



**Special Commission Meeting
Strategic Plan Retreat
A G E N D A
Monday, May 18, 2026, 2:30 pm
First 5 Contra Costa, Conference Center, First Floor
2300 Clayton Road, Concord CA 94520**

The Commission meeting will be accessible in-person and via virtual webinar to all members of the public. Persons who wish to address the Commission 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 Commission 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.

Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the County to a majority of members of First 5 Children and Families Commission less than 96 hours prior to that meeting are available for public inspection at 2300 Clayton Road, Concord, CA 94520, during normal business hours. Staff reports related to items on the agenda are also accessible online at www.first5coco.org.

The First 5 Children and Families Commission will provide reasonable accommodations for persons with disabilities planning to attend First 5 Children and Families Commission meetings. Contact Mikele Nelson (mnelson2@first5coco.org) or 925.655.0384 at least 48 hours before the meeting.

Virtual Webinar Information:
Please click the link below to join the webinar:
<https://us02web.zoom.us/j/89192239770>

1.0 Call to Order and Roll Call

2.0 Public Comment

The public may comment on 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.

3.0 FY 2027/28 -2031/32 Commission Strategic Plan Discussion

Discussion

The Children and Families Commission will review draft components of the proposed 2023-2026 strategic plan.

The Current Context for Strategic Planning

- Our Foundation & History
- What’s Changing
- Updated 5-Year Fiscal Projections

4.0 Adjourn

First 5 Contra Costa Commission Strategic Planning Retreat

May 18, 2026



Strategic Planning Process & Timeline

Planning Stages & Timeline*	2025		2026		2027		
	July-Sept	Oct-Dec	Jan-Mar	Apr-June	July-Sept	Oct-Dec	Jan-Mar
1. Launch Planning; Ongoing Coordination							
2. Conduct Landscape Analysis							
3. Engage Commission in Strategic Planning		Launch 10/27/25		Retreat 5/18/26			
4. Develop Strategic Priorities & Strategies							
5. Develop Strategic Plan							
6. Adopt Strategic Plan						Adopt 12/14/26	
7. Disseminate Plan; Prep for Implementation							

Agenda

- Welcome & Overview
- The Current Context for Strategic Planning
 - Our Foundation & History
 - Updated 5-Year Fiscal Projections
- Break
- Who Are We Becoming?
 - Our Transformation Framework
- Public Comment
- Next Steps & Closing





Community Agreements

- Listen, be present
- Be curious, learn together
- Make space for different voices, perspectives, and experiences to be shared
- Acknowledge and hold space for different thoughts, feelings, and reactions
- *What else?*

The Current Context for Strategic Planning

- Our Foundation & History
- Updated 5-Year Fiscal Projections



Our Foundation

The intent of **Proposition 10** is to:

“Facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development and to ensure that children are ready to enter school.”



Why Focus on Ages 0-5?

Research shows that a child's brain develops most dramatically during the first five years of life. During this critical period, a window of opportunity exists to help shape how a child's brain matures and to lay the foundation for the years that follow.



Mission

To foster the development of our community's children, prenatal through 5 years of age.



Vision

Contra Costa's young children are healthy, ready to learn, and supported in safe, nurturing families and communities.



Core Values

Diversity and Inclusion, Equity, Cultural Humility, and Community Partnership

Local First 5 Commissions Represent the Early Childhood Ecosystem



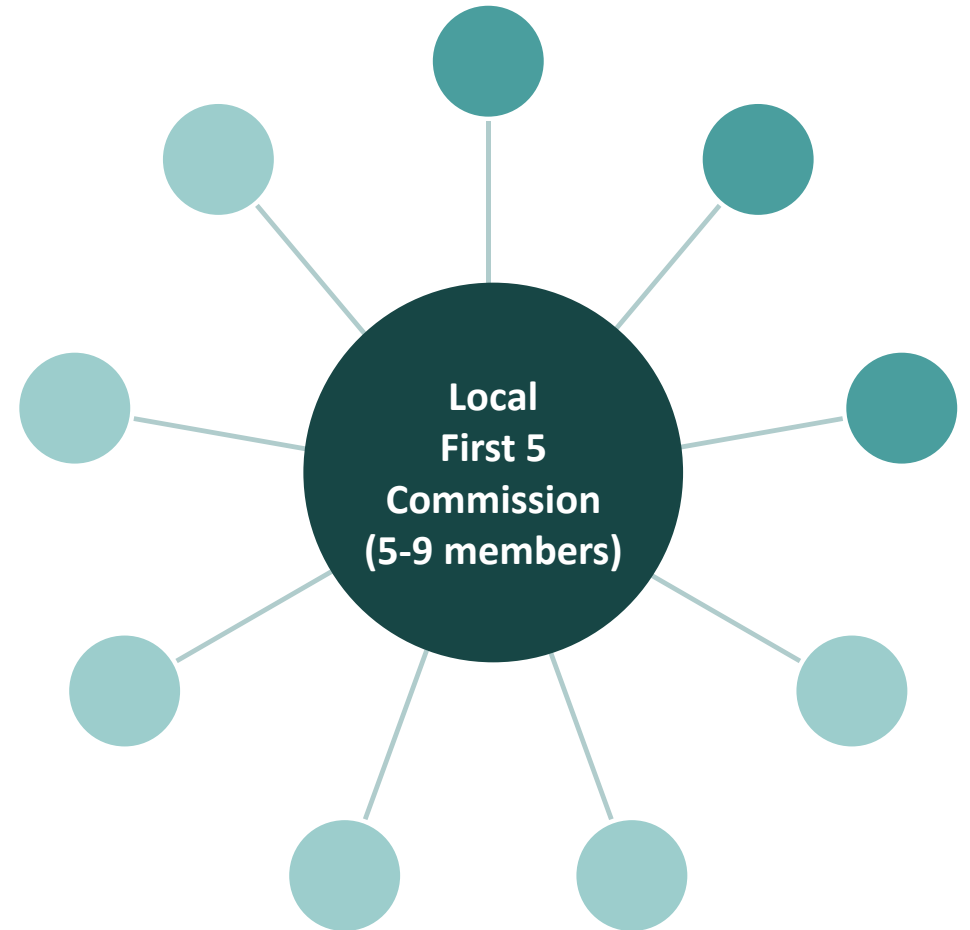
Mandatory, specific reps

- Board of Supervisors
- County Health Officer
- Other County departments serving children and families



