

**Planning & Evaluation Committee**

Tuesday, October 10, 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. 2017-2018 Required Forms
- II. Approval of Minutes – August 8, 2017\***
- III. Full Session – Strategic Direction – Linda Blanton**
  - A. 2017-18 Final Leg of Last Three Year Plan
    - 1. Annual Review of Planning Research Evaluation Policy \*
    - 2. Annual Review of Programmatic Monitoring Policy\*
    - 3. 2017-18 Contract Activity Description (CAD) Changes\*
    - 4. 2017-18 Planning Assumptions and Strategic Priorities\*
    - 5. Community Early Childhood Profile<sup>Δ</sup>
  - B. 2018-21 Three Year Plan
    - 1. 2018-2021 Strategic Goals, Objectives & Strategies\*
  - C. Community Child Abuse Prevention Plan\*
- IV. President's Report<sup>Δ</sup> – M. Sonnenberg**
  - A. North Carolina Partnership for Children (NCPC) Update / Legislative Update
  - B. Forward March Conference, October 24-25, 2017
- V. Information**
  - A. Smart Start Bidders Conference on October 12 & November 9
  - B. Pathways for Prosperity Summit on November 18
- VI. Adjournment**
  - A. Next meeting – December 14<sup>th</sup>

\* Needs Action    <sup>Δ</sup> Information Only    ! Possible Conflict of Interest (Recusals)



Partnership for Children of Cumberland County, Inc.  
Planning & Evaluation Committee  
August 8, 2017 (2:00 p.m. – 4:00 p.m.)



**MEMBERS PRESENT:** Amy Cannon, Scott Chase, Kandy Cox, Lynn Greene, Mary McCoy, and Carl Mitchell  
**MEMBERS ABSENT:** Julie Aul, Elise Chung, Dr. Teresa Thompson-Pinckney  
**NON-VOTING ATTENDEES:** Linda Blanton, Eileen Cedzo, Susan McAllister, Mary Sonnenberg, Nanette Strang

AGENDA ITEM	DISCUSSION & RECOMMENDATION	ACTION	FOLLOW-UP
<b>Determination of Quorum &amp; Call to Order</b>	Amy Cannon, Committee Chair, determined a quorum was present at 2:04 p.m. and called the meeting to order. Nanette Strang was Secretary for the meeting and recorded the minutes.	Called to Order	None
	<b><u>Chair Comments</u></b> Amy welcomed and thanked the members of the committee for committing to serving on the Planning & Evaluation Committee. Amy Cannon stated that it is an exciting time for the committee with all the pieces coming together. She then asked everyone present to introduce themselves.	None	None
	New Members <ul style="list-style-type: none"><li>Mary McCoy</li><li>Lynn Greene</li></ul> New Staff <ul style="list-style-type: none"><li>Susan McAllister</li></ul>	Members asked to reach out to one community leader to participate in Allocation Process	Follow-up on status
	<b><u>Overview of the Planning and Evaluation Committee</u></b> Amy informed the group that the Planning & Evaluation Committee leads the Board's participation in the early childhood service system: <ul style="list-style-type: none"><li><u>Assessing</u> &amp; identifying gaps in local services</li><li><u>Planning</u> &amp; developing approaches to implement new, expanded, or modified services to address gaps</li><li><u>Monitoring</u> &amp; observing activities and their context, inputs, processes, and results</li><li><u>Developing</u> and implementing interagency approaches to different kinds and levels of <u>evaluation</u></li></ul> FY 2016-17 was the full implementation year for our new mission, vision and value statements. These statements bring into full focus our role to work together with other systems, agencies and communities to reach our common outcomes.  Planning & Evaluation will be the driving force to ... <ul style="list-style-type: none"><li><u>strengthen</u> existing child &amp; family service system</li></ul>	None	None



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	<ul style="list-style-type: none"><li>▪ <u>alter</u> systems and make adjustments when and where needed</li><li>▪ <u>coordinate</u> our work across the county for greater impact</li><li>▪ <u>measure</u> &amp; sustain progress over the long-term</li></ul>		
	<p><b><u>2017-2018 P&amp;E Committee Schedule</u></b></p> <p>Amy stated that, since this is the long allocation cycle, we will have to meet consecutively in Jan, Feb and March. Amy stressed that the Jan, Feb, and Mar meetings may run long. With these extra meetings, there will be no meeting on April 10.</p> <ol style="list-style-type: none"><li>1. Aug 8</li><li>2. Oct 10</li><li>3. Dec 12</li><li>4. Jan 9 (3 hours)</li><li>5. Feb 13 (3 hours)</li><li>6. Mar 13 (3 hours)</li><li>7. Jun 12</li></ol>	Agreement on meeting dates and extension of hours in Jan, Feb and Mar	Send revised dates to Board and Committee calendar
	<p><b><u>Required Forms</u></b></p> <p>Amy asked members to ensure that they complete and update their Member Information, Conflict of Interest, and Media Consent forms. She provided overviews of each form, with the Conflict of Interest form being highlighted in detail. Committee members were asked to ensure that PFC is aware of any perceived conflicts they may have. Amy advised the committee members that if they do have a perceived conflict of interest on an issue coming up for a vote, they must recuse themselves from both the discussion and the vote.</p>	Members to complete their forms and submit to PFC to keep on file.	Follow-up on status
<b>Approval of Minutes – April 11, 2017</b>	The April 12, 2017, meeting minutes were reviewed by the committee. Kandy Cox motioned to accept the minutes; Scott Chase seconded the motion. Without further discussion, the minutes were unanimously approved.	Minutes Approved	None
<b>2016-17 Smart Start Year Evaluation Findings &amp; Recommendation</b>	<p><b><u>Overview</u></b></p> <p>Today’s session focused on last year’s progress toward meeting desired outcomes related to school readiness and children’s overall health and well-being.</p>	None	None



