



The support you need to help children succeed.

PFC is a 501(c)(3) nonprofit organization supported by public and private funds through Smart Start, NC Pre-K, tax-deductible donations, and grants.

**Planning & Evaluation Committee**

Tuesday, August 8, 2017

2:00 pm – 4:00 pm

Charles Morris Conference Room

**Be the Driving Force . . .**

**. . . to reliably produce predictable outcomes for young children and their families that improve every year for the next 20 years**

- I. Determination of Quorum & Call to Order – Amy Cannon**
  - A. Chair's Comments
  - B. New Members
    - 1. Mary McCoy
    - 2. Lynn Greene
  - C. 2017-2018 Required Forms
- II. Approval of Minutes – February 14, 2017\***
- III. Full Session – Smart Start Evaluation – Linda Blanton**
  - A. Internal Scan
    - 1. Year End Program Monitoring Results
    - 2. Year End Smart Start Outputs & Outcomes
    - 3. Year End PFC Results
    - 4. Evaluation Findings & Recommendation\*
  - B. External Scan
    - 1. Family Needs Assessments Infographics
    - 2. Child Care Supply & Demand
    - 3. Planning Assumptions and Strategic Priorities\*
  - C. Allocation Process
    - 1. Timeline
    - 2. Smart Start Eligibility\*
- IV. President Report**
- V. Information**
  - A. Annual Board Celebration on October 5 from 12 to 2at Snyder Memorial Fellowship Hall
- VI. Adjournment**
  - A. Next meeting – October 10<sup>th</sup>

\* Needs Action    ^ Information Only    ! Possible Conflict of Interest (Recusals)

PROGRAM MONITORING RESULTS		
AGENCY	MONITORING	RESULT
1. <b>Autism Society of Cumberland County</b> <i>Autism Outreach &amp; Resource Services</i>	5/23/2017	<ul style="list-style-type: none"> <li>Quarterly Desktop Monitoring- Data collections strategy/measures adequate and appropriate</li> <li>Submission of Documents Substantiating Program Monitoring Compliance</li> <li>Fidelity Index Scale of 2.5 shows program is implementing moderate model fidelity.</li> <li>Acceptable Achievement Scale – TBD</li> </ul>
2. <b>Easter Seals/UCP</b> <i>Spainhour Child Play</i>	5/31/2017	<ul style="list-style-type: none"> <li>Monthly Desktop Monitoring and Reconciliation</li> <li>Submission of Documents Substantiating Program Monitoring Compliance</li> <li>Fidelity Index Scale of 2.83 shows program is implementing high model fidelity</li> <li>Acceptable Achievement Scale – TBD</li> </ul>
3. <b>Fayetteville Technical Community College</b> <i>Child Care Scholarships</i>	05/24/2017	<ul style="list-style-type: none"> <li>Monthly Desktop Monitoring and Reconciliation</li> <li>Submission of Documents Substantiating Program Monitoring Compliance</li> <li>Fidelity Index Scale of 2.58 shows program is implementing high model fidelity</li> <li>Acceptable Achievement Scale – TBD</li> </ul>
4. <b>Kerri Hurley</b> <i>Kindermusik &amp; Music Therapy Connection</i>	05/23/2017	<ul style="list-style-type: none"> <li>Quarterly Desktop Monitoring- Data collections strategy/measures adequate and appropriate</li> <li>Submission of Documents Substantiating Program Monitoring Compliance</li> <li>Fidelity Index Scale of 2.92 shows program is implementing high model fidelity</li> <li>High Achievement Scale – TBD</li> </ul>
5. <b>Partnership for Children</b> <i>CCR&amp;R Core Services</i>	5/30/2016	<ul style="list-style-type: none"> <li>Quarterly Desktop Monitoring- Data collections strategy/measures adequate and appropriate</li> <li>Submission of Documents Substantiating Program Monitoring Compliance</li> <li>Fidelity Index Scale of 2.39 shows program is implementing moderate model fidelity</li> <li>Acceptable Achievement Scale – TBD</li> </ul>
6. <b>Partnership for Children</b> <i>Child Care Subsidy</i>	5/23/2017	<ul style="list-style-type: none"> <li>Monthly Desktop Monitoring and Reconciliation</li> <li>Submission of Documents Substantiating Program Monitoring Compliance</li> <li>Fidelity Index Scale of 2.58 shows program is implementing moderate model fidelity</li> <li>Acceptable Achievement Scale – TBD</li> </ul>
7. <b>Partnership for Children</b> <i>High Quality Maintenance</i>	5/22/2017	<ul style="list-style-type: none"> <li>Quarterly Desktop Monitoring- Data collections strategy/measures adequate and appropriate</li> <li>Submission of Documents Substantiating Program Monitoring Compliance</li> <li>Fidelity Index Scale of 2.67 shows program is implementing high model fidelity</li> <li>High Achievement Scale – TBD</li> </ul>