Reps from one or more categories:

- Individuals receiving early childhood services
- Child care
- Prevention or early intervention services
- Community-based organization focused on promoting nurturing and early childhood development
- School districts
- Medical or pediatric care



We Are Proud of Our History

25+ years of investment, partnerships, capacity building, and support for the early childhood ecosystem, in service of children and families



What Has Changed (and is Still Changing)

- Declining Prop 10 revenue (steeper, faster)
- Impacts of federal policy and budget changes on state and local policies and budgets
- Constantly evolving relationships, roles, and resources within the early childhood ecosystem in Contra Costa County

Key Insights to Discuss Today

1. Our 5-year financial forecast has changed since the time the Sustainability Plan was adopted.
2. Ultimately, we need to make even bigger shifts in this next strategic plan to achieve sustainability.

The Current Context for Strategic Planning

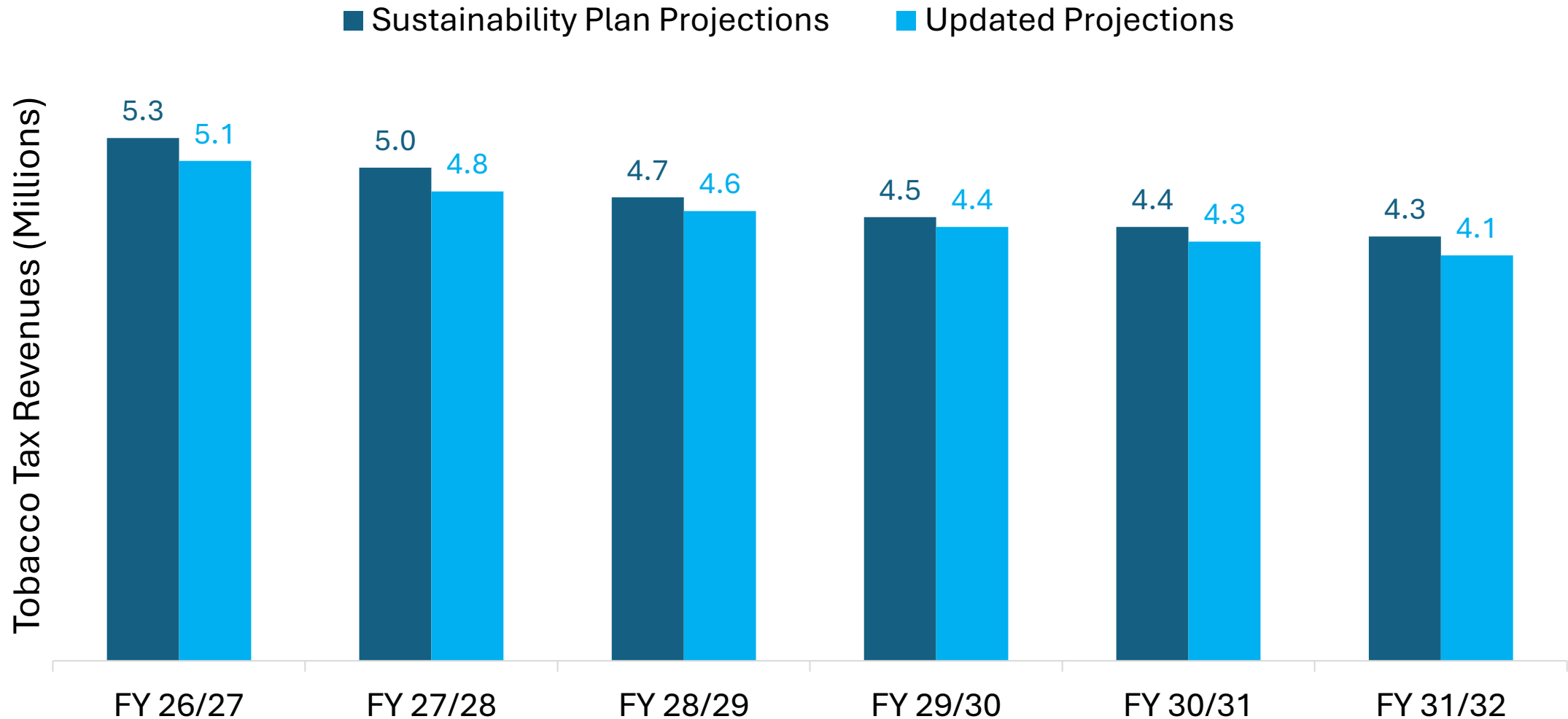
- Our Foundation & History
- Updated 5-Year Fiscal Projections



Key Insight #1: Our 5-year financial forecast has changed since the time the Sustainability Plan was adopted.