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	<p><b><u>First Year of New Strategic Planning Goals</u></b>  Linda gave an overview of the 2016-17 fiscal year. It was the first full implementation of our new vision, mission, goals and objectives. In your packet were the following reference materials</p> <ul style="list-style-type: none"> <li>• Year End Program Monitoring Results</li> <li>• Year End Smart Start Outputs &amp; Outcomes</li> <li>• Year End PFC Results</li> <li>• Family Needs Assessments Infographics</li> <li>• Child Care Supply and Demand</li> </ul> <p>Linda covered how we monitor the programs; monitoring each program quarterly, with subsidy done monthly. She also discussed using the results from last year to build a strategic plan. Further she discussed that the end of the fiscal year is a time to reflect and evaluate the data to answer the following question:  <b>What can we come away with, and how do we move forward?</b> We will not be going over the materials in detail. Pertinent information will be lifted out as Linda covers the Findings and Recommendations. Before she does, does anyone have observations or needs clarification on the materials provided?</p>	Review and reflect for further discussion at next meetings	
	<p><b><u>Annual Review of PFC's Strategic Direction – Goal 1</u></b>  Several questions put to the board for consideration were:  “Does this plan still hold true?”  “Is there any aspect that needs to be adjusted?”  After much discussion, the following revisions were made:</p> <ol style="list-style-type: none"> <li>1. Revise Strategic Plan strategy to convene key partners to take on specific roles in supporting the implementation of the plan</li> <li>2. Revise Backbone Support objective with PFC as the backbone organization, coordinating and overseeing the implementation of the plan</li> <li>3. Key Performance Metrics TBD</li> </ol>	The committee will continue discussion and finalize the 2018-2021_Strategic Goals, Objectives & Strategies at the Oct 10 meeting. Any plan changes for the next three-year cycle will be addressed.	October 10 meeting
	<p><b><u>Annual Review of PFC's Strategic Direction – Goal 2</u></b>  The Community Plan on Early Childhood was discussed. Linda discussed the observations of goals one and two. Linda discussed understanding the reach of CCPFC in the community. She also mentioned the need for flexible funds that</p>		



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	<p>are free of mandates. Further discussion was had about how much prevention saves the community and whether or not funding sources, community partners, and other stakeholders understand the impact of prevention. President Mary Sonnenberg stated that those discussions are starting to happen. As Linda continued elaborating on goals one and two, questions arose.</p> <ul style="list-style-type: none"><li>• Lynn Greene asked, “Has the plan had any difference, with the funder’s collaboration?”</li><li>• Mary Sonnenberg answered, “The challenge with PFC is lack of capacity this past year.” She elaborated as to turnover and staffing levels.</li><li>• Lynn Greene asked, “Is Smart Start national?”</li><li>• Mary responded, “No, it is a state-based program.” Mary elaborated on the origins of Smart Start in NC and how other states look to NC for guidance on implementation of similar initiatives.</li><li>• Lynn Greene asked. “Can we look at other counties?”</li><li>• Mary explained that there are small groups in most states driven by the RTTT grant.</li><li>• Lynn Greene then mentioned that unrestricted dollars are hard for everyone to get.</li><li>• Mary McCoy then asked, “Well, as far as unrestricted dollars and prevention, has anyone looked at it to see the exact dollar effect?”</li><li>• Mary Sonnenberg explained that there are studies and research on the topic of prevention as it relates to cost in later years. She stated that NCSU had done research and is currently touring the state with the “Kidonomics” presentation. She further stated that the Kidonomics research delves into how money used for prevention influences outcomes as children move into the workforce.</li><li>• Mary McCoy asked if information has been shared with funders, in regard to early childhood issues and their influence on the community at large.</li><li>• Mary Sonnenberg said that information is starting to be shared, noting NCSU is presenting a Kidonomics session in Cumberland County on</li></ul>		



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	<p>August 29. Following the discussion, the following revisions were made.</p> <ol style="list-style-type: none"><li>1. Revise Child Promotion strategy to communicate and build awareness around the importance of and progress in early childhood education</li><li>2. Revise Shared Services strategy to expand high-quality, high-value shared services to maximize funding toward the core mission</li><li>3. Recommended Key Performance Metrics</li></ol>		
	<p><b><u>Annual Review of PFC's Strategic Direction – Goal 3</u></b></p> <p>Linda gave an overview on the new measure and assessment tools used and collected by NCPC. She explained the mandate that is in place, establishing the criteria for monitoring and evaluation. Linda reviewed the quality assurance scores, introduced Gemslite, and explained the portal that was developed to use as a tool to develop the key performance indicators. She expanded on the fact that this portal will allow for greater collaboration with partners on the Child Abuse Plan.</p> <p>Linda said that she has been researching TAP-IT, an evidence-based program, for the technical assistance model.</p> <ul style="list-style-type: none"><li>• Board member Mary McCoy inquired about partnering with Cape Fear Valley Medical Center as a means of building a greater census of the children and families in the community.</li><li>• Linda Blanton stated that CCPFC is looking at CFVMC, as well as the court system, as agencies with whom to partner and collaborate. After the discussion, the following revisions were made.</li></ul> <ol style="list-style-type: none"><li>1. Revise Partnership &amp; Alliance strategy to expand the of work of existing stakeholders and launch new public-private partnerships at the community level to integrate improved services and make expanded birth to five investments</li><li>2. Revise Community Level Outcomes strategy to adopt community-wide dashboards with measures across birth to age three</li></ol>		-