8. <b>Partnership for Children</b> <i>Professional Development Career Center</i>	6/5/2017	<ul style="list-style-type: none"> <li>• Quarterly Desktop Monitoring- Data collections strategy/measures adequate and appropriate</li> <li>• Submission of Documents Substantiating Program Monitoring Compliance</li> <li>• Fidelity Index Scale of 2.8 shows program is implementing high model fidelity</li> <li>• Acceptable Achievement Scale – TBD</li> </ul>
9. <b>Partnership for Children</b> <i>Quality Enhancement Grants</i>	5/30/2017	<ul style="list-style-type: none"> <li>• Quarterly Desktop Monitoring- Data collections strategy/measures adequate and appropriate</li> <li>• Submission of Documents Substantiating Program Monitoring Compliance</li> <li>• Fidelity Index Scale of 2.25 shows program is implementing moderate model fidelity</li> <li>• High Achievement Scale – TBD</li> </ul>
10. <b>Partnership for Children</b> <i>Resource Center</i>	6/5/2017	<ul style="list-style-type: none"> <li>• Quarterly Desktop Monitoring- Data collections strategy/measures adequate and appropriate</li> <li>• Submission of Documents Substantiating Program Monitoring Compliance</li> <li>• Fidelity Index Scale of 2.42 shows program is implementing high model fidelity</li> <li>• High Achievement Scale – TBD</li> </ul>

# Smart Start Outputs

Objectives		2015-16 YTD Outputs	2016-17 Quarterly Outputs				
Advance Children's Well-Being		Strengthened the developmental screening and referral practices of <b>12</b> medical practices representing <b>32</b> providers to implement impacting <b>13,629</b> at-risk young children	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
			12	0	0	10	183%
			32	0	0	12	138%
			3,998	4,000	3,564	2,067	100%
Raise the Quality of Early Care and Education	Advance Children's Well-Being: Prepare children socially, emotionally, physically and intellectually to enter kindergarten ready to succeed.	Enhanced the skills of <b>75</b> ECE staff through coaching and consultation	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
			0	75	0	0	100%
		Enhanced the licensed child care settings of <b>3</b> child care facilities that received quality enhancement grants. (QEG)	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
			3	0	0	0	100%
		Strengthened the licensed child care settings of <b>5</b> child care facilities that received quality maintenance grants. (HQM)	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
			0	5	0	0	100%
		Strengthened the licensed child care settings of <b>66</b> child care facilities that received technical assistance. (NC PreK)	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
			72	0	0	0	109%
		Advanced <b>260</b> direct teaching staff to increase higher education by providing support for college-level course credit (PDCC)	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
			85	0	34	30	55%
		Enriched the brain development of <b>811</b> at-risk preschoolers by empowering <b>123</b> teachers by modeling during 7 weekly sessions (Kindermusik & Music Therapy)	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
			214	170	245	59	85%
			37	26	36	4	84%
		Advanced the progress toward higher education of <b>259</b> direct teaching staff from <b>136</b> child care facilities impacting <b>5,250</b> children through financial incentive_(WAGE\$)	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
			NA until Q2	223	0	41	102%
				114	0	15	95%
				4,286	0	1086	102%

Objectives		2015-16 YTD Outputs	2016-17 Quarterly Outputs				
Empower Families	<b>Positive Parenting Practices:</b> Partners with community partners to adopt policies and practices that are proven effective in building family Protective Factors (e.g., integration into community systems, contracts and services.)	<u>Connected 20</u> families with children with Autism Spectrum Disorders with others who face similar challenges through the Circle of Parents Support Group.	Q1	Q2	Q3	Q4	% Achieved
			14	7	2	0	115%
		<u>Strengthened</u> positive parenting practices for <b>30</b> at-risk parents through the Nurturing Parenting Programs.	Q1	Q2	Q3	Q4	% Achieved
			12	17	0	0	97%
		Empowered <b>150</b> parents with opportunities to borrow books, toys, and learning materials	Q1	Q2	Q3	Q4	% Achieved
			45	49			63%
		Enhanced the road safety of <b>205</b> children who are no longer riding in seats that are installed incorrectly, recalled, out of date or not in working order.	Q1	Q2	Q3	Q4	% Achieved
			43	70	25	67	100%
	<b>Children's Pre-Reading Skills:</b> Institutionalize language and literacy activities county-wide and use this issue as a point of entry for discussion of other domains of school readiness	<u>Enriched</u> the home literacy environment by providing books to <b>2,450</b> at-risk young children through the medical practice-based Reach Out and Read program	Q1	Q2	Q3	Q4	% Achieved
			690	587	877	296	100%
		Enhanced the brain development of <b>811</b> at-risk pre-schoolers through Kindermusik and Music Therapy	Q1	Q2	Q3	Q4	% Achieved
			214	170	245	59	85%
	<b>Consumer Education:</b> Parents receive information about the NC quality rating system and how to use quality indicators to select high quality care that's best for their family.	<u>Increased 893</u> parent's knowledge in how to identify quality child care by providing best practice child care consultation grounded in a parental choice model. (CCR&R CER)	Q1	Q2	Q3	Q4	% Achieved
			262	272	242	243	114%
Improved Access to High Quality		<u>Increased the school readiness of 1,087</u> low-income children by offsetting the cost of 4 and 5 star-rated childcare facilities through child care subsidy program. (DSS)	Q1	Q2	Q3	Q4	% Achieved
			751	3	20	1	71%
		<u>Increased parents of 34</u> children ability to meet their educational goals by	Q1	Q2	Q3	Q4	% Achieved
			20	3	4	2	85%