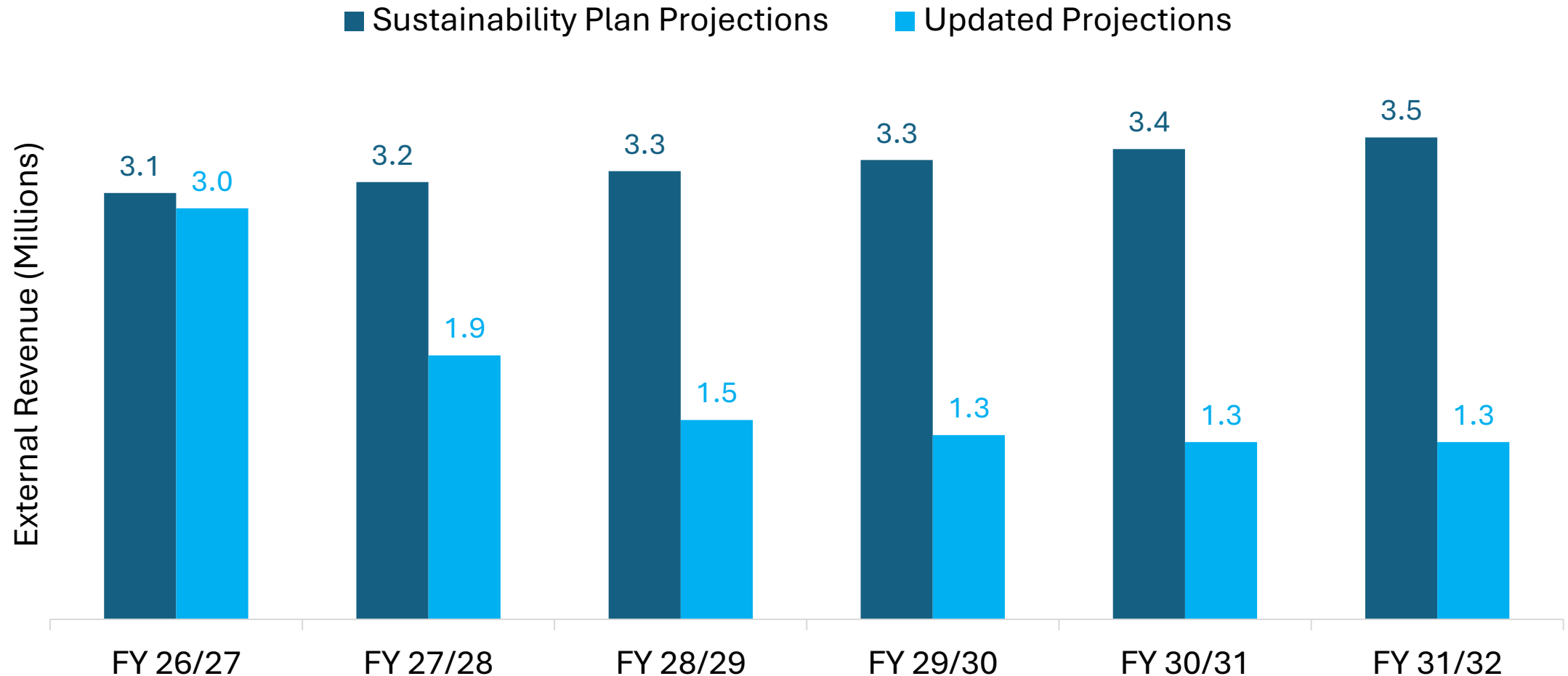
- Projected tobacco tax (Prop 10/Prop 56) Revenues are **lower** than when the Sustainability Plan was developed
- External Revenues are **lower** than shown in the Sustainability Plan
- Without additional significant shifts, the gap between projected Expenses and projected Revenues will **continue to grow**
- The updated projections reflect the proposed **Fund Balance policy**, with Contingency, Cash Flow, and Transition Reserves.

Updated Projections for tobacco tax Revenues are \$100k-\$200k lower than when the Sustainability Plan was developed.

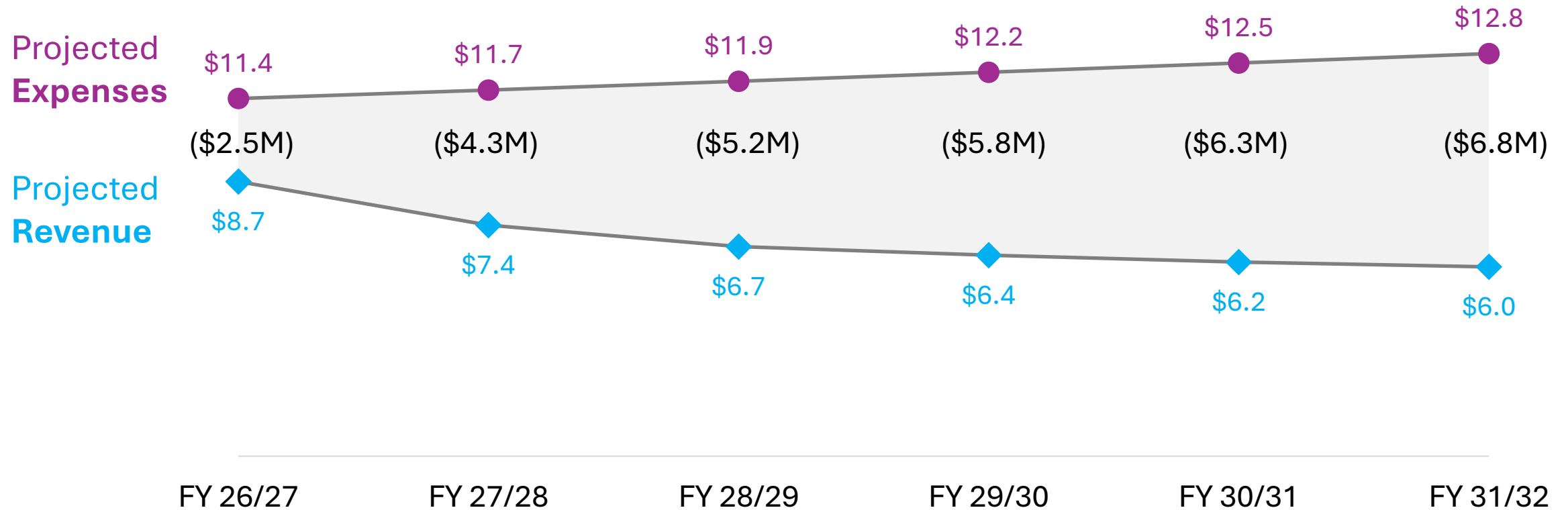


Updated Projections for external Revenues are \$100k - \$2.2M lower than shown in the Sustainability Plan.