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	<ol style="list-style-type: none"><li>3. Add Quality Assurance strategy that builds analytical, research, and continuous improvement capability</li><li>4. Revise Data Collection &amp; Sharing strategy to build an infrastructure that coordinates services and informs action</li><li>5. Add Evidence Based TA Model strategy such as TAP-IT that utilizes an evidence-based model to deepen management and staff awareness, understanding, knowledge, capacity, and involvement with the functions of planning and evaluation</li><li>6. Recommended Key Performance Metrics</li></ol>		
	<p><b><u>Annual Review of PFC's Strategic Direction – Goal 4</u></b></p> <p>Linda informed the board that one of the programs funded by PFC is expanding to 22 pediatric clinics. Linda said the board needs to ask in planning and allocation, “What is the reach and what is the cost?” She said that we need to emphasize our leverage and strategies with the current programs, including ROR and ABCD. Linda pointed out number seventeen in the handout and asked the questions, “How many do we reach? How many Smart Start facilities are being touched by PFC?” She also mentioned that PFC needs an unduplicated count of the early childcare education professionals and facilities being reached.</p> <ul style="list-style-type: none"><li>• Amy Cannon then asked, “Define what you mean by ‘reached.’”</li><li>• Mary Sonnenberg said, “‘Reached’ means funded or we provided them services.” She went on to explain that some funding streams are limited by state requirements but we need to be aware of every funding source.</li><li>• Lynn Greene asked, “Are we trying to reach all schools, private and public, for children birth to five?”</li><li>• Mary Sonnenburg stated that, “Yes, we are in the process of system building. It is very complex work.”</li><li>• Amy Cannon asked, “If the reach is limited, is it because of a lack of “telling our story?””</li><li>• Lynn Greene asked about PFC’s use of social media.</li><li>• Mary Sonnenburg told everyone that the Public Engagement and</li></ul>		



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	<p>Development committee is looking at engagement with social media and having meetings to discuss a plan.</p> <ul style="list-style-type: none"><li>• Lynn Greene then asked if there are priorities.</li><li>• Mary Sonnenburg said that PFC focuses on the programs that are required by NCPC.</li><li>• Lynn Greene then asked which programs are required or mandated.</li><li>• Linda Blanton stated that she would put asterisks if it was an NCPC required program.</li><li>• Mary Sonnenburg asked if the new members would like information from the last meeting.</li><li>• Linda continued to discuss the Smart Start Eligibility for Allocation information. At the end of the discussion, the following revisions were made.</li></ul> <ol style="list-style-type: none"><li>1. Revise Early Educators Education Level strategy to ensure recruitment and retention of high-quality early educators</li><li>2. Recommended Key Performance Metrics</li></ol>		
	<p><b><u>Smart Start Allocation</u></b></p> <p>Amy explained the strategic planning is aligned with a three-year cycle to support the 3-year bid process. The bids for the 2018/19-2020/21 cycle will be taken this fall. The Planning and Evaluation Committee will have a key role in allocation process.</p> <p>Amy gave a brief overview of the Strategic Planning Process.</p> <ul style="list-style-type: none"><li>• <b><u>Bidders Conference:</u></b> A pre-proposal conference for prospective bidders on the 2017-2018 Smart Start Application RFP will be held October 19, 2017.</li><li>• <b><u>Proposal Development Period:</u></b> Proposals will be due December 11, 2017. During the proposal development period, on-site, telephone, and email technical assistance was available. Fiscal and Program staff provided support and guidance to the review panel throughout the decision-making process.</li></ul>	Motion made	Follow-up on Board recommendation





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	<ul style="list-style-type: none"><li><b><u>Allocation Process:</u></b> Funding decisions are approved at three levels - a local committee (lead role to P&amp;E with additional members added), the local PFC Board, and the NC Partnership for Children. Note that the Planning and Evaluation Committee will be 3 hours long for Jan 9, Feb 13 and Mar 13. Due to the comprehensive and complex set of rules from Smart Start, each team is assigned two staff members to support them: one program and one fiscal. These staff members will be present in an informative capacity only; they will not be making any recommendations themselves.</li></ul> <p>Carl Mitchell moved to accept the approval of the Smart Start Eligibility. Mary McCoy seconded the motion. With no further discussion, the motion was unanimously approved.</p>		
<b>President's Report</b>	<p>Mary Sonnenberg addressed the following in her report:</p> <ul style="list-style-type: none"><li>• NCPC Monitoring final report and close out session conducted on 7/27. Management letter citing Conflict of Interest.</li><li>• Annual Board Celebration on Oct 5 from 12:00 to 2:00 pm at Snyder Memorial Fellowship Hall</li><li>• Taking nominations for Driving Force Awards</li><li>• NCSU Institute for Emerging Issues Kidonomics on Aug 29 in Charles Morris from 7:30 am to 9:30 am</li><li>• Greater Fayetteville United Community Social Capital Survey Forum on Sept 19 at FSU Shaw Auditorium at from 6:00 pm to 8:30 pm</li><li>• NC Justice Center Pathway to Prosperity Public Forum on Nov 18</li><li>• New indicators system needs to be met in 2020 when the state implements requirement</li><li>• PFC has been looking at measuring where it is going and whether we have met or not met the established goals</li></ul>	None	None
<b>Information</b>	<ul style="list-style-type: none"><li>• Amy informed the committee that the Direct Service Partner In-Service will be held on Thursday, Aug 10<sup>th</sup>. The in-service is a state-mandated meeting that must take place 45 days after going into contract. The in-</li></ul>	None	None



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	service informs the DSPs of the yearly expectations, as well as the tools and resources available to them.		
<b>Adjournment</b>	As there was no further business, the meeting was adjourned at 3:46pm. The next Planning & Evaluation Committee meeting has been scheduled for October 10, 2017 at the Partnership for Children Family Resource Center.	Meeting adjourned at 3:45 PM	None

**Submittal:** The minutes of the above-stated meeting are submitted for approval.

\_\_\_\_\_  
Secretary for the Meeting

\_\_\_\_\_  
Date

**Approval:** Based on committee consensus, the minutes of the above-stated meeting are hereby approved as presented and/or corrected.

