

Board of Directors Meeting Agenda

Thursday, November 30, 2017
NC Pre-K – 12:00 pm – 12:30 pm
PFC Board – 12:30 pm – 2:00 pm
Charles Morris Conference Room

Be the Driving Force to meet our roles and responsibilities as a non-profit Board by:

➤ *Providing Oversight* ➤ *Ensuring Adequate Resources* ➤ *Establishing a Strategic Direction*

- I. Networking and Lunch [12:00]**
- II. Determination of NC Pre-K Quorum & Call to Order [12:20]**
- III. Adjourn NC Pre-K [12:30]**
- IV. Determination of Board Quorum & Call to Order^Δ – C. Rey [12:30]**
 - A. Volunteer Forms
 - B. Board Donations
- V. Consent Agenda – Providing Oversight* (See Section X.) [12:35]**
- VI. Establishing a Strategic Direction for the Future [12:40]**
 - A. Board Development – J. Grafstrom
 - 1. Board Member Nomination – 1st Term Ending June 30, 2020*
 - a. Dr. Meredith Gronski – Position on Board: Representative of a Higher Education Institution
 - 2. Board Position Change*
 - a. Dr. Tamara Brothers from Representative of a Higher Education Institution to Foundation or other Philanthropic Organization
 - B. Succession Plan/Organization Chart^e * – M. Sonnenberg
 - C. Smart Start Allocation FY 18-21^Δ – L. Blanton
 - D. Bylaws Workgroup^Δ – M. Sonnenberg
 - E. Investment Committee^Δ – M. Clark
- VII. Ensuring Adequate Resources & Engagement [1:00]**
 - A. Financial Summary: October 2017^Δ – M. Hedgepeth
 - 1. Smart Start^e
 - 2. NC Pre-Kindergarten^e
 - 3. DCDEE – Region 5^e
 - 4. All Funding Sources^e
 - 5. Unrestricted State Revenues^e
 - 6. Cash and In-Kind Report^Δ

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

- B. Contingency Reversion Plan* – M. Clark
- C. Budget Revision/Amendments*
 - 1. Smart Start Administration – M. Lilly
 - 2. Evaluation, Planning and Accountability (EPA) – L. Blanton
 - 3. Child Care Resource & Referral (CCR&R) – M. Lilly
 - 4. Quality Enhancement Grant (QEG) – M. Lilly
 - 5. Professional Development Career Center (PDCC) – M. Lilly
 - 6. High Quality Maintenance (HQM) – M. Lilly
- D. Audit Update^Δ – M. Clark
- E. Soirée, March 10, 2018^Δ – P. Melton/S. Moyer

VIII. President's Report^Δ [1:25]

- A. NCPC Update / Legislative Update
- B. Community Child Abuse Prevention Plan
- C. NC Diaper Bank – Mobile Unit for Cumberland County Update
- D. Network for Southern Economic Mobility
- E. NC Justice Center, Pathways to Prosperity Forum
- F. Opportunities for Corporate Grants
- G. Annual Celebration Update
- H. Forward March Conference Update
- I. United Way Campaign Update
- J. ESSA (Every Student Succeeds Act) Regional Meetings

IX. CLOSED SESSION – PERSONNEL ACTION* [1:40]

X. Consent Agenda Items*/Items for Information^Δ

- A. *Minutes**
 - 1. *July 27, 2017 – Board Meeting*
- B. *Human Resource Committee* – (Meeting November 8, 2017) – H. Debnam, Chair*
 - 1. *Job Descriptions/ Positions*
 - a. *Accounting Specialist CCR&R*
 - 2. *HR Policies*
 - a. *HR Policy 405 – Sick Leave (Revised) Effective November 1, 2017*
- C. *Committee Information (Non Action)^Δ*
 - 1. *PED Committee* – (Meeting November 9, 2017) – A. Malave, Chair*
 - a. *See Committee Information Page*
 - 2. *Child Care Resource & Referral Committee* – (Meeting November 16, 2017) – W. Wesley, Chair*
 - a. *See Committee Information Page*

XI. PFC Holiday Schedule

| HOLIDAY | DATE(S) CLOSED |
|----------------------------|---|
| Christmas | Monday, December 25, 2017 – Friday, December 29, 2017 |
| New Year's Day 2018 | Monday, January 1, 2018 |
| Martin Luther King Jr. Day | Monday, January 15, 2018 |

XII. Adjourn [2:00]

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

^e Electronic Copy (Hard copies are available upon request)



PFC is a 501(c)(3) nonprofit organization supported by public and private funds through Smart Start -- North Carolina's Early Childhood Initiative, tax-deductible donations, and grants.