Objectives		2015-16 YTD Outputs	2016-17 Quarterly Outputs				
		offsetting the cost of child care (FTCC)					
		<u>Increased</u> parents of <b>140</b> children ability to meet their educational goals by offsetting the cost of child care (PFC Subsidy)	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
			81	31	44	29	1.32%
		<u>Empowered</u> <b>1,500</b> at-risk 4 year old to be successful when they enter Kindergarten by being enrolled in the NC Pre-Kindergarten Program (NC Pre-K)	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
			1,500	0	0	328	122%
		<b>43%</b> (5/20) of infant and toddlers have special needs (Spainhour)	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
Strengthen the Early Childhood System	<b>Strengthen The Early Childhood Continuum Of Care:</b> Strengthened and sustained regional and local coalitions to address early childhood system-wide issues and interagency collaboration.	<u>Advanced</u> the collaboration and alignment of <b>76</b> organizations planning and implementing effective models and strategies to address specific community issues/needs	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
			76	4	0	0	105%
	<b>Manage And Coordinate Stakeholder Information:</b> Maintain an integrated performance management approach that uses long-term goals in parallel with tracking indicators and annual performance goals	<u>Mobilized</u> <b>33</b> Local Partnerships representing <b>42</b> counties in a community of practice to improve methods of data sharing and translation.	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
			32	0	0	1	100%
			41	0	0	0	98%
	<b>Cross-Sector Engagement:</b> Representation from key sectors such as education, non-profit, philanthropic, business, civic and community leaders needed to develop and implement the vision to which the Partnership and community holds itself	<u>Leveraged</u> <b>236</b> community volunteers to supplement and enhance our daily work, assist with planning and strategic directions, and help out at special events.	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
			111	111	111	111	188%
		Engaged <b>8,345</b> children and their parents with educational outreach experiences.	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	% <i>Achieved</i>
			0	3,500	0	4,845	100%

Objectives		2015-16 YTD Outputs	2016-17 Quarterly Outputs				
	accountable for achieving.						
	<b>Enhanced Individual and Community Capacity:</b> Build the capacity of organizations to achieve mission-driven results	<u>Empowered</u> <b>17</b> direct service partners through onsite monitoring visits, planning sessions, in-service and consultations.	<i><b>Q1</b></i>	<i><b>Q2</b></i>	<i><b>Q3</b></i>	<i><b>Q4</b></i>	<i><b>% Achieved</b></i>
			17	0	0	0	100%

# Smart Start Outcomes

Goals		Outcome	Outcome Trend
Advance Children's	Cumberland County children screened and identified for follow up services will be assessed and will receive appropriate early intervention services.	Increase in Referrals of Children to Services	% of children ages birth-5 with developmental concerns who have been referred for further assessment <ul style="list-style-type: none"> <li>2014-2015 – 61% (20/33)</li> <li>2015-2016 – 61% (58/95)</li> <li>2016-2017 – 100% (25/25)</li> </ul>
Empower Families	Families have the knowledge and skills needed to insure that their children enter school healthy and ready to learn.	Increase in Parent Social Support	Social Emotional Support (Protective Factors Survey) <ul style="list-style-type: none"> <li>2014-2015 – Pre 4.81; Post 6.51</li> <li>2015-2016 – Pre 3.80; Post 6.13</li> <li>2016-2017 – Pre 3.52; Post 5.85</li> </ul>
		Increased in Positive Parenting Practices	Expectations of Children (AAPI-2) <ul style="list-style-type: none"> <li>2015-2016 – Pre- 4.75; Post 6.00</li> <li>2016-2017 – Pre- 5.08; Post 6.03</li> </ul>
			Parental Empathy (AAPI-2) <ul style="list-style-type: none"> <li>2015-2016 – Pre- 4.75; Post 8.00</li> <li>2016-2017 – Pre- 4.95; Post 7.65</li> </ul>
			Use of Corporal Punishment (AAPI-2) <ul style="list-style-type: none"> <li>2015-2016 – Pre- 5.00; Post 6.50</li> <li>2016-2017 – Pre- 5.96; Post 7.86</li> </ul>
			Parent-Child Family Roles (AAPI-2) <ul style="list-style-type: none"> <li>2015-2016 – Pre- 4.25; Post 7.50</li> <li>2016-2017 – Pre- 6.24; Post 7.40</li> </ul>
			Children's Power and Independence (AAPI--2) <ul style="list-style-type: none"> <li>2015-2016 – Pre- 4.75; Post 6.00</li> <li>2016-2017 – Pre- 5.96; Post 7.38</li> </ul>
			Knowledge of Parenting Practices (NSCS-2) <ul style="list-style-type: none"> <li>2015-2016 – Pre 7.00; Post 8.75</li> <li>2016-2017 – Pre- 7.50; Post 8.00</li> </ul>
			Utilization of Nurturing Skills (NSCS-2) <ul style="list-style-type: none"> <li>2015-2016 – Pre 7.25; Post 8.87</li> <li>2016-2017 – Pre- 6.87; Post 8.46</li> </ul>
	Families have the knowledge and skills to participate in literacy related activities with their children.	Increased in Frequency of Adult and Child Shared Reading	<ul style="list-style-type: none"> <li>2015-2016 <ul style="list-style-type: none"> <li>Returning ROR participant 38% (44/115)</li> <li>New ROR participant 30% (35/115)</li> </ul> </li> <li>2016-2017</li> </ul> Assessment done once a year in Spring
	Families have the information they need to select quality child care for their children.	Improved Access to High Quality Care:	Parents responding to surveys indicate they have chosen care with a 4 or 5 star license (Survey) <ul style="list-style-type: none"> <li>2014-2015 - 84% (134/234)</li> <li>2015-2016 – 92%</li> </ul>
Improved Access to High Quality	Children, regardless of need, have access to child care, if families want and/or need it.	Improved Access to High Quality Care:	Average child subsidized placement (DSS) <ul style="list-style-type: none"> <li>2014-2015 – 4.22</li> <li>2015-2016 – 4.26</li> <li>2016-2017 – 4.30</li> </ul>
			Average child subsidized placement (FTCC) <ul style="list-style-type: none"> <li>2014-2015 – 4.56</li> <li>2015-2016 - 4.60</li> <li>2016-2017 – 4.51</li> </ul>
			Average child subsidized placement (PFC) <ul style="list-style-type: none"> <li>2014-2015 – 4.43</li> <li>2015-2016 – 4.46</li> <li>2016-2017 – 4.56</li> </ul>