\_\_\_\_\_  
Evaluation Committee Chair

\_\_\_\_\_  
Date

## PLANNING, RESEARCH & EVALUATION

1. **UNIFIED PLAN:** All new and continuing programs, projects and activities must be developed and carried out in adherence to the Unified Plan.
2. **LONG-RANGE STRATEGIC PLANNING:** PFC will follow a three-year strategic planning cycle, though events such as PFC leadership changes may result in modifications to the cycle's time frame.
3. **QUALITY ASSURANCE REVIEW:** PFC will conduct a comprehensive quality assurance with 5 key components (strategic plan, data driven decision, evidence-based/informed, data reporting and community indicators) every two years. PFC will conduct annual quality assurance review on data driven decision, data reporting and community indicators.
4. **EVALUATION OVERSIGHT:** The Planning and Evaluation Committee, which is a standing committee of the Board of Directors, is charged with overseeing PFC's planning, evaluation and monitoring efforts.
5. **EVALUATION COORDINATION:** All evaluation efforts must be coordinated through the Planning, ~~Development and Communications~~ **and Evaluation** Department which is the staff support unit within PFC charged with assisting programs with their evaluation efforts.
6. **PROGRAM EVALUATION:** All new and continuing programs, projects and activities will have at least one output, one outcome, and valid assessment tools approved by the PFC President or ~~PD&C Director~~ **Planning and Evaluation Vice President.**
7. **DATA COLLECTION AND REPORTING:** All activities must complete the data collection and reporting process thoroughly, accurately, and in accordance with designated deadlines.
8. **EVIDENCE-BASED/EVIDENCE-INFORMED PRACTICES:** Smart Start funds must be invested in only programs that meet EB/EI criteria and evidence.
9. **DATA MANAGEMENT SYSTEM:** All Smart Start grantees must use Grant Evaluation Management Solutions (GEMS) Lite unless prior written exception was made by the PFC President or ~~PD&C Director~~ **Planning and Evaluation Vice President.** If other data systems are used by Smart Start Grantee, the grantee must provide client level demographic data, program participations data and outcome data.
10. **SURVEY COORDINATION:** All PFC-wide surveys will be coordinated through the Planning, ~~Development and Communications~~ **and Evaluation** Department.
11. **RESEARCH:** PFC will make efforts to initiate and co-operate with research projects, subject to staff resources, client protection and program integrity.

## **Programmatic Monitoring of Smart Start Funded Activities Policies**

1. Annually, each Direct Service Partner(DSP) (excluding DSP with state contracts) participates in an onsite or desktop monitoring.
2. Monitoring of DSPs will be adequately documented to substantiate the work performed, issues noted and resolution of issues.
3. All programs on the System of Support (SOS) will receive two programmatic Formal Site Visits and Informal Site Visits as needed.
4. Issues of noncompliance that cannot be resolved through the program monitoring process will be referred to the Board of Directors for determination of further action(s) to be taken.
5. Program Monitoring policies will be reviewed annually to maximize best practices that reflect the goals and objectives of the PFC.

## 2017-18 Contract Activity Changes

### Activity Name: Autism Outreach and Resource Service

**PBIS ID: FS10**

**PSC: 5505**

The Autism Society of Cumberland County will provide ~~specialized~~ **family support** services to children with Autism Spectrum Disorders (ASD) in Cumberland County. This activity will serve children ages B-5 with the Circle of Parent Curriculum. Support services provided may include resource, referral, parent education/training, support groups, workshops, conference scholarships, monthly newsletters, or resource directories. Services may be delivered by Autism Society of Cumberland County staff, board members, or parent and community volunteers. The program will fund up to .5 FTE for Director of Programs and Outreach and up to .5 FTE for Administrative Coordinator. Services may be provided at limited daytime and evening hours at various community locations. A childcare worker will be contracted to provide childcare services during weekly support group meetings, **exceptions include but not limited to holiday, weather-related, staffing issues**. An accounting professional will be contracted to provide accounting and payroll and a CPA firm will be contracted to file all Federal and State tax filing requirements. When funding is available, stipends may be provided for children to attend Camp Sunshine, a summer camp for children on the autism spectrum.

### Activity Name: Child Care Resource and Referral

**PBIS ID: PLA40**

**PSC: 3104**

The Child Care Resource and Referral (CCR&R) ~~will oversee and provide services to families, childcare providers, and community stakeholders in the forms of public awareness, consumer education and referral, childcare subsidy, technical assistance and professional development~~ **supports families and childcare providers through consumer education and referral services along with the provision of information about childcare subsidy and other community resources**. Additional services may include a mobile resource van, a car seat program with the provision of car seats, connection to **the** mobile diaper bank, and a lending library for families, childcare providers and practitioners to have access to and borrow learning and instructional materials. The CCR&R hosts external meetings that involve the attendance of persons other than employees, such as the CCR&R Advisory Committee and DCDEE Childcare Consultants, and food may be provided. Smart Start funds will support a minimum of 9.0 FTEs, staff development, travel, and contracted services such as temps, trainers and security. **If funding is available, up to \_\_\_\_ CCR&R Advisory Committee member(s) to attend trainings.**

### Activity Name: Community Engagement and Resource Development

**PBIS ID: PS10**

**Primary PSC: 5517**

The Community Engagement and Resource Development (CERD) activity will mobilize Cumberland County's collective resources to drive community impact. The Community Engagement and Resource Development Director, with support from the Community Engagement Liaison and the Governmental and Military Affairs Liaison, will create, plan, and implement annual and multi-year strategies that will increase PFCs brand awareness, engagement and commitment to early childhood. The CERD activity will support and strengthen the early childhood system through community engagement, communications, volunteer coordination, public education and community relations. The CERD activity will maximize and leverage Smart Start dollars by bringing potential partners & their resources to the table to serve children families in our community. The CERD activity will host external meetings and early childhood events that involve the attendance of persons other than employees and food may be provided. Contingent on funding, contracted services such as temps, technology and communication consultants may be utilized. Multiple funding streams will be used to support the staffing, purchase of materials, and coordination of this activity.