Nomination Form Board of Directors Membership

Contact Information

Nominee Name: Meredith Gronski, OTD, OTR/L, CLA
Company Name: Methodist University
Work Address: 5400 Ramsey
Fayetteville, NC 28311
Home Address: [REDACTED]
Work Phone: [REDACTED]
Home Phone: [REDACTED]
Work Email: mgronski@methodist.edu LinkedIn Account: Yes X No

Personal Information – Please use back or additional sheets if necessary.

Please explain how the nominee would contribute to the Partnership's mission as a board member:
Highly skilled therapy professional and academic leader with a background in serving and researching factors Related to children, youth, and families.

What work experience or expertise would this nominee bring? (attach resume if helpful)
Expertise in children and families with disability, prematurity, exposure to toxic stress, hearing loss, sensory challenges, early intervention, school participation and success/IDEA and IEPs; program development and evaluation

List experiences as a volunteer (including boards, committees, other community service):
Currently serve as Secretary on executive board of NC OT Association; FTCC Family Collaborative Team Member
Inclusion coordinator for religious education program (StL, MO, 2015-16), Baptism catechist (StL, 2008-2014)

Nominee, please list your personal reasons for being willing to serve on the Partnership board:
I personally believe that children can only thrive and be successful if they have supportive systems around them: family systems, educational systems, and community systems. I feel your organization strives to build this foundation.

Authorization

The undersigned certify that the above information is true and accurate and permission is given to use the above information for nomination purposes.

Meredith Gronski, OTD, OTR/L, CLA
Printed Name of Nominee

Meredith Gronski
Signature of Nominee

8/2/17
Date

Printed Name of Board Member

Signature of Board Member

Date

Submitting Application

Submitting Application

Personal Information – Page 2 (if applicable)

CV attached.

In addition to my academic role, I support CCS by performing Early Childhood evaluations.

Thank you for considering my application. I look forward to the opportunity to engage with your organization!

Meredith P. Gronski, OTD, OTR/L, CLA

Program Director and Chair

Assistant Professor

Doctor of Occupational Therapy Program

Methodist University

5400 Ramsey Street

Fayetteville, NC 28311

Telephone: 910-480-8594 / e-mail: mgronski@methodist.edu

EDUCATION

2002 - 2005 Washington University in St. Louis, St. Louis, MO
OTD (Concentration: Pediatrics)

1999 - 2003 Washington University in St. Louis, St. Louis, MO
B.A. (Psychology major)

LICENSES

2016 - Present Licensed Occupational Therapist #1029
North Carolina

2006 - 2016 Licensed Occupational Therapist #2006001215
Missouri

CERTIFICATIONS

2017 Credentialed Leader in Academia (AOTA)

2006 National Board Certification of Occupational Therapists (NBCOT)
OTR

ACADEMIC APPOINTMENTS

2016 - Present Methodist University, Fayetteville, NC
Program Director & Chair, Assistant Professor, OTD Program

2014 - 2016 Washington University, St. Louis, MO
Assistant Professor of Occupational Therapy and Otolaryngology

2013 - 2014 Washington University, St. Louis, MO
Instructor of Occupational Therapy and Otolaryngology

2009 . 2013 Washington University, St. Louis, MO
Lecturer, Program in Occupational Therapy (MSOT & OTD)

CLINICAL PRACTICE

- | | |
|----------------|--|
| 2016 - Present | Cumberland County School District Fayetteville, NC <ul style="list-style-type: none">• Early childhood eligibility evaluation |
| 2013 - 2016 | Washington University Program in OT Community Practice Group St. Louis, MO <ul style="list-style-type: none">• Evaluation and intervention of children ages 3-16 years• Program development and evaluation, established standards of care, personnel management, EMR documentation transition task force |
| 2007- 2013 | Central Institute for the Deaf St. Louis, MO <ul style="list-style-type: none">• School-based evaluation and intervention of children ages 2-12 years• Interdisciplinary scholarly inquiry and program development• Supervision of clinical fieldwork students |
| 2007- 2007 | Therapy Relief, Inc Chesterfield, MO <ul style="list-style-type: none">• Early Intervention evaluation and intervention of children ages birth-3 years• Interdisciplinary family/team meetings |
| 2006 - 2007 | St. Louis