Goals		Outcome	Outcome Trend
			Remained in the same facility for at least 6 months or the natural end of each child's placement.(Spainhour) <ul style="list-style-type: none"> <li>2014-2015 – 100% (29 /29)</li> <li>2015-2016 – 67% (20/30)</li> <li>2016-2017 – 100% (38/38)</li> </ul>
Raise the Quality of Early Care and Education	Every regulated program has a 3- or higher rating or is nationally accredited.	Increased Program Quality (Star Levels)	Average start rating of participating centers/homes in QEG Incentive <ul style="list-style-type: none"> <li>2015-2016 – Pre 3.00; – Post 3.20</li> <li>2016-2017 – Pre 3.00; – Post 3.00</li> </ul>
		Maintained High Program Quality (Star Levels)	Average start rating of participating centers/homes in HQM Incentive <ul style="list-style-type: none"> <li>2015-2016 – Pre 4.26; – Post 4.32</li> <li>2016-2017 – Pre 4.00; – Post 4.00</li> </ul>
			Average ECERS-R Score of participating centers <ul style="list-style-type: none"> <li>2016-2017 – 5.38</li> </ul>
	Directors and teachers in regulated child care programs hold an associate's degree in early childhood education.	Improved Provider Knowledge	Earned at least 3 credit hours in early childhood or early childhood related courses with a grade of C or better. <ul style="list-style-type: none"> <li>2014-2015 – 91% (118/130)</li> <li>2015-2016 – 95% (247/260)</li> <li>2016-2017 –89% (76/85)</li> </ul>
			Classroom teachers reported they have improved their skills (Survey) <ul style="list-style-type: none"> <li>2014-2015 – N/A</li> <li>2015-2016 – (95%) 37/39</li> <li>2016-2017 – 97% (30/31)</li> </ul>
	Regulated child care centers retain qualified, competent staff.	Increase in Teacher Retention	Annual Retention Rate of Participants (WAGES) <ul style="list-style-type: none"> <li>2014-2015 – 88% (172/196)</li> <li>2015-16 – 89% (215/242)</li> <li>2016-2017 –79% (198/251)</li> </ul>
Strengthen the Early Childhood System	A comprehensive and coordinated service system that builds on the strengths and meets the needs of diverse children and their families.	<ul style="list-style-type: none"> <li>Expanded connections</li> <li>Enhanced Components</li> <li>Shifted Mindset</li> <li>Leveraged Resources</li> </ul>	<ul style="list-style-type: none"> <li>Child Abuse Prevention Plan for Cumberland County               <ul style="list-style-type: none"> <li>Action Plan for each protective factors</li> </ul> </li> </ul>
	A systematically designed evaluation design that provides sufficient information about the benefits and quality of the system that can be used for accountability and system improvement.		<ul style="list-style-type: none"> <li>Level of Evidence Index               <ul style="list-style-type: none"> <li>2015-2016 – 2.3</li> <li>2016-2017 – 2.3</li> </ul> </li> <li>Fidelity Index Scale               <ul style="list-style-type: none"> <li>2015-2016 – 2.7</li> <li>2016-2017 – 2.6</li> </ul> </li> <li>Achievement Scale Index               <ul style="list-style-type: none"> <li>2015-2016 – 93.5%</li> <li>2016-2017 – 96%</li> </ul> </li> <li>Index Performance Scale               <ul style="list-style-type: none"> <li>2015-2016 – 2.6</li> <li>2016-2017 – 2.6</li> </ul> </li> </ul>
	The community is aware of services and actively values and supports services for children.		% of respondents became aware of Partnership for Children for the first time <ul style="list-style-type: none"> <li>2014-2015 – 45% (83/186)</li> <li>2015-2016 – 57% (215/379)</li> <li>2016-2017 – 52% (193/369)</li> </ul>