This reflects existing external Revenues, without aspirational fundraising targets.



Without additional, significant shifts, **the gap between projected Total Revenues and projected Total Expenses will continue to grow to nearly \$7M by FY 31/32.**



* Proposed reductions in FY 26/27 Expenses will be incorporated into FY 27/28-31/32 projections once the budget is adopted.

The updated projections reflect the proposed **Fund Balance policy**, to be presented to the Commission for adoption.

Contingency Reserve

- One-time set aside in FY 26/27
- Minimum amount: 50% of prior FY's Total Revenues
- Use: Only used in cases of **emergencies or revenue shocks**

Cash Flow Reserve

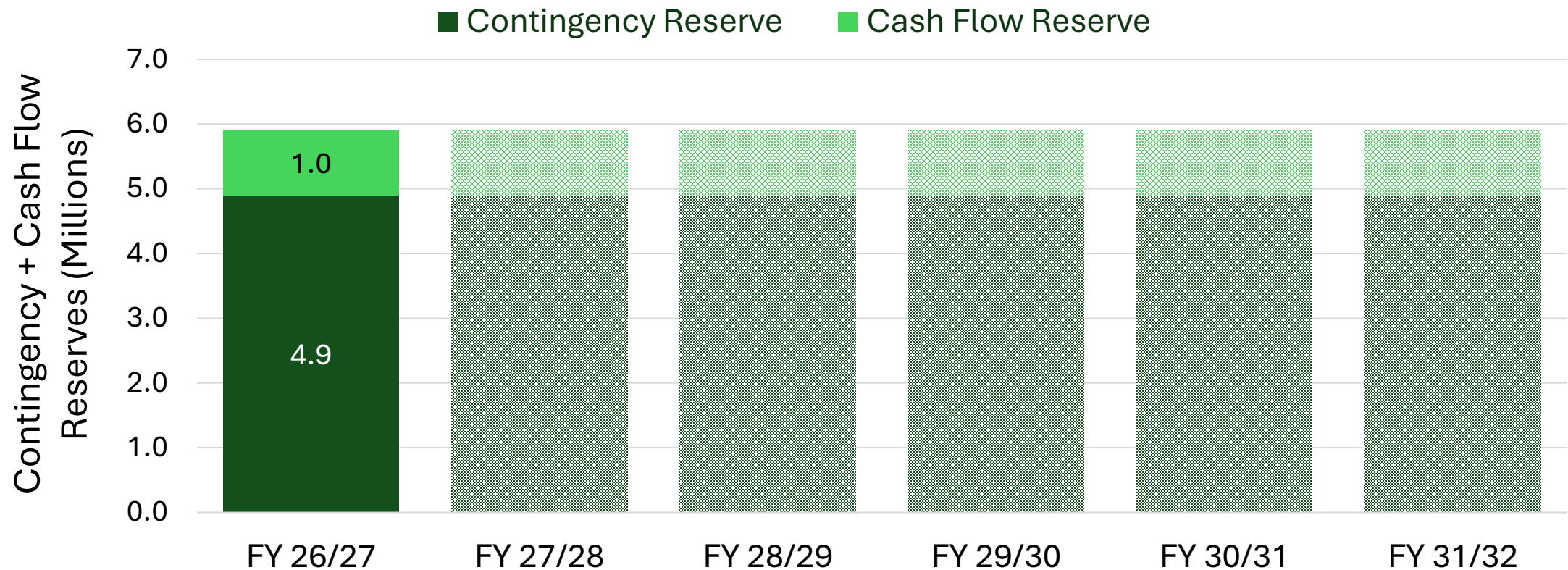
- One-time set aside in FY 26/27
- Minimum amount: 30-days operating expenses
- Use: Only used when **revenues are delayed**
- Replenished once revenues are received

Transition Reserve

- Time-limited Fund established in FY 26/27
- Amount: Remainder of Fund Balance after Contingency + Cash Flow set asides
- Uses: Support a **time-limited transition process** as First 5 implements its new strategic direction

If approved, \$5.9M of the Fund Balance will be set aside for the **Contingency Reserve** and **Cash Flow Reserve** in FY 26/27.

