



2027 IMPLEMENTATION PLAN

Fiscal Years 2027-28
through 2029-30

Updated 5/2026

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Introduction

The 2024-34 Strategic Plan communicates the Commission’s priorities and defines the change it hopes to achieve over the ten-year period. Developed with community input and centering racial equity, diversity, inclusion, and cultural responsiveness, the plan includes five priorities and nine goals. The Strategic Plan consists of three discrete Funding Periods, each of which is laid out in an Implementation Plan.

This Implementation Plan is the second Funding Period of the 2024-34 Strategic Plan and serves as a complement to that document. The Implementation Plan outlines the specific strategies to be funded during the 2027-30 funding cycle. These strategies are expected to work toward achieving the Commission’s goals and outcomes as outlined in the 2024-2034 Strategic Plan.

First 5 Sacramento Commission Foundational Statements

Vision

Sacramento County will have strong communities where children are safe, healthy and reach their full potential.

Mission

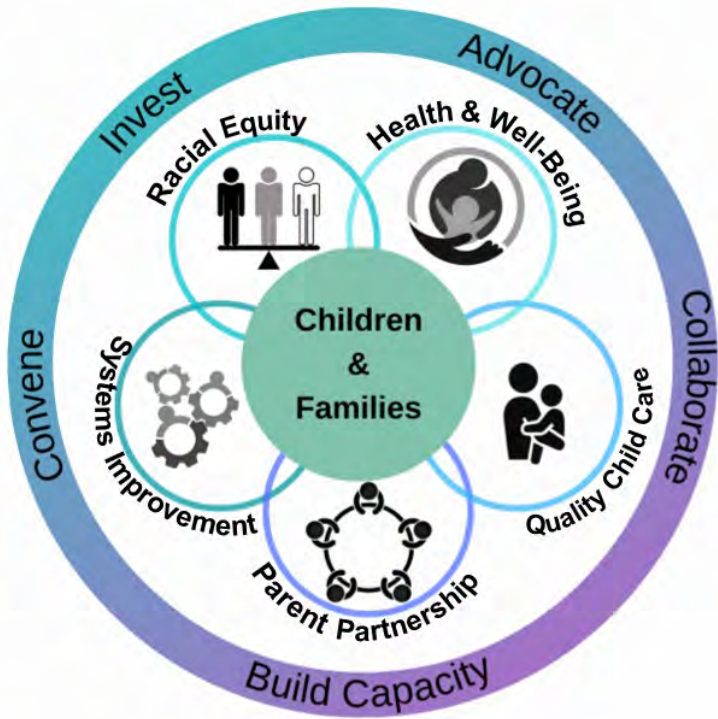
In partnership with parents, caregivers, and their communities, we seek to advance equitable, inclusive, and culturally responsive prevention and early intervention policies, systems, and practices that eliminate racial inequities, promote optimal health and development, and improve the lives of children prenatal through age five and their families.

Foundational Principles

1. Make narrow and deep investments to achieve the greatest impact.
2. Look for opportunities to leverage other dollars to sustain critical services for children and families.
3. Choose strategies that promote prevention, early intervention and community collaboration.
4. Make data informed decisions that address community strengths and needs, build community assets, and prioritize underserved children and families.
5. Focus services on the county's most vulnerable families to reduce disparities in access to equitable, quality services and outcomes.
6. Support F5 Sacramento's ability to carry out its mission.

IMPLEMENTATION PLAN OVERVIEW

In support of its mission, vision, and foundational principles, First 5 Sacramento has prioritized five areas of focus for long-term investment (2024 – 2034) as seen in the conceptual framework below. Children and families are at the center of the framework, informing and touched by all that First 5 does. The five priorities encircle this center, interlocking as an illustration of their interdependence. Around the outside are First 5’s Core Functions: to invest, advocate, convene, collaborate, and build capacity:



Information about planned expenditures and a summary sheet of each priority follow. Summary sheets detail the strategies, the primary population to be served, the funding partners or funding process, and the three-year allocation for each strategy. Each chart ends with the costs for the priority area delineated by expense category.