Goals		Outcome	Outcome Trend
	Service providers have the needed tools to increase their capacity to provide high quality coordinated services.		% of targets met by DSP <ul style="list-style-type: none"> <li>▪ 2014-2015 – 100% (95/95)</li> <li>▪ 2015-2016 – 94% (115/123)</li> <li>▪ 2016-2017 – TBD</li> </ul>



# Partnership for Children of Cumberland County

2016-17

## Vision

Successful children ensure a thriving community and long-term economic prosperity.

## Mission

Be the driving force to engage partners to achieve lasting positive outcomes for all children, beginning at birth.

## Backbone Organization



PFC supports 47 NC counties with shared services

Internal Capacity To  
Realize Its Mission And Achieve  
Greater Impact

## Board and Leadership

Mary Sonnenberg, third President of PFC, started in July

Succession planning policy and plan developed and implemented

Transitioned Board to new board composition

## An Innovative and Connected System

19

Organizations are working on developing Cumberland County Child Abuse Plan

Strengthen the Early Childhood Continuum of Care

44%

of Local Partnerships (33/75) partnered with PFC to improve methods of data sharing and translation

Manage and Coordinate Stakeholder Information

18

Organizations trained in Protective Factors Framework

Enhanced Individual and Community Capacity

... to grow a community of creative, innovative and critical thinkers

## Families and Communities Play a Leading Role

427 Organizations gave time, talent and resources



444  
volunteers



1,255  
hours



\$61,712  
value



# High-Quality Opportunities for All Children



## Advance Children's Well-Being

**13,629**

At-risk young children receiving services from 22 medical practices who are strengthening their developmental screening and referral practices

Early Intervention

**3,261**

At-risk young children participated in emerging literacy activities

Early Literacy

**8,345**

Children and their parents engaged with educational outreach experiences

Education Outreach Experience

## Families Empowered by Our Work...

TARGET POPULATION: Families with children suspected to be on the autism spectrum

Pre	Post	Description
63%	84%	Family Functioning/Resiliency
50%	84%	Social Emotional Support
50%	74%	Concrete Support
68%	85%	Nurturing and Attachment

## Building Resilience

TARGET POPULATION: Families in need of treatment due to high-risk abuse, neglect or family violence occurring or has occurred

Pre	Post	Description
50%	60%	Developmentally appropriate expectations of children
50%	77%	Understands and values children's needs
60%	79%	Values alternatives to corporal punishment
62%	71%	Children are allowed to express developmental needs
60%	74%	Encourages children to express views



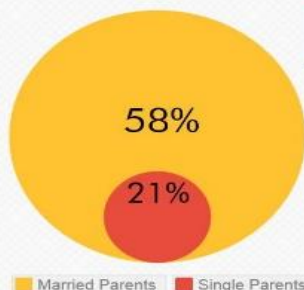
# 2016-2017 Family Needs Assessment

The purpose of the study is to capture parents' perceptions of the challenges & experiences they face.

PFC uses this information to effectively make decisions about our community's early-childhood system, through the strategic planning process.



## Who Participated

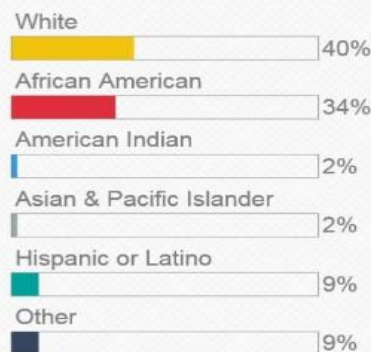


Participants were relative newcomers (less than 3 years)

48%  
Military



## Demographics mirror the community



## What are ACEs?

Adverse Childhood Experiences (ACEs) are significant childhood traumas which can result in actual changes in brain development. These changes may affect a child's learning ability, social skills, and can result in long-term health problems.



## Community Findings

### What is Resilience?

Resilience is the ability to adjust (or bounce back) when bad things happen. Research shows resilience helps reduce the effects of ACEs. Protective factors are internal and external resources that help us to build our resilience.