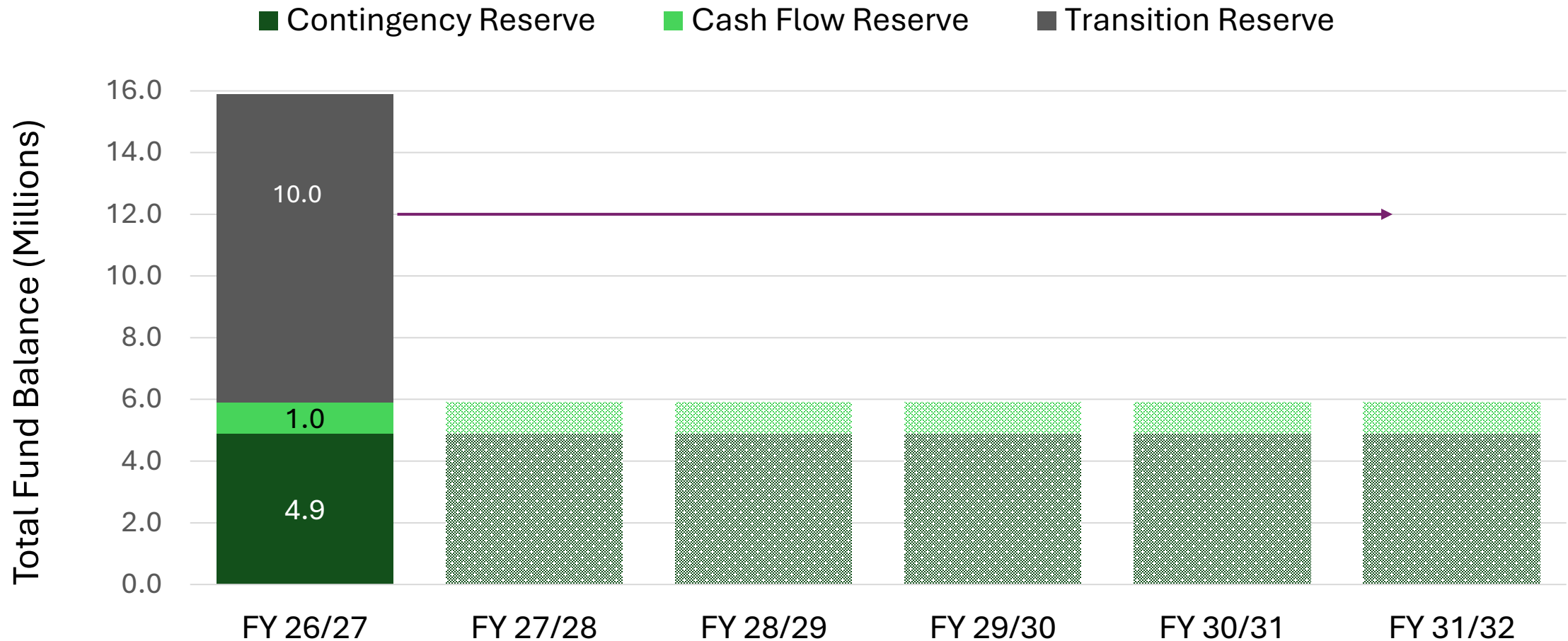
These funds will remain untouched in subsequent years, unless they need to be used, in accordance with the Fund Balance policy.



* All figures shown are projections (excluding accrued interest) and subject to change.

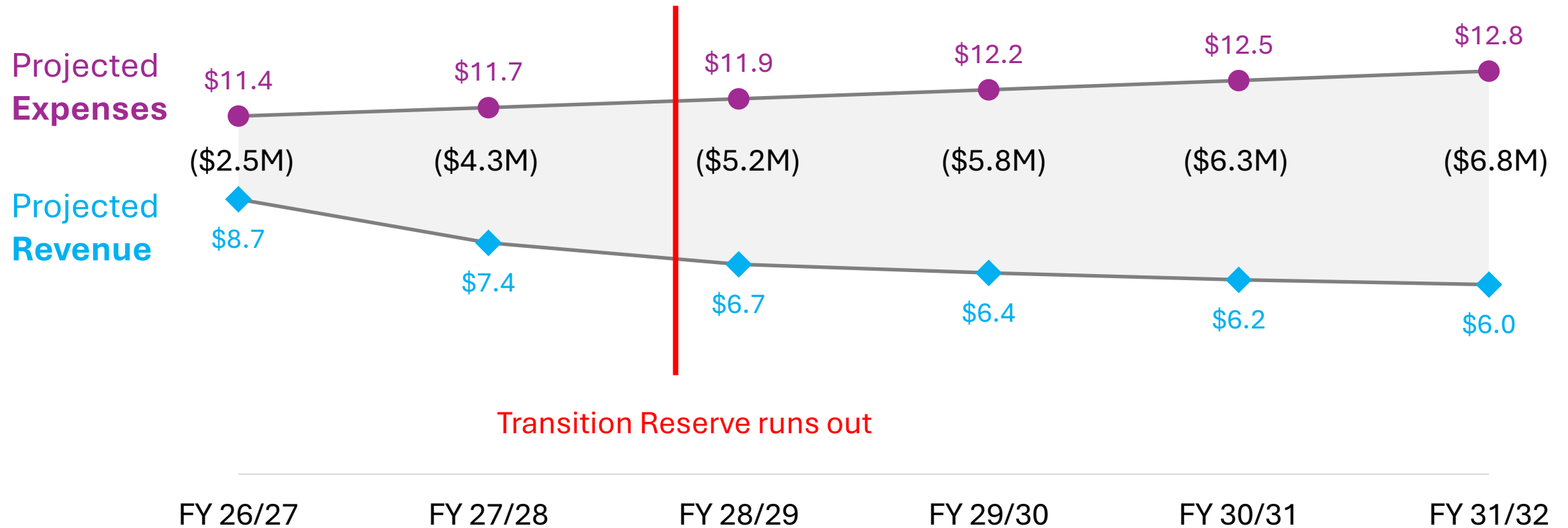
If approved, the remainder of the Fund Balance will become the **Transition Reserve**, allowing a time-limited transition process.

The balance of the Transition Reserve will decrease each year until fully spent in FY 29/30.



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Without additional, significant shifts, **the gap between projected Total Revenues and projected Total Expenses will continue to grow to nearly \$7M by FY 31/32.**



* Proposed reductions in FY 26/27 Expenses will be incorporated into FY 27/28-31/32 projections once the budget is adopted.



Questions?

Clarifying questions about the updated fiscal projections and/or proposed Fund Balance Policy

BREAK

Who Are We Becoming?

- Our Transformation Framework



Key Insight #2: Ultimately, First 5 Contra Costa needs to make even bigger strategic shifts to achieve sustainability.