PLANNED EXPENDITURES

Funding for the three-year Strategic Plan period totals \$35.7 million. This allocation includes expenditures for Administration, Evaluation and Program. Planned expenditures for each Fiscal Year are as follows:

	FY 2027-28	FY 2028-29	FY 2029-30	Total
Administration	\$1,350,851	\$1,350,851	\$1,350,851	\$4,052,553
Evaluation	574,559	574,559	574,559	1,723,676
Program	9,974,590	9,974,590	9,974,590	29,923,770
Total	\$11,900,000	\$11,900,000	\$11,900,000	\$35,700,000

Planned program expenditures for the three-year period by Priority are as follows:

Priority Area	Total Program Expenditures	Percentage of Program Expenditures (\$29,923,770)
P1: Racial Equity*	\$4,365,293	15%
P2: Health & Well-Being	\$18,903,524	63%
P3: Quality Child Care	\$90,000	<1%
P4: Parent Partnership	\$585,897	2%
P5: Systems Improvement	\$732,195	2%
Program Staffing	\$2,721,841	9%
Program Management**	\$1,509,119	5%
Allocated Costs	\$658,271	2%
Media	\$165,000	<1%
Program Support***	\$120,300	<1%
Total 3-Year Program Expenditures	\$29,923,770	100%

*Racial Equity Priority Area includes \$1,612,000 in rollover funding from FY 2026-27.

**The Program Management total includes the sum of these costs across all summary charts and the partial cost of salary and benefits for the Executive Director, Deputy Director, and Media Planner for activities that cross all result areas.

***The Health & Well-Being total includes \$72,330 in MAA fees.

Priorities Summary Sheets

Program Strategies

Each priority has identified program strategies to be implemented to support the achievement of the Commission's desired goals. Based on past programming, current research, community input, and evidenced effectiveness, each strategy listed has been prioritized for funding.

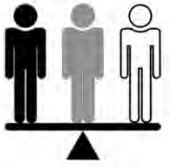
Primary Population

In accordance with the Proposition 10 Children and Families Act, programs and services will be provided to pregnant women, children birth through five years of age, their parents/caregivers and early learning professionals. Some strategies will be geared toward specific, under-resourced populations in Sacramento County. For specific primary population details, refer to each Priority Area summary sheet.

Funding Process

Many of the funded partners identified in the 2024 Implementation Plan will remain consistent into the 2027-30 Implementation Plan period because 1) continuity of services from that entity is critical, 2) significant cost efficiencies are realized, 3) current outcomes are exceptional and/or 4) there are limited agencies that can provide the requested services. Letters of Interest (LOIs), Requests for Proposals (RFPs), and Requests for Applications (RFAs) for remaining strategies will be released in fall / winter 2026-27 and brought to the Commission for approval in spring 2027. The Racial Equity, Diversity, Inclusion, and Cultural Responsiveness (REDI+CR) Funding Pathway process will take place in fall / winter 2027-28 because those funds run in a funding cycle one year off from the other funds. Following contract negotiations, services will begin July 1, 2027 for most strategies and July 1, 2028 for REDI+CR strategies.





Priority 1: Racial Equity

Implementation Strategy	Primary Population	Funding Process	3 – Year Allocation
Program Strategy 1A - REDI+CR Funding Pathway A separate Racial Equity, Diversity, Inclusion, and Cultural Responsiveness (REDI+CR) funding pathway to engage new partners serving BIPOC populations and under-resourced communities	Small Community Based Organizations not currently funded by First 5 and/or recently funded Equity in Action grantees	Participatory Grantmaking (Equity in Action)	\$4,063,293 93% of Priority 1
Additional REDI+CR Strategies 1B: -REDI+CR Evaluation -Internal REDI+CR Training -Consultant Support for REDI+CR Funding Pathway Activities that support REDI+CR throughout First 5's approach	Commissioners, Advisory Committee Members, First 5 Staff	Various including Continuation of Existing Contracts and RFP	\$302,000 7% of Priority 1

Priority 1: Racial Equity – Spending Plan	Funding Allocations
Funds available for contracting	\$4,365,293
Program Staffing: 0.75 FTE	\$434,336
Program Management	\$271,641
Media Costs	\$29,641
Program Support	\$21,219
Allocated Costs	\$108,346
Total Program Allocation	\$5,229,938



