stanford Center for Early Childhood, the authors of this report, and the participants of the listening sessions for their invaluable contributions. We would also like to thank our community partners and organizations for their continued commitment to supporting families with young children.

FY 26/27 Budget Preparation Calendar
First 5 Contra Costa
November 21, 2025

Date	Event, Activities, and Deliverables	Who	Lead
Week 1: Nov 17-21, 2025			
	Staff Develops Draft Budget Calendar & Process	Kelly	Kelly
Week 2 (Thanksgiving): Nov 24-28, 2025			
Week 3: Dec 1-5, 2025			
Exec Cmte Mtg 12/1/25	Staff Presents Draft Budget Calendar & Process	Kelly	Kelly
Week 4: Dec 8-12, 2025			
	FINALIZE budget development workbook --Timeline, Workflow, and Deliverables --ED Parameters and Assumptions --Finance trains on MIP Budget Development Software	Kelly, Ruth, Sandra, Carolina	Kelly
Week 5: Dec 15-19, 2025			
Mgt Team Mtg, Commissn Mtg 12/15/25	Present Q1-26 Financial Report	Kelly, Accountant	Kelly
	Move-out week	All Staff	All Staff
	Finalize Budget Development Workbook (for staff)	Kelly, Carolina	Kelly
Weeks 6-7 (Winter Break): Dec 22, 2025 - Jan 2, 2026			
Week 8: Jan 5-9, 2026			
	Move-in week	All Staff	All Staff
Week 9: Jan 12-16, 2026			
Mgt Team Mtg	Budget Kick-Off Meeting: --Present Budget Calendar: Review Workflow, and Deliverables --Review ED Parameters and Assumptions --Train managers on use of MIP Budget Development Software	Kelly, Ruth, Sandra, Tammy, Liliana, Stephanie, Lisa, McKenzie	Kelly
	Begin development of Labor Budget (data collection and MIP input)	Kelly, Carolina, Tammy	Kelly
Week 10: Jan 19-23, 2026			
	Program Teams begin development of budgets based on anticipated or known funds, remaining funds, etc.	All (Ruth, Sandra, Program Team)	Kelly
	Begin 1st draft of 5-year revenue projections	Kelly	Kelly
	Receive CoCo County CAO Budget Instructions	Kelly	Kelly
Week 11: Jan 26-30, 2026			
	Continuation #1: Departments develop budgets based on anticipated or known funds, remaining funds, etc.	All (Ruth, Sandra, Program Team)	Kelly
	2nd draft of 5-year revenue projections and CPI information	Kelly	Kelly
Week 12: Feb 2-6, 2026			
	Continuation #2: Departments develop budgets based on anticipated or known funds, remaining funds, etc.	All (Ruth, Sandra, Program Team)	Kelly
	Develop 1st draft of Labor cost estimates and COLA recommendation	Kelly	Kelly
Week 13: Feb 9-13, 2026			

FY 26/27 Budget Preparation Calendar
First 5 Contra Costa
November 21, 2025

	Continuation #3: Departments develop budgets based on anticipated or known funds, remaining funds, etc.	All (Ruth, Sandra, Program Team)	Kelly
	Begin calculation of new Indirect rate	Kelly	Kelly
Week 14: Feb 16-20, 2026			
	Continuation #4: Departments develop budgets based on anticipated or known funds, remaining funds, etc.	All (Ruth, Sandra, Program Team)	Kelly
	Develop 2nd draft of Labor cost estimates and COLA recommendation	Kelly	Kelly
Week 15: Feb 23-27, 2026			
	Continuation #5: Departments develop budgets based on anticipated or known funds, remaining funds, etc.	All (Ruth, Sandra, Program Team)	Kelly
	FINAL draft of Labor cost estimates and COLA recommendation	Kelly, Accountant	Kelly
	FINAL calculation of new Indirect rate	Kelly, Accountant	Kelly
Week 16: Mar 2-6, 2026			
F5 Exec Cmte 3/2/26	Present Updated Budget Calendar & Monitor Progress	Kelly	Kelly
	Finance locks down budget software and begins review of requests	Kelly, Accountant	Kelly
Week 17: Mar 9-13, 2026			
	Continuation #1: Finance reviews budget requests and begins budget balancing	Ruth, Sandra, Kelly	Kelly
Weeks 18-19: Mar 16-27, 2026			
Commissn Mtg 3/16/26	Present Q2-26 Financial Report (Mid-Year Review)	Kelly	Kelly
	Continuation #2-3: Finance reviews budget requests, finalizes revenue projections, and balances budget	Kelly, Accountant	Kelly
Week 20: Mar 30 - Apr 3, 2026			
	Prepare FINAL 5-year revenue projections with updated CPI information	Kelly	Kelly
Weeks 21-22: Apr 6-17, 2026			
Exec Team Mtg 4/6/2026	Review Draft Budget Document. Make any necessary adjustments	Ruth, Sandra, Kelly	Kelly
Weeks 23-24: Apr 20-May 1, 2026			
	Prepare PROPOSED FY 26/27 Budget for review along with presentation materials	Kelly, Carolina	Kelly
Week 25: May 4-8, 2026			
Exec Cmte Mtg 5/4/2026	Present Draft PROPOSED FY 26/27 Budget & make final adjustments	Ruth, Kelly	Kelly
Weeks 26-27: May 11-22, 2026			
Commissn Mtg 5/18/26	Present Budget for Adoption	Ruth, Kelly	Kelly