### Activity Name: Dolly Parton Imagination Library (DPIL)

**PBIS ID: FS20**

**PSC: 5512**

Dolly Parton's Imagination Library (DPIL) serves children, ages birth to five in Cumberland County. Children/families will be recruited locally. The program covers enrollment from 25 zip codes, which **includes** Fort Bragg and Pope AFB. ~~Books will be ordered through the Dolly Parton purveyor.~~ **Dolly Parton's Imagination Library**

will provide books to the homes of children who register to participate. Books will be delivered to individual children through the U.S. mail monthly. DPIL will work with Post Office when possible to recover any undeliverable books and disburse them in a manner which follows LP policies and procedures. DPIL will update DPIL database frequently to ensure maximum delivery. LP will terminate participation for children who cannot be located and whose books are undeliverable in any month. Postcards asking the parent to call the DPIL will be sent to the last known address which should then be forwarded to the new address. Once children are refound they will again be signed up for book delivery. Measurement tools include kindergarten entrance assessment results, DPIL baseline and follow-up surveys, and program registration databases. Funds may be used for purchase of DPIL books, mileage, education material, coordination of services, and training costs-.

**Activity Name: High Quality Maintenance**

**PBIS ID: PLA40**

**PSC: 3102, 3109**

Partnership staff will provide quality maintenance services targeting four and five star childcare facilities to maintain high quality. Quality maintenance services will be provided in the forms of training and on-site technical assistance. Training may be provided on-site or as community learning events. Community learning events may include refreshments, topic related materials, site rental, and outside presenters. Partnership staff will provide early childhood education curriculum support and technical assistance using an appropriate assessment tool, such as the Environment Rating Scale and the Program Administration Scale. Based on assessment results, Partnership staff will work collaboratively with facility staff to develop quality improvement plans. Coaching and consultation will be provided in implementing strategies from the quality improvement plans and progress will be measured through post assessments. Facilities with service agreements may be provided materials, such as, copies of the assessment tool. Additionally, facilities may receive a one-time bonus for achieving a specific goal. Facilities receiving Program Administration Scale support may receive a bonus for achieving 7 points in at least five of the 25 scale items as reflected in the post assessment an assessment score increase as documented through pre and post assessment. Smart Start funds will support a minimum of 4.0 FTEs, staff development, and travel.

**Activity Name: Kindermusik & Music Therapy Connection**

**PBIS ID: PLA60- Subsidized Placements for Children with Special/ Developmental Needs in Regulated Child Care Programs**

**PSC: 3109**

Kindermusik will provide one-on-one training and coaching in utilizing music in daily lesson plans by modeling during 7 weekly sessions for classes of at-risk pre-kindergarten children and their teachers. Each teacher and child will receive "ABC Music & Me" curriculum materials including a parent/child magazine with story and CD allowing parents and children to build upon classroom experiences. Preschool teachers/assistants will learn methods through observing all class presentations so that concepts and musical activities can be integrated into the teacher's daily lesson plans. The music professional/licensed Kindermusik Instructor will explore ideas and help develop activities with the preschool teacher utilizing music through numbers, shapes, colors, and letters; explore ways to share music in the child's world in the classroom and at home; and may provide follow-up consultation with preschool teachers to explore ways of enhancing daily experiences with the children. Music Therapy will be provided through one-on-one training and mentoring to improve teacher practice by a contracted Music Therapist for special needs preschoolers at Dorothy Spainhour and special needs preschoolers in Early Intervention classes. If available, children ages 3 and 4 at Dorothy Spainhour may receive a Kindermusik home kit.

**Activity Name: Planning, Evaluation & Accountability**

**PBIS ID: PS10**

**Primary PSC: 5603**

Evaluation, Planning and Accountability will coordinate policies, procedures, daily practices of service delivery which includes monitoring of in-house and direct service partner's activities and/or support for evaluation of the effectiveness of Partnership activities and contract agencies. The Vice President of Evaluation, Planning and Accountability, with support from Data Management Technicians and an Administrative Specialist, will develop and maintain relationships with service providers and provide services critical to program accountability including (1) Collaboration/coordination with community partners; (2) Review progress of programs toward meeting programmatic goals and objectives outlined in the contract activity description; (3) Development, measurement and reporting of outputs/outcomes and related programmatic data; (4) Collection and dissemination of information on



the local early childhood system; to assess child care quality, availability and affordability needs and resources to include family support and health needs and resources; (5) Provision of technical assistance to service providers and grantees regarding data collection and program management; (6) Prepare evaluation on progress made by each project and the Partnership, as a whole, in achieving goals, objectives, benchmarks and outcomes; (7) Researching evidence for effective program delivery; and (8) Implementation and maintenance of centralized information management/centralized database that helps identify gaps in services and opportunities for increased collaboration and funding. Contingent on funding, contracted services such as temps, data management and evaluation consultants may be utilized. Multiple funding streams will be used to support the staffing, purchase of materials, and coordination of this activity.

**Activity Name: Professional Development Career Center**

**PBIS ID: EDU10**

**PSC: 3105**

Professional Development Career Center will provide professional development services and supports to early childhood professionals. ~~The Professional Development Career Center will provide professional development. Services will be provided~~ in the forms of ~~training and technical assistance~~ professional development support and structured learning events, ~~such as~~, to include conferences and leadership academies for child care centers and family child care homes. ~~Conferences and leadership academies~~ may include refreshments, topic related materials, site rentals, and outside presenters. ~~Technical assistance will include the development of education plans~~ Professional development support may include and assistance in enrolling in credit based courses. ~~Financial assistance may be provided~~ to cover the cost of tuition, books and activity fees. Additional supports may include the provision of educational materials, mentoring, tutoring and education bonuses for the completion of three semester credits with a 3.0 or better grade point average. Smart Start funds will support the use of the activity management tools, fees associated with certifications/authorizations, a minimum of 4.0 FTEs, staff development, travel, and contracted services in the form of trainers and temps during identified times of need.