- We will continue to evolve our role from direct funder to systems builder
- **Core principle:** *The funder role is not eliminated — it is repositioned as one tool among many, deployed in service of First 5's systems identity.*

From Direct Funder → To System Builder

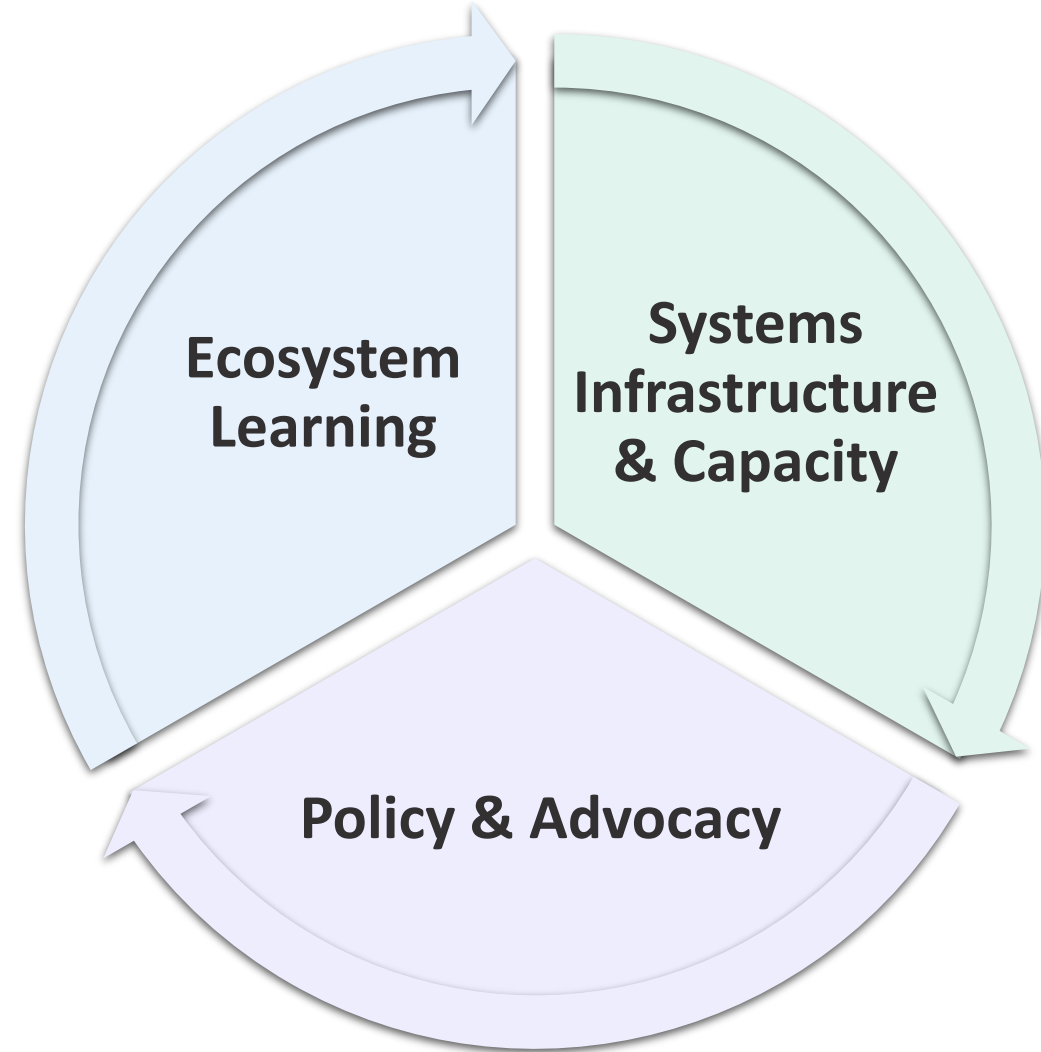
A comprehensive view of how First 5 Contra Costa is evolving across every dimension of organizational identity.

Dimension	From — direct funder identity	To — systems builder identity
Core identity	Public funder of early childhood programs	Bring people together, help systems work better for young children and their families, contribute resources toward common goals
Primary question	What programs should we fund?	What system conditions need to change?
Theory of change	Fund good programs → improve child outcomes	Build system infrastructure → transform conditions → improve child outcomes
Investment strategy	Responsive to proposals; program-by-program decisions	Proactive, strategic, and time-bound; investments follow a systems theory
Role in ecosystem	Contract administrator and program manager	Backbone, convener, advocate, and infrastructure builder
Partner relationships	Grantee compliance and reporting	Co-design, shared accountability, and collective governance

From Direct Funder → To System Builder

Dimension	From — direct funder identity	To — systems builder identity
Community role	Funder listens; community receives	Community leads and co-designs; First 5 amplifies and builds infrastructure that sustains community voice at the center
Policy & advocacy	Occasional and reactive	Core function — building coalitions, and shaping public narrative – driving system conditions that advance a comprehensive early childhood system
Data & learning	Grantee reporting and program evaluation	Ecosystem intelligence — population-level, systems change indicators, community listening, countywide early childhood indicators
Fiscal approach	Distribute Prop 10 revenue to programs	Leverage, braid, and build capital toward a permanent community endowment
Measure of impact	Number of grants, services delivered, families served	System strength, equity, sustainability, and shared population outcomes