Strategic Plan 2026-2031: Planning Process

Planning Stages & Timeline*	2025 Aug	Sept	Oct	Nov	Dec	2026 Jan	Feb	Mar	Apr	May+
1. Launch Planning; Project Coordination										
2. Conduct Landscape Analysis										
3. Draft Priorities & Strategies										
4. Conduct Commission Strategic Planning Session										
5. Draft Strategic Plan										
6. Adopt Strategic Plan										
7. Disseminate Plan; Prep for Y1/ Tactical Plan										

= Commission Meeting

Planning Stages & Key Activities	Timeframe
1. Project Planning & Launch <ul style="list-style-type: none"> Develop planning roadmap (key activities, roles, timeline, dates) Ongoing project planning & coordination 	Aug 2025 – June 2026
2. Conduct Landscape Analysis <ul style="list-style-type: none"> Review existing reports and data about the early childhood landscape in Contra Costa County Conduct internal landscape analysis discussions with staff Gather additional data and/or input as needed Synthesize key themes that will inform and/or affirm First 5 Contra Costa's strategic direction for 2026-2031 	Aug – Dec 2025
3. Draft Priorities & Strategies <ul style="list-style-type: none"> Affirm and/or identify strategic priorities for 2026-2031 Begin drafting high-level strategies 	Nov 2025 – Mar 2026
4. Commission Strategic Planning Session <ul style="list-style-type: none"> Plan and conduct a half-day strategic planning session for the Commission 	Jan – Mar 2026
5. Draft Strategic Plan <ul style="list-style-type: none"> Draft written plan Executive Committee review, provide feedback 	Feb – Apr 2026
6. Adopt Strategic Plan <ul style="list-style-type: none"> Finalize strategic plan; obtain Commission approval 	Apr 2026
7. Disseminate Plan; Prep for Y1 Implementation <ul style="list-style-type: none"> Develop Year 1 tactical plan 	May – June 2026

* Timeline subject to change as project progresses

Strategic Planning Roles

Who	Roles
Executive Director	Project Owner & Manager
Consultant (Nicole Young)	Lead overall strategic planning process Facilitator as needed Assist with writing/editing plan
Executive Team	Work with Nicole to develop and monitor planning process and timeline Engage respective teams in planning process Review/edit draft documents
Program, Data, Policy, Communications Team	Participate in Landscape Analysis Propose Focus Area priorities and strategies
Finance & Operations Team	Participate in Landscape Analysis Propose Operational priorities and strategies
Commission	Provide guidance on strategic direction Adopt strategic plan Promote and support First 5 Contra Costa's strategic direction throughout the community



All meetings are held in hybrid modality with Zoom participation capability.
Meetings will be held at the First 5 Contra Costa offices.

Standing Meetings 2026		
	Executive Committee 5:00 PM	Full Commission Meeting 6:00 PM
jan		
Feb		
Mar	March 2	March 16 9-12:30 Strategic Planning Retreat 1-2pm Commission Meeting
April		
May	May 4	May 18
June	June 8	June 22
July		
August		
September		
October	October 26	October 26
November	November 30	
December		December 14

DRAFT



**Slate of Nominees
for First 5 Contra Costa Commission Officers
Calendar Year 2026**

<i>Chair:</i>	John Jones
<i>Vice Chair:</i>	Marla Stuart
<i>Secretary/Treasurer:</i>	Mary Rocha
<i>Additional non-voting Member:</i>	Gareth Ashley