Priority 2: Health & Well-Being

Implementation Strategy	Primary Population	Funding Process	3 – Year Allocation
Strategy 2A – Infant Safe Sleep Infant safe sleep education and cribs for pregnant people and families with children up to one year of age, with a priority on communities with higher risks for and rates of infant sleep related (ISR) deaths	Pregnant people and new parents with a child under one year of age Focus on populations with risks and higher rates of ISR deaths	Continuation of Existing Contractor: Child Abuse Prevention Council of Sacramento	\$600,000 3% of Priority 2
Strategy 2B – Pregnancy Peer Support Regular and on-going education, support, accompaniment, and navigation services for pregnant African American people in Sacramento County provided by trained, community-based peer mentors	Pregnant African American people in Sacramento County who enroll in the program before 30 weeks of pregnancy	Continuation of Existing Contractor: Center for Community Health & Well-Being, dba Her Health First	\$2,520,000 13% of Priority 2
Strategy 2C – Breastfeeding Support Breastfeeding education and lactation support services for pregnant people and those with children up to one year old, particularly among communities with lower rates of breastfeeding	Pregnant people and new parents with a child under one year old Focus on populations with lower breastfeeding rates and those with limited access to breastfeeding support services.	Letter of Interest	\$600,000 3% of Priority 2

Implementation Strategy	Primary Population	Funding Process	3 – Year Allocation
Strategy 2D – Developmental Screening and Centralized Referrals Help Me Grow (HMG) Model to link families with children ages 0-5 with needed programs and services to screen for, assess, and/or address potential developmental delays and behavioral health challenges	Children ages 0-5 who have not been screened for developmental delays and behavioral health challenges and those who need follow up services Families living in transitional housing	Continuation of Existing Contractor: Sacramento County Office of Education	\$918,000 5% of Priority 2
Strategy 2E – Developmental Playgroups for Children with Exceptional Needs Developmental playgroups in community settings for children with exceptional needs ages 0 – 5 and their parents / caregivers	Children 0 - 5 with exceptional needs who are not enrolled in preschool and their parents / caregivers	Continuation of Existing Contractor: Regents of the University of California, Davis Campus	\$240,000 1% of Priority 2
Strategy 2F – Family Enrichment An array of family enrichment activities selected through a competitive proposal process Might include playgroups, arts, nutrition, cooking, outdoor activities, etc.	Families with children 0 – 5, prioritizing low-income families and neighborhoods	Request for Proposals	\$1,500,000 8% of Priority 2

Implementation Strategy	Primary Population	Funding Process	3 – Year Allocation
Strategy 2G – Parent Support & Connection at Family Resource Centers An array of services to foster community engagement, build positive family environments, reduce stress, and eliminate isolation	Families with children 0 – 5 years old	Continuation of Existing Contractors: <ul style="list-style-type: none"> • Child Abuse Prevention Council 	\$10,104,566 54% of Priority 2
Strategy 2H – Case Management through Family Resource Centers Short-term case management to improve outcomes for children and families Concrete supports provided to families requesting basic needs or experiencing crises such as homelessness, food insecurity, substance use, domestic violence, etc.	Families with children 0 – 5 years old requesting support with basic needs	<ul style="list-style-type: none"> • Folsom Cordova Community Partnership • La Familia Counseling Center • Mutual Assistance Network 	
Strategy 2I – Home Visiting through Family Resource Centers Parents will receive one-on-one education and support during each home visit based on needs assessment	Families/children 0 to 3 years. Secondary focus children 3 to 5 years (families that are not eligible for CalWORKs HVP)	<ul style="list-style-type: none"> • River Oak Center for Children • Sacramento Children's Home (SCH) 	
Strategy 2J – Preventing Inequities in Child Welfare through Family Resource Centers Continue to provide strength-based, culturally responsive services by funding specialized curriculum designed to strengthen engagement, foster meaningful connections, and build resilience and retention among African American families	Families with children ages 0 to 5, focusing on neighborhoods with the highest risk of child maltreatment and neglect within African American communities	<ul style="list-style-type: none"> • WellSpace Health 	

Implementation Strategy	Primary Population	Funding Process	3 – Year Allocation
Strategy 2K – Emergency Childcare & Case Management Temporary, safe, emergency child care for families experiencing crisis and provision of case management services to help parents/caregivers mitigate the crisis	Families with children ages 0-5	Continuation of Existing Contractor: Sacramento Children’s Home	\$2,420,958 13% of Priority 2

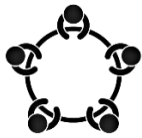
Priority 2: Health & Well-Being – Spending Plan	Funding Allocations
Funds available for contracting	\$18,975,854
Program Staffing: 1.85 FTE	\$1,071,363
Program Management	\$980,927
Media Costs	\$126,510
Program Support	\$92,237
Allocated Costs	\$332,422
Total Program Allocation	\$21,579,313