**Activity Name: The PFC Family Resource Center**

**PBIS ID: FS10 – Parenting Skills**

**PSC: 5505 – Parent Education**

The PFC Family Resource Center (FRC) will provide a single point of entry to facilitate access to a suite of prevention and intervention services of increasing intensity for parents of children between prenatal and kindergarten entry. The FRC staff will screen parent needs and refer the right model to meet families' needs. The Nurturing Skills for Families Programs will be designed for at-risk parents and families experiencing mild to moderate levels of individual and family dysfunction. The Nurturing Parent Program for Parents and their Infants, Toddlers & Preschoolers will be offered to families referred for parenting education by Social Services or Family Court for child maltreatment. FRC will work with all community partners to bring together resources and activities into an integrated service system that is accessible and responsive. FRC will conduct parenting education services based on the family-centered philosophy and family support principles to ensure that families are supported and strengthened through quality practice. FRC staff will maintain a directory of community services ~~to~~ for families. ~~and an online parenting workshop calendar.~~ Non-cash grants for books may be given to parents participating in the program. Staffing will include the Facility Operations Manager (up to .25 FTE), the Information Referral Assistant (1 FTE), Nurturing Parent Supervisor (1 FTE), and 2 Nurturing Parent Facilitators (2FTE). Training may be provided on-site or as community learning events and may include refreshments, topic related materials, site rental, and outside presenters. PD&C hosts external meetings that involve the attendance of persons other than employees, such as the Family Resource Advisory Group, and food may be provided.

**Activity Name: Program Coordination - Monitoring and Support**

**PBIS ID: PS10**

**PSC: 5603**

The Program Coordination-Monitoring and Support activity will develop and maintain relationships with service partners, and provide services critical to program accountability including include the monitoring of, and enforcing compliance with, legislative mandates; and financial and programmatic monitoring of in-house and direct service partners. Grant monitoring is an involved, interactive, and proactive process that include many activities, not just onsite monitoring visits to grant recipient locations. These included: desktop monitoring; regular contact with recipient program staff; review of grant recipient reporting; and technical assistance visits. Annually, each DSP

(excluding DSP with state contracts) participate in an onsite or desktop monitoring. The program monitoring staff will review programs to ensure that Smart Start requirements are being met and to assess how the program monitoring staff can provide the direct service partner with technical assistance. PFC uses a risk-based approach to prioritize monitoring activities by calculating an annual fidelity score of all DSP (excluding DSP with state contracts). The score determines the frequency of desktop monitoring and the site visit. Each quarter, the program monitoring staff will request that the DSP upload specific data into GEMS Lite. A Mandatory DSP In-Service will be held at the beginning of each fiscal year for the Smart Start funded grantees and food may be provided. This activity will fund up to .5 FTE Program Monitoring position and up to 1 minimum .5 FTE Fiscal Monitoring position who will provide the structure for monitoring direct service providers through formal and informal on-site visits. 1 FTE Grants Manager will be funded to ensure comprehensive monitoring of all CCR&R funded programs (Subsidy, PDCC, QE, NC PreK) to comply with the guidelines as mandated. The Grants Manager will monitor program effectiveness, strategies of service delivery, fiscal/accounting accuracy, and maintenance of required documentation.

**Activity Name: Quality Enhancement Grant**

**PBIS ID: PLA40**

**PSC: 3101, 3109**

Quality enhancement services will be provided to help 1-3 star facilities, temporary licensed, and GS110s attain a higher star rating. Services that address program quality will be provided in the forms of training and technical assistance. Partnership staff will provide technical assistance using an assessment tool, such as the Environment Rating Scale and the Business Administration Scale. Based on assessment results, Partnership staff will work collaboratively with facility staff to develop quality improvement plans. Coaching and consultation will be provided in implementing strategies from the quality improvement plans and progress will be measured through post assessments. Facilities with service agreements may be provided materials, such as, copies of the assessment tool. Additionally, facilities may receive a one-time bonus for achieving a specific goal. Facilities receiving Environment Rating Scale support may receive a bonus for achieving a 4 or 5 star rating. Family Child Care Homes receiving Business Administration Scale support may receive a bonus for achieving 7 points in at least three of the 10 scale items as reflected in the post assessment an assessment score increase as documented through pre and post assessment. Smart Start funds will support a minimum of 2.5 FTEs, staff development, and travel.

**Activity Name: Reach Out and Read® (ROR)**

**PBIS ID: FS20**

**PSC: 5523**

This activity will provide a Project Coordinator to partner with medical care practices to provide pre-literacy opportunities for children and their parents. The participating trained medical care providers will voluntarily incorporate Reach Out and Read (ROR), an evidence-based model, into young children's regular pediatric checkups or well-child visits. The medical care providers will implement ROR in their practices according to the National ROR guidelines. During each of the routine visits, children will receive a new, culturally- and developmentally-appropriate book to take home and read with their parents. The medical care providers will discuss the importance of reading, model reading a book aloud to the child, and encourage parent-child interactions as part of pre-literacy and language development. The program begins at the child's 6-month checkup and continues through age 5, with a special emphasis on children growing up in low-income communities. The medical care practice will display a literacy-rich waiting room area that reinforces the doctors prescription to read. This activity will also ensure data collection for project evaluation. The medical provider and local partnership will work collaboratively to secure funds for book purchases during FY 15-16 and FY 16-17. Smart Start funds will be used to support the ROR Project Coordinator and may also be used to develop a literacy-rich waiting area, assist with collection of data, purchase children's books and monitor clinics to ensure model fidelity.

## Planning Assumption & Strategic Priorities

This Year Planning Assumptions	Implications for PFC [Strategic Priorities.]
1. Technology is constantly changing and Partnership needs to stay current to maintain relevancy.	» PFC will need to constantly renew its information technology resources
2. Continuing infrastructure challenges limit PFC's effectiveness, including insufficient unrestricted funding, limited operating reserves, and unfunded mandates.	» It will be crucial to educate policymakers and the public about the true cost of meeting our mission and the need to recover our indirect costs.
3. The retirement of baby-boomers will leave a void of experienced leadership.	» Succession planning will continue to be a critical initiative for PFC.
4. PFC will need to connect and engage with the largest generation in American history Millennials (or, Gen Y).	» PFC will focus on technology, proactive communications and hands-on opportunities to connect with Millennials and Gen Xers.
5. Taking a more disciplined approach to communication processes will drive better measurability and greater efficiency.	» PFC will strengthen and revitalize the PFC brand to embrace the tenets of our new mission, vision, and values statements and served as "undertones" of our messaging.
6. PFC 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."	» PFC's shared services will continue to play a role in maximizing funding toward our core mission
7. Working at scale will deepen the impact PFC can have, thereby extending the reach and impact of its resources.	» PFC will increase intentionality in sharing responsibility in collaboration and ensure families have a voice in the collaboration.
8. Effective strategies require multiple actions at the individual, family, and community levels to reduce risk factors and strengthen protective factors.	» PFC will scale evidence-based parent/caregiver-engagement models that increase family protective factors in ECE settings and family support---related systems.
9. You cannot change the system by stepping outside of it. The right way to do it is remaining inside, working with the system, and trying to change it from within.	» PFC should clarify its definition of systems change, better articulate how systems change will be pursued and establish the relative level of organizational investment in systems change work.

This Year Planning Assumptions	Implications for PFC [Strategic Priorities.]
10. PFC will be increasingly data- and knowledge-driven as it strives for more impact on a larger scale, and finding the right information quickly will be paramount	» PFC will need to expand its efforts to make sure its data is readily available, as current as possible, and seen and used by community partners.
11. 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.
12. Continued and growing demand for services to low-income and underserved individuals and the inability of many community-based organizations to meet this need.	» 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
13. Accessibility to affordable, high-quality care for infant, toddler, and children with special needs is critical.	» PFC will give priority to inclusive child care and preschool for children with special health care needs and other disabilities and infant/ toddlers in 4 or 5-star programs
14. 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.	» 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.
15. 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.	» PFC's transition to Kindergarten activity will be designed to: <ul style="list-style-type: none"> <li>• Strengthen relationships with School to Family, School to Child, Peer to Peer and School to Early Childhood Programs</li> <li>• Increase continuity from the Pre-K experience to the kindergarten experience</li> <li>• Enhance existing Pre-K to Kindergarten transition programs</li> <li>• Coincide with the unique needs of the families and children served.</li> </ul>

# Community Early Childhood Profile

NC Partnership for Children's board adopted a new set of indicators and performance standards for the Smart Start network. The new indicators and standards take effect for the upcoming fiscal year FY 2017-18.

Indicator	Description	Standards	FY 14/15		FY 15/16	
			Result	Target Met.	Result	Target Met.
Early Care and Education -- Quality						
PLA40a	Average Star Rating for Children in 1-5-Star Care	Minimum: 4.0 AND 60%	4.07	Meets Minimum	4.16	Meets Minimum
PLA40b	Percent of Children in 4 and 5-Star care	High Performing: 4.0 AND 60% for each age group	69%	Meets Minimum	72%	Meets Minimum
PLA50a	Average Star Rating for Subsidized Children in 1-5-Star Care	Minimum: 4.25 AND 80%	4.36	Meets Minimum	4.44	Meets Minimum
PLA50b	Percent of Subsidized Children in 4 and 5-Star care	High Performing: Minimum plus 4.25 AND 70% for each age group	88%	Meets Minimum	90%	Meets Minimum
Early Care and Education -- Workforce						
EDU10	Percent of Children Enrolled in 1-5-Star Centers That Have At Least 75% of Lead Teachers with College Degrees (i.e. 7 Lead Teacher Education Points)	Minimum: 50% of children are in sites with 7 lead teacher education points High Performing: 50% of children are in sites with 7 lead teacher education points for age group	48%	Below Minimum	56%	Meets Minimum
EDU20	Percent of Children Enrolled in 1-5-Star Centers That Have Directors with College Degrees (i.e. 7 Administrator Education Points)	Minimum: 60% of children are in sites with 7 administrator education points High Performing: 60% of children are in sites with 7 administrator education points for age group	63%	Meets Minimum	65%	Meets Minimum
Family Support						
FS20	Percent of Parents/Guardians Who Report Reading to Their Children Daily	Minimum: TBD High Performing: TBD	N/A	N/A	57%	TBD
FS30	Percent of children age 0-5 with an investigated report of child abuse/neglect.	>= 5.0% and <12.0% A range has been set based on the distribution of identified children among counties. If the	8.0%	Within the range	8.5%	Within the range

Indicator	Description	Standards	FY 14/15		FY 15/16	
			Result	Target Met.	Result	Target Met.
		county is outside the range, the partnership will convene meetings to review data				
<b>Health</b>						
H10a	Percent of children ages 0-2 who receive early intervention or special education services	>= 4.0% and <10.0% A range has been set based on the distribution of identified children among counties. If the county is outside the range, the partnership will convene meetings to review data	3.1%	Outside the range	3.2%	Outside the range
H10b	Percent of children ages 3-5 who receive early intervention or special education services		3.2%	Outside the range	3.0%	Outside the range
H20	Percent of children enrolled in Medicaid who receive a well-child exam	Minimum: 75% High Performing: 85%	N/A	N/A	80%	Minimum
H60	Percent of low-income children age 2-4 who are at a healthy weight	Minimum: 66.1% High Performing: 70%	N/A	N/A	71.30%	High Performing