## Child Care Findings

66%

families who don't use licensed preschool or childcare

Children birth to age four are using full-time care (5 days/wk)

52%

## Literacy

3 out of 4 children reported 25 or more books in their home



1 out of 3 parents reported reading to their child every day

## Community Awareness

1 out of 2

Became aware of PFC for the first time

72%

increased their knowledge of community resources

66%

increased their knowledge of early education efforts



351 Wagoner Drive, Suite 200 Fayetteville, NC 28303 | 910.867.9700 | www.ccpfc.org





## Child Care Supply & Demand

Anson, Cumberland, Hoke, Montgomery, Moore, Richmond, Robeson, & Scotland

County **Cumberland**



### Supply



**348**

Star Rated Licensed Child Care Facilities



**191**

4-Star or Higher Rated Child Care Facilities



**17,358**

Supply of Licensed Child Care Seats



**9,528**

Supply of High Quality Licensed Child Care Seats

### Demand



**32,383**

children birth to five years of age

**28,984**

children ages 6 to 11



**18,426**

children under 6 years of age live in two working parents or a single working parent household

**33,842**

children 6 to 17 years of age live in two working parents or a single working parent household



**8,630**

families with related children under 6 were below the poverty level

### Gap

**1.22**

1 space to \_\_\_\_ children ages birth to six with all parents in the labor force.

**3.29**

1 space to \_\_\_\_ newborns.

**1.81**

1 space to \_\_\_\_ infants and toddlers.

**0.76**

1 space to \_\_\_\_ subsidized children birth to five.





## STRATEGIC PLANNING DISCUSSION

### Clarifying Our Strategic Planning Assumptions & Priorities

#### Purpose

The purpose of the Assumptions Worksheet is to provide a record of all of the important assumptions that are used in developing the Strategic Plan.

#### Directions

The statements below are intended to describe critical assumptions about the future that would form the underpinning of our strategic plans. For each statement, indicate whether you agree or disagree that this is a key assumption for our organization's future plans.

This Year Planning Assumptions		Strategic Priorities.		How would you change this assumption or priority to fit our organization?
<i>Engaging new donors depends on a systematic process of recruitment and training that is geared toward their interests.</i>	»	<i>PFC will focus on technology, proactive communications and hands-on opportunities to connect with Millennials and Gen Xers.</i>	»	
<i>Continuing infrastructure challenges limit PFC's effectiveness, including insufficient unrestricted funding, limited operating reserves, and the failure of government as well as private funders to support the full cost of providing services.</i>	»	<i>PFC will need to help donors, grant makers, and governments understand that it costs something to deliver a nonprofit's mission.</i>	»	
<i>Philanthropy will increase data- and knowledge-driven as donors strive for more impact on a larger scale, and finding the right information quickly will be paramount.</i>	»	<i>PFC will need to expand its efforts to make sure its data is readily available, as current as possible, and seen and used by donors.</i>	»	
<i>Without some new and strategic investments, Cumberland County may experience a resurgence of higher turnover rates and the loss of its better-educated teachers in its licensed and higher star settings</i>	»	<i>Monetary awards will be tied to program components or characteristics that will (1) maintain 4- or 5-star rating; (2) promote both high-quality care (4- or 5-star rating) and care for special populations such as infant/toddler, subsidy, special needs, or military children, and (3) encourage teacher longevity and increased education.</i>	»	





## STRATEGIC PLANNING DISCUSSION

### Clarifying Our Strategic Planning Assumptions & Priorities

This Year Planning Assumptions		Strategic Priorities.		How would you change this assumption or priority to fit our organization?
In order to bridge the Pre-K and Elementary divide, it will be critical to align curriculum, standards and teacher expectations Pre-K and kindergarten.	»	<p><i>PFC's transition to Kindergarten activity will be designed to:</i></p> <ul style="list-style-type: none"> <li>• <i>Strengthen relationships with School to Family, School to Child, Peer to Peer and School to Early Childhood Programs</i></li> <li>• <i>Increase continuity from the Pre-K experience to the kindergarten experience</i></li> <li>• <i>Enhance existing Pre-K to Kindergarten transition programs</i></li> <li>• <i>Coincide with the unique needs of the families and children served</i></li> </ul>	»	
Preparing our children for 3 <sup>rd</sup> -grade reading requires strong early literacy development.	»	It will be essential to continue to incorporate strategies for supporting the development of early literacy development into comprehensive approaches to promote school readiness.	»	
<i>Organizations seeking to fund will need to employ a wider variety of strategies including nonprofit restructuring and collaboration, multi-sector partnerships, social enterprise financing, and increased orientation towards bottom line results and "social impact."</i>	»	<i>PFC's shared services will continue to play a role in maximizing funding toward our core mission.</i>	»	
Effective strategies require multiple actions at the individual, family, and community levels to reduce risk factors and strengthen protective factors	»	<i>PFC will need to cultivate a "culture of philanthropy" by finding ways to involve everyone at every level of our organization in selling (and living) our mission.</i>	»	
Technology is constantly changing and Partnership needs to stay current to maintain relevancy.	»	<i>PFC will need to constantly renew its information technology resources.</i>	»	
<i>Taking a more disciplined approach to communication</i>	»	<i>PFC will strengthen and revitalize the PFC brand to embrace the</i>	»	