Priority 3: Quality Child Care

Implementation Strategy	Primary Population	Funding Process	3 – Year Allocation
Strategy 3A – Sacramento County Child Care Coalition (Lift Up Sacramento) Staffing for facilitation and administration of the Sacramento Child Care Coalition, a group of engaged partners working together to strengthen families and improve access to high-quality, affordable, and equitable early learning and care across Sacramento County	Sacramento elected leaders, business community, child care providers, and child care consumers	Continuation of Existing Contractor: Child Action, Inc.	\$90,000 100% of Priority 3
Priority 3: Quality Child Care – Spending Plan			Funding Allocations
Funds available for contracting			\$90,000
Program Staffing: 0.40 FTE			\$231,646
Program Management			\$75,456
Media Costs			\$600
Program Support			\$437
Allocated Costs			\$40,014
Total Program Allocation			\$438,154



Priority 4: Parent Partnership

Implementation Strategy	Primary Population	Funding Process	3 – Year Allocation
Strategy 4A – Parent/Caregiver Leadership Development <ul style="list-style-type: none"> • Training options for parents/caregivers to learn about civic engagement • Scholarships - to parents/caregivers who have completed a training - that will go toward community service projects, leadership and professional development • Engaging parent leaders in soliciting community feedback 	Diverse parents and caregivers with lived experience & children ages 0-5 years old*	Continuation of Existing Contractor: Sacramento Children's Home	\$531,897 91% of Priority 4
Strategy 4B – Community Stipends Stipends for parents/caregivers who serve on F5 committees, Commission, review panels, etc., creating a pathway to leadership that promotes diversity and equality in decision-making for children and families	Diverse parents and caregivers with lived experience & children ages 0-5 years old*	Commission Stipend Policy	\$30,000 5% of Priority 4
Strategy 4C – Language Justice Strategies that promote language justice including but not limited to translation services	Parents, caregivers & community members who primarily speak a language other than English	County Purchasing Policy	\$24,000 4% of Priority 4

* Including but not limited to: parents/caregivers who are BIPOC (Black, Indigenous, and People of Color), monolingual, refugees, single parents, young parents, first-time parents, LGBTQ+ parents, disabled parents, and parents of children with special needs

Priority 4: Parent Partnership – Spending Plan	Funding Allocations
Funds available for contracting	\$585,897
Program Staffing: 0.50 FTE	\$289,558
Program Management	\$90,547
Media Costs	\$3,906
Program Support	\$2,848
Allocated Costs	\$53,777
Total Program Allocation	\$1,026,532





Priority 5: Systems Improvement

Implementation Strategy	Primary Population	Funding Process	3 – Year Allocation
Strategy 5A – Health Systems Liaison A consultant to serve as the Commission’s content expert on CalAIM, who will work in partnership with staff and serve as a liaison to local health plans and family service organizations Will also provide technical assistance to staff and Commission-funded programs to support engagement and contracting with health plans and intermediaries to improve referrals and access to Medi-Cal services	Health plans and local organizations that focus on and/or provide services to pregnant women and their children through one year of age	Continuation of Existing Contractor: Health Management Associates	\$150,000 21% of Priority 5
Strategy 5B - Oral Health Systems Improvements (0-5) Support systems improvement efforts related to the Medi-Cal Dental Advisory Committee (MCDAC), including greater collaboration between the health and dental plans, addressing access for special needs children, and working with DHCS to improve the Medi-Cal Dental system Advocate for the continued implementation of community water fluoridation among First 5–funded water district agencies to: Protect the oral health of children ages 0–5; Ensure that prior investments in fluoridation infrastructure and programming are sustained; and Advance health equity by ensuring children have access to fluoridated water.	Dept. of Health Care Services Leadership Denti-Cal providers serving children 0-5 -California American Water District -City of Sacramento -Golden State Water Company -Sacramento County Water Agency -Sacramento Suburban Water District -The general public -CA Dept of Health Care Services	General Services Contract: Debra Payne Consulting	\$45,000 6% of Priority 5