3 Core Organizational Functions

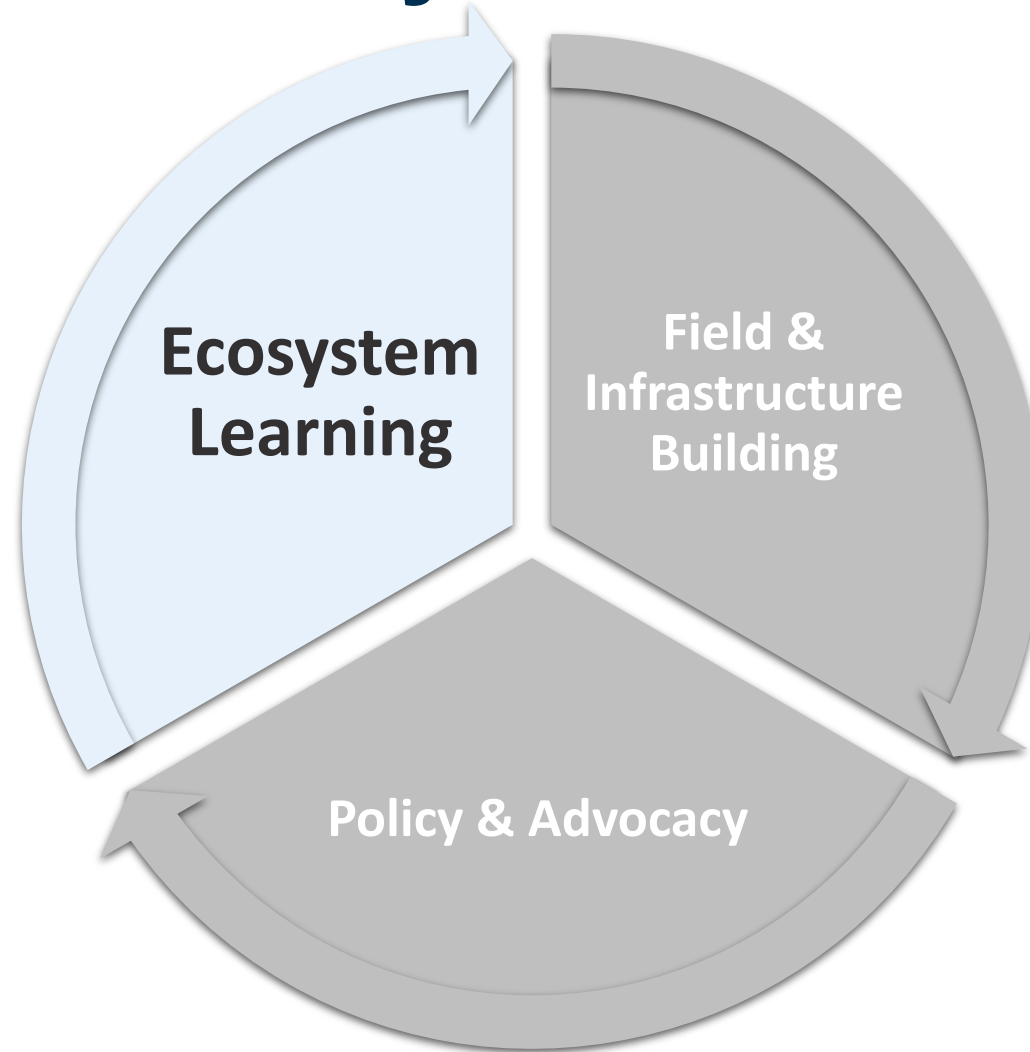


Core Function: Ecosystem Learning

What it Does

Generates the knowledge, data, and community insight that drives all of First 5's decisions, strategies, and system-building actions.

It is the organizational intelligence function — ensuring that what First 5 builds, advocates for, and activates is grounded in evidence and lived experience.



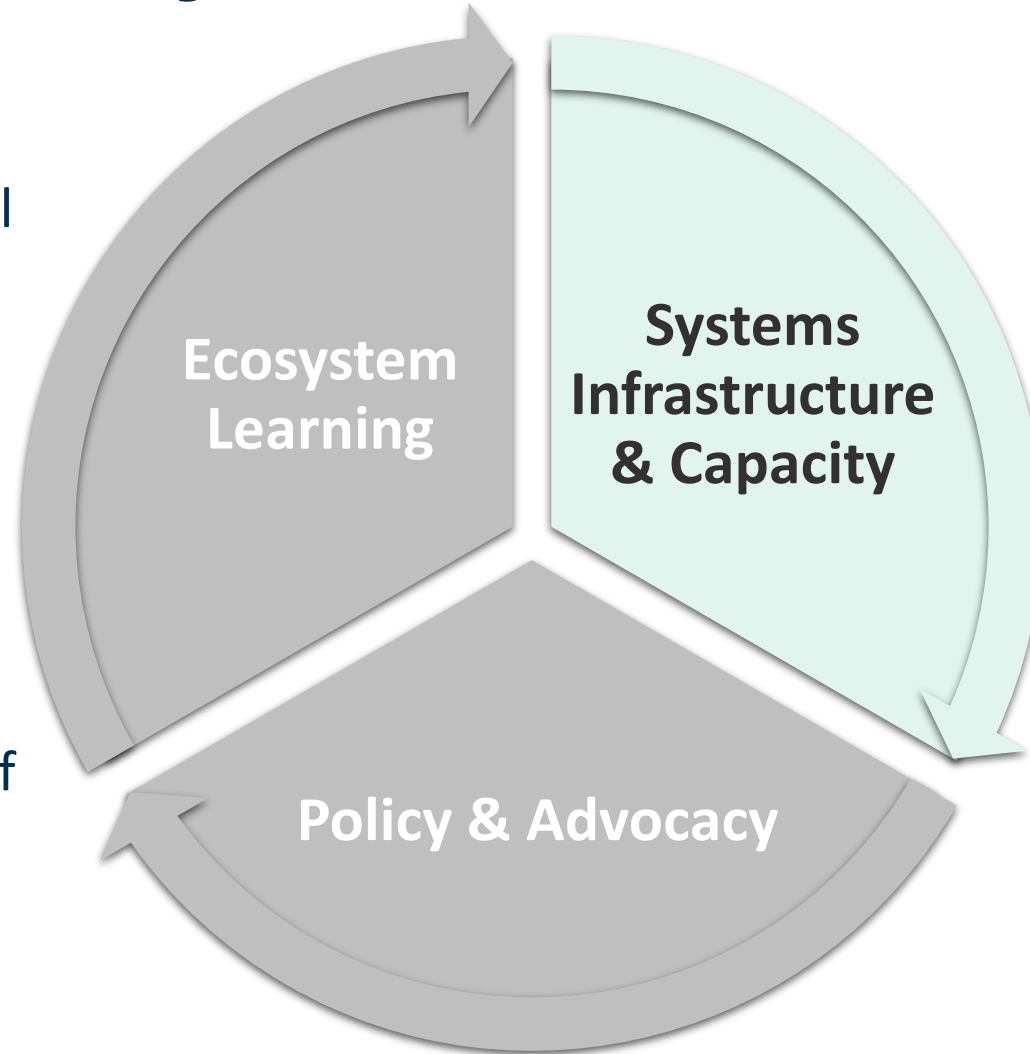
Prop 10 Anchor

"System of information" — Proposition 10 explicitly mandates a shared knowledge infrastructure, not just a system of services. Ecosystem learning is the direct fulfillment of that charge.