## STRATEGIC PLANNING DISCUSSION

### Clarifying Our Strategic Planning Assumptions & Priorities

This Year Planning Assumptions		Strategic Priorities.		How would you change this assumption or priority to fit our organization?
<i>processes will drive better measurability and greater efficiency</i>		<i>tenets of our new mission, vision, and values statements and served as “undertones” of our messaging</i>		
<i>Continued and growing demand for services to low-income and underserved individuals and the inability of many community-based organizations to meet this need.</i>	»	<i>PFC family support priorities will continue to be in parenting skills in child social/emotional/ behavioral /health issues, parent nurturing skills, parent stress/social isolation, family literacy and linkages to community resources</i>	»	
<i>Working at scale will require collaboration with other foundations, government, the private sector, and nonprofits—often across the globe.</i>	»	<i>PFC will require cross-agency coordination and communication in all funded initiatives.</i>	»	
<i>PFC will continue to face competing pressures and must make tough choices about where and how to deploy resources.</i>	»	<i>As a system change agent, PFC will continue to consistently find, foster, and connect the pieces of our communities into united and effective forces for positive change. PFC will provide a combination of funding and system support including but not limited to accountability and measurement, quality improvement, organizational capacity building, community capacity building, collaboration and service system integration, technology initiatives such GEMS and Information Technology, and constituency building and communications.</i>	»	

What's missing?

## SMART START ALLOCATION TIMELINE

Timeline	Core Elements	Description
1. 8/8/2017	<b>Allocation Team Composition</b>	In the long session of Allocation (every three years) the P&E Committee and Finance Committees act as the Allocation Team with an invitation to other volunteers and that the four meetings used for the Allocation Review Process would be 3 hours in length.
2. 8/8/2017	<b>Allocation Process Timeline 2018-19, 2019-20 and 2020-21</b>	PFC has a 3-year comprehensive strategic plan with a 3 year bidding process
3. 8/8/2017	<b>Eligibility</b>	<p><b>WHO CAN APPLY</b></p> <p>To be eligible organizations must meet the following criteria to be considered:</p> <ol style="list-style-type: none"> <li>1. Organizations must be classified as tax-exempt under Section 501(c) (3) of the Internal Revenue Code and as public charities, under Section 509(a).</li> <li>2. Schools, municipalities and government programs are eligible.</li> <li>3. Individuals, child care and for-profit organizations are not generally funded, except in certain cases where there is no suitable tax-exempt organization to carry out a program or project.</li> <li>4. Organizations that do not meet the above criteria (1, 2 or 3) may not use conduit organizations to apply for funding.</li> <li>5. Serve the Cumberland County area</li> <li>6. Serve children birth to five not in kindergarten and their families and or service providers of children birth to five not in kindergarten</li> <li>7. Proposed program must be in a PFC priority area with measurable outcomes</li> <li>8. Organizations should have at least a three-year history of programming.</li> <li>9. All requests for assistance must include a copy of the applicant's most audit report for amount over \$500,000. For amounts under \$500,000, will be required to submit a <i>Certification and Sworn Statement</i> if funding is approved.</li> </ol>
4. 8/8/2017	<b>5. Evidence Based/Informed Practices</b>	<p>The 2011 legislation passed by the NC General Assembly reads:</p> <p><b>SECTION 10.5.(k)</b> The North Carolina Partnership for Children, Inc., and its Board shall establish policies that focus the North Carolina Partnership for Children, Inc.'s mission on improving child care quality in North Carolina for children from birth to five years of age. North Carolina Partnership for Children, Inc.-funded activities shall include assisting child care facilities with (i) improving quality; including helping one-and two-star rated facilities increase their star ratings, and (ii) implementing pre-kindergarten programs. State funding for local partnerships shall also be used for <b>evidence-based or evidence-informed</b> programs for children from birth to five years of age that do the following:</p> <ol style="list-style-type: none"> <li>1. Increase children's literacy.</li> <li>2. Increase the parents' ability to raise healthy, successful children.</li> <li>3. Improve children's health.</li> <li>4. Assist star rated facilities in improving and maintaining quality.</li> </ol>
6. 8/8/2017	<b>Qualification</b>	<p>Contractors must have demonstrated competency in performing services defined in the activities section of this RFP. Specifically, the Contractor must demonstrate a successful history of providing similar services. The Contractor should describe all project experience in North Carolina or other states with similar program operations.</p> <p>The Contractor must provide details of any pertinent judgment, criminal conviction, investigation or litigation pending against the Contractor or any of</p>

## SMART START ALLOCATION TIMELINE

Timeline	Core Elements	Description
		its officers, directors, employees, agents or subcontractors of which the vendor has knowledge, or a statement that there is none. The Partnership reserves the right to reject a proposal based on this information.
7. 8/8/2017	<b>Criteria For Applicant Selection</b>	Applicants will be selected on the following criteria: <ul style="list-style-type: none"> <li><input type="checkbox"/> Accuracy, completeness, content, and strength of proposal;</li> <li><input type="checkbox"/> Qualifications and experience in implementing direct services; and</li> <li><input type="checkbox"/> Applicant performance (applicable to current or previous Contractors)</li> </ul>
8. 9/19/17	<b>Request For Proposal</b>	Release date of Smart Start Request for Proposal
9. 10/5/17	<b>Allocation Member Recruitment</b>	Announce at Annual Celebration
10. 10/19/17	<b>Mandatory Bidders Conference</b>	Host Mandatory Bidders Conference
11. 12/11/17	<b>Proposals Due</b>	Proposals must be received at the Partnership office by 5:00 p.m.
12. 1/9/18 2/13/18 3/13/18	<b>Partnership Review Process</b>	<p>The allocation process will take place over 3 months starting in January. On the second Tuesday of each month (<b>Jan 9, Feb 13, Mar 13</b>) the Allocation Teams will convene for 3 hours (<b>2 to 5</b>); first as a larger group and then dispersing into 4 smaller groups (Child Care Subsidy, Early Care and Education, Family/Health Support, System Support) to review grant applications.</p> <p>Hear uninterrupted 15 minutes proposal presentations</p> <p>Make allocation and recommendations on each proposal</p>
13. 3/13/18	<b>Annual Plan Recommendations</b>	Allocation discussion and recommendation forward to Finance Committee (3/20) and for PFC Board of Directors (3/29) action
14. 3/31/18	<b>Annual Plan Submitted</b>	Annual plan due to the North Carolina Partnership for Children
15. 4/15/18	<b>Grantee Notification</b>	Partnership notification to applicants regarding proposal approval
16. 6/15/18	<b>Notification of approved budgets</b>	Notification of approved budgets. Initial contracts meeting
17. 7/1-7/31/18	<b>Contract</b>	Partnership will process FY 2018-2019 Contracts.
18.	<b>InService</b>	Direct Service Partners Mandatory InService
19.		
20.		

## **Board of Directors Meeting - President's Report**

Thursday, July 27, 2017

- A. North Carolina Partnership for Children (NCPC) Update / Legislative Update/Contract updates
  - 1. Legislature out of session. Special session in August.
  - 2. State Plan Draft for Every Student Succeeds Act (ESSA) is under review. The most recent draft does not include birth-to-eight alignment as a strategy to achieve the state's goals. The previous drafts had included early childhood in the plan to advance the General Assembly's mandate to "develop and implement a statewide vision for early childhood education." Comments need to be submitted by July 27.
  - 3. Our NCPC contract has been executed.
  - 4. CCR&R Region 5 Contracts have been signed and returned to be executed. These contracts included a 3% increase in funding for the year (Core services, Infant/Toddler Specialists, Health Social Behavior Specialists)
- B. NCPC Monitoring – Visit completed. Final report and close-out session conducted this morning, 7/27/2017.
  - a. Management letter citing Conflict of Interest
  - b. Reversion of \$3,600 for FY 15/17 for BSAC (school age child care training).
- C. NC Diaper Bank – Truckload of Hope Mobile Diaper Bank Unit; monthly distributions in Cumberland County; hosted at PFC
  - 1. Registration link is on the PFC website. Registration opens each month on the 15<sup>th</sup>.
  - 2. Targeting military families
  - 3. Press coverage – Huffington Post filmed at the July 8 event
  - 4. Next event – August 5
  - 5. We are assisting the NC Diaper Bank in soliciting organizations to assist in sponsoring the monthly trips. This includes a financial and volunteer commitment. It costs approximately \$400 each time the truck comes to Cumberland County. The number of volunteers needed is 5-10.
  - 6. Family Support staff is present at the event to meet with families to take referrals for consumer education. They also make follow up calls to each family who requested additional information when they registered for the Diaper Bank.
- D. PFC Annual Celebration, October 5, 2017, Snyder Memorial Church
- E. **Driving Force Awards** – Individual and Agency/Organization nominations for FY 16/17.
  - a. Posted on website. Extending nominations to August 30, 2017.
  - b. Will be available through a Survey Monkey survey linked from Facebook page and website.

- c. To be awarded at Annual Celebration.
- F. **Allocation Process FY 2018/19 – 2020/21** – The process for assessing community needs, taking RFPs, and determining allocations for the next 3-year cycle for Smart Start funding begins in the fall.
  - a. We will need volunteers to be on allocation committees.
  - b. In addition to PFC's Family Needs Assessment, we will utilize data from other community surveys and assessments to determine the needs in the community and gaps in services.
- G. **NC Justice Center** – *Community Revitalization Task Force*. Public Forum November 18, 2017. Pathways to Prosperity will look specifically at the six economically stressed census areas in Cumberland County and develop a plan to address needs in these areas across a 3-year time span.
- H. **Greater Fayetteville United** – *Community Social Capital Survey*. Community Forum September 19, 2017 (evening).
- I. **NCSU Institute for Emerging Issues Kidonomics: Cradle to Career Workshops** – Summer sessions TBD. Focusing on the economic importance of strong birth-eight programming to communities. Working to coordinate hosting one of these sessions in Cumberland County.
- J. **Soiree** – The theme for the upcoming Soiree is **The Soiree Studio 25** (with a Disco twist!). This is a take on our 25<sup>th</sup> anniversary in 2018. Save the date: March 10, 2018 5:30-10:00 pm at the Crown Arena.
  - a. Don't forget to contribute one bottle of white wine and one bottle of red wine for the "Wine Pull".
  - b. More to come with requests for Dessert Dash items, auction items and ticket sales.