Implementation Strategy	Primary Population	Funding Process	3 – Year Allocation
Strategy 5C – Black Child Legacy Campaign (BCLC) Leadership Staff support of the BCLC Steering Committee	Members of the BCLC Steering Committee	Continuation of Existing Contractor: Sacramento County, Department of Child, Family, and Adult Services	\$300,000 41% of Priority 5
Strategy 5D – Sac Family Connect A sustainable, unified system of family support agencies that connects families with the home visiting and family support services they need while maximizing available funding to serve more families Funds will be used for convening quarterly contractor meetings and an annual Summit; marketing and outreach as well as maintaining the SacFamilyConnect website	Organizations that serve families with young children, as well as parents and community members	County Purchasing Policy	\$75,000 10% of Priority 5
Strategy 5E - Child Safety Forward Sacramento (Prevention Cabinet) Support for cross-systems convenings and Town Hall events focused on family strengthening and community engagement in implementation of Child Safety Forward Sacramento goals	Public & private leaders who participate on the Prevention Cabinet and the Community at large for Town Hall events	Continuation of Existing Contractor: Child Abuse Prevention Council of Sacramento	\$60,000 8% of Priority 5

Implementation Strategy	Primary Population	Funding Process	3 – Year Allocation
Strategy 5F – Public Will and Advocacy Increase the public’s understanding of the importance of investing in children in their first five years utilizing social media, paid content and other methods Monitor and advocate for legislation that aligns with First 5 Sacramento’s Policy Platform Engage state and local elected officials to encourage policies and build public support for investments in early childhood	General public, elected officials, foundations, funders, etc.	County Purchasing Policy	\$102,195 14% of Priority 5

Priority 5: Systems Improvement – Spending Plan	Funding Allocations
Funds available for contracting	\$732,195
Program Staffing: 1.20 FTE	\$694,938
Program Management	\$90,547
Media Costs	\$4,881
Program Support	\$3,559
Allocated Costs	\$123,713
Total Program Allocation	\$1,649,833

Evaluation Plan

RESULTS-BASED ACCOUNTABILITY FRAMEWORK

First 5 Sacramento's evaluation plan follows a **Results-Based Accountability (RBA)** framework. Goals are measured with community indicators, and program performance is measured by three types of indicators:

- *How much did we do?* (Number of people served, number of services provided.)
- *How well did we do?* (Was the model/program implemented as intended?)
- *Is anyone better off?* (Participant outcomes, e.g., attitudes, behaviors, and well-being)

Potential Indicators

Priority 1: Racial Equity

Continuing Indicators

- Parent/caregiver contribution to decision making in F5 Sacramento's work
- Number/amount of leveraged committed resources to support underserved/unserved children's wellbeing and development
- Number and characteristics of new partners

Proposed Indicators:

- Percent of EiA grantees who report establishment of new healthy business practices (fiscal, administrative, and/or grants management)
- Percent of EiA grantees who submit applications for additional funding sources before the end of the grant period
- Percent of EiA grantees who fully implement proposed program strategies during the grant period
- Ripple effects mapping of positive changes due to Equity in Action grantee programming

Priority 2: Health & Well-Being

Continuing Indicators

- Percentage of pregnant women who receive prenatal care prior to the second trimester
- Infant mortality rate
- Percentage of clients who exclusively feed baby breastmilk at 6 months
- Number of children receiving developmental screens and percentage of those children who are subsequently linked to services

- Percentage of parents/caregivers demonstrating increased knowledge of child development and confidence in their ability to promote it
- Percentage of parents demonstrating increases in the Protective Factors
- Child maltreatment rates (allegations, substantiations and recurrence)

Priority 3: Quality Child Care

Continuing Indicators

- Number and characteristics of engagements of the Child Care Coalition

Proposed Indicators:

- Amount of funds leveraged for childcare quality and accessibility
- Number of new funding sources and/or policies at the local, state and federal level that have been enacted to support childcare quality and access

Priority 4: Parent Partnership

Continuing Indicators

- Number and characteristics of parents/caregivers and their contribution to decision-making in F5 Sacramento's work
- Number and types of opportunities for parents/caregivers to make contributions
- Percentage and characteristics of parents/caregivers who move into leadership roles

Priority 5: Systems Improvement

Continuing Indicators

- Number and characteristics of agencies and community members engaged in convening of child and family serving agencies/systems
- Resources leveraged from external sources in support of First 5's mission
- Number of engagements with elected officials in support of First 5's mission
- Number and types of outreach efforts to increase the public's awareness of First 5's mission

Proposed Indicators

- Capacity building from Health Systems Liaison to improve connection to managed care plan partners and their services
- Percent of fluoridated drinking water in Sacramento County
- Resources leveraged from external sources in support of First 5's mission
- Number of engagements with elected officials in support of First 5's mission
- Number and types of outreach efforts to increase the public's awareness of First 5's mission