2018-2021 Strategic Goals, Objectives & Strategies		
Goal Area	Objectives	Strategies
		<b>Succession Plan:</b> Develop and adopt a written <b>Succession Plan</b>
		<b>Strategic Plan:</b> Develop and adopt a written 3-year strategic plan (2016/17, 2017/18 & 2018/19) including the organization's vision, mission, values, goals, and priorities, and the actions needed to accomplish the mission. <b>Convene key partners to take on specific roles in supporting the implementation of the plan.</b>
		<b>Board Composition and Structure:</b> Transition to a new Board structure with a date for full implementation (calendar year/fiscal year), plus a communications plan about the change
		<b>PFC Strengthening Initiative:</b> Enhance the governance and executive leadership capacity of the Partnership
		Operations (Run Internal Process)
		Financial (Manage Resources)
		Learning and Growth (Develop Personnel)
		<b>Strategic Communication:</b> Ensure a consistent understanding of the vision for improving outcomes for children beginning at birth throughout the community. This includes using multiple methods to communicate the message appropriately to different audiences. <b>Communicate and build awareness around the importance of and progress being made in early childhood education.</b>
		<b>Child Promotion:</b> Child (find) promotion strategies are collaboratively conducted to identify children birth to five. <del>{Instead of child find which is deficit based, used child promotion to convey the "in thing" for parents to participate in.</del>
	<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 accountable for achieving.	<b>Mobilizing Resources for Impact</b> – Stakeholders time, talent, and treasure are aligned & mobilized towards improving overall community level outcomes/indicators including the redirecting or initiation of resources (including: knowledge, time, volunteers, skills, financial contributions or other in-kind services) towards improving a common outcome.
		<b>Constituency Support Base Growth:</b> Increased in the number of individuals who can be counted on for sustained advocacy or action on an issue.
		<b>Policy &amp; Advocacy Alignment:</b> <del>Policymakers educated about the impact of early childhood initiatives, the need to coordinate these services, and their positive effects on our community</del> <b>Enable policy and advocacy to catalyze and scale progress</b>

2018-2021 Strategic Goals, Objectives & Strategies		
Goal Area	Objectives	Strategies
	<b>Investment &amp; Sustainability:</b> Increased public-sector investments in children and families and improve the policies that govern those investments	<b>Fundraiser:</b> The Partnership for Children of Cumberland County (PFC) hosts Seirée, our signature fundraiser, on or around the first weekend of March. <b>Raise \$175,000</b>
		<b>Shared Services:</b> Strategically expand high-quality, high value shared services to maximize funding toward our core mission.
		<b>Funder's Collaborative:</b> Work with funders to establish common grant-making criteria that are research-based and address verified, priority needs in the community and help bring catalytic funding to the effort.
		<b>Collaboration &amp; Alignment:</b> A comprehensive, strategic approach to program design, implementation, financing, or measurement of results. <b>Strengthen community-based decision-making with respect to resource allocation and early childhood service delivery systems.</b>
		<b>Partnerships &amp; Alliance:</b> Convene local stakeholders to expand the work of existing or launch new public-private partnerships at the community level to integrate improved services and make expanded birth to five investments ( <i>ABCD Workgroup, Autism Collaborative, Family Resource Center Advisory Team, Child Care Resource and Referral Advisory Workgroup, Forward March Conference, Living in the New Normal, and Behavioral Health Professional Association</i> )
		<b>Protective Factors Framework:</b> Scaling of evidence-based parent/caregiver-engagement models that increase family protective factors in ECE settings and family support---related systems.
		<b>Quality Assurance:</b> <b>Build analytic, research and continuous improvement capability</b>
		<b>Data Collection &amp; Sharing:</b> Expand PFC's evaluation activities to work with other public and community agencies to support the focus on shared outcomes. <b>Build data sharing infrastructure to coordinate services and inform action</b>
		<b>Evidenced Based TA Model - TAP – IT Data-Informed Decision Making Process &amp; Technical Assistance Approach:</b> Utilized the evidenced based TAP-IT model to deepen management and staff awareness, understanding, knowledge, capacity, and involvement with planning and evaluation.
		<b>Cross-Service System Professional Development:</b> Fund/oversee/support or advocate for cross-service system evidenced-informed training opportunities to

2018-2021 Strategic Goals, Objectives & Strategies		
Goal Area	Objectives	Strategies
		increase access, diversify delivery methods, & improve the knowledge base & strategy utilization for increased family involvement
		<b>Young Child Mental Health Professionals:</b> Increase the number of trained professionals in infant and young children mental health
		<b>Compensation, Benefits, And Turnover Of Early Educators:</b> Improve compensation to support recruitment and retention of highly-qualified and well-prepared early educators

## **Executive Committee (Acting as Board) – President’s Report**

Thursday, September 28, 2017

- A. North Carolina Partnership for Children (NCPC) Update / Legislative Update
  - 1. Legislature out of session.
  - 2. Federal legislation: Child Care for Working Families Act (S.1806/H.R. 3773) would amend the Child Care and Development Grant to provide sufficient funding so that all eligible families can afford high-quality child care.
    - a. Covers eligibility and workforce requirements
    - b. Provides substantial federal investment in quality improvement; including underserved areas (infants & toddlers, children with disabilities and nontraditional care hours)
    - c. Prohibition on suspensions, expulsions and aversive behavioral interventions
    - d. Funds for voluntary high-quality care for three- and four-year-old children in diverse settings
    - e. Authorizes increased funding for Head Start programs to offer full school year and full school day services and for Migrant Head Start programs to extend their hours.
    - f. Five percent of state funds to be set aside for lead IDEA agency to provide infant/toddler services in high-quality inclusive setting and supports for children with disabilities who are less than 13 in settings that provide high-quality inclusive care.
    - g. Increased investment in Maternal, Infant and Early Childhood Home Visiting Programs.
  - 3. NCPC Updates.
    - a. Hiring an Early Literacy Coordinator to drive literacy initiatives throughout the state.
    - b. Planning the 25<sup>th</sup> Anniversary for NCPC
    - c. MAC workgroup and other surveys going out to local partnerships for feedback
- B. PFC Annual Celebration, October 5, 2017, Snyder Memorial Baptist Church
  - 1. Caught in the Cookie Jar is catering the meal.
  - 2. Susan Perry-Manning, Deputy Director DHHS will be the speaker to bring state perspective
  - 3. Driving Force Awards and recognitions completed.
  - 4. Announcing theme for 2018 Soiree.
- C. Forward March Conference, October 24-25, 2017, Iron Mike Conference Center on Fort Bragg
  - 1. VIP dinner will be at the Airborne Museum on October 24. It is open to conference attendees as well as sponsors.
  - 2. Registration is open, including being able to sign up for VIP dinner.