Core Function: Systems Infrastructure & Capacity

What it Does

Strengthens the structural conditions of the early childhood system — building the shared infrastructure, workforce capacity, and connective tissue that allows the system to function, improve, and sustain itself at a countywide scale.



Prop 10 Anchor

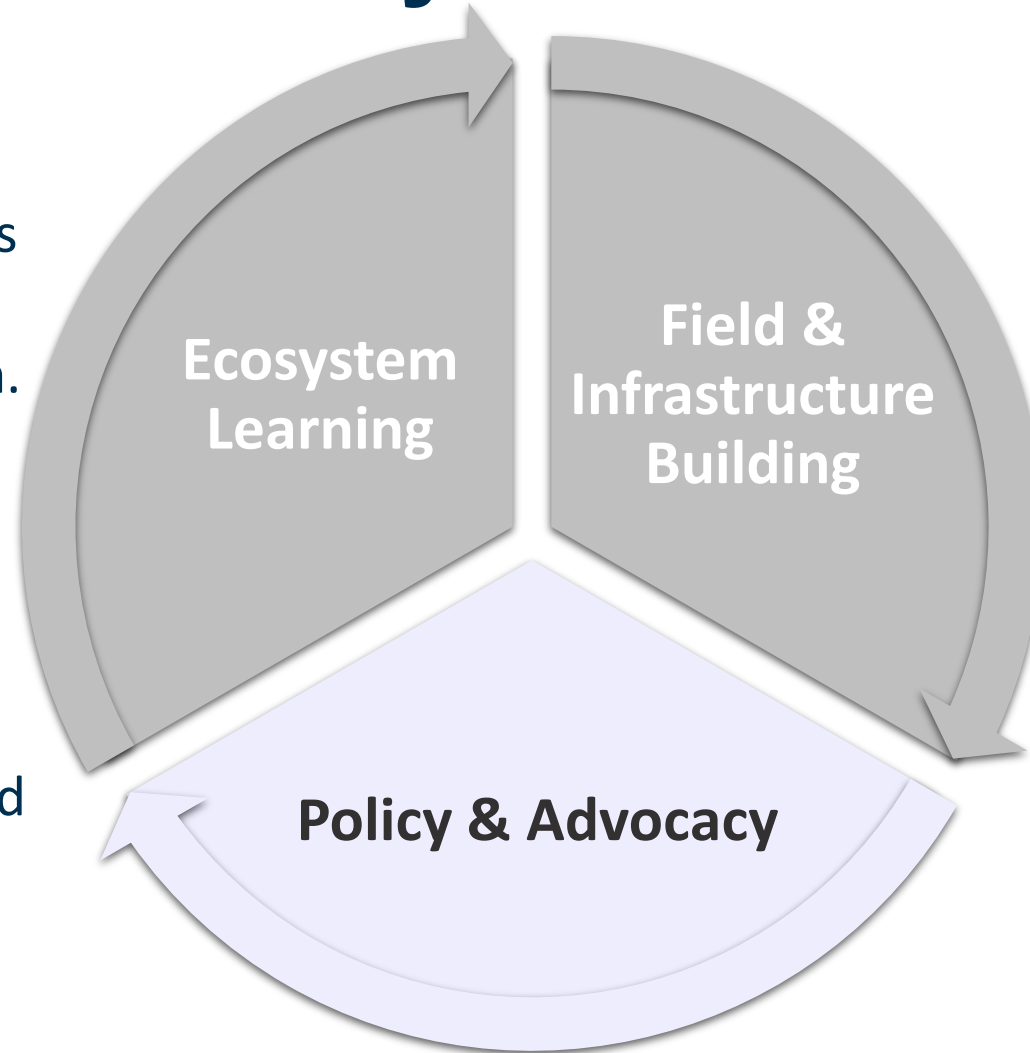
"Integrated system" and "system of services" — *the mandate requires a service infrastructure, not just individual programs.*

Core Function: Policy & Advocacy

What it Does

Shifts the rules, public resources, and civic norms that shape the conditions young children grow up in.

First 5 activates its statutory mandate, cross-sector relationships, and public credibility to advance policy change and build the public will that sustains a comprehensive early childhood system.



Prop 10 Anchor

“Facilitate the creation and implementation” and “optimal development” — *the mandate requires systemic action and public will, not just program delivery. Policy and advocacy is how First 5 fulfills the mandate at scale.*

Making Space for Our Priorities

To make this transition successfully, First 5 will need to transform from the inside out. This means we will **end our historical role** in areas, including but not limited to:

- Using our staff time and talent to manage direct service contracts and applying for direct service funding (vs building systems)
- Relying primarily on early childhood data at the state or national level...that may never become available
- Funding individual providers and organizations to deliver direct services where we are the only primary ongoing funding source (vs funding efforts that change the system conditions)
- Measuring our impact by counting individuals served by First 5-funded programs (vs measuring our impact at the community and systems levels)

Questions?

Clarifying questions



Reflection & Discussion

- What's exciting about First 5's transformation?
- What questions do you have?
- How might the Commission actively support this transition?

Check for “Green Light” to Proceed

- Draft priorities, goals, and strategies for the new strategic plan
- Prepare a recommended spending plan for the Transition Reserve, with specific uses, amounts, and timeline
- Continue to bring operational updates and decision points for Commission approval as necessary

First 5 Contra Costa

Identity Transformation — Role Evolution

From direct funder → to system builder

Core principle: *The funder role is not eliminated — it is repositioned as one tool among many, deployed in service of First 5's systems identity.*

A comprehensive view of how First 5 Contra Costa is evolving across every dimension of organizational identity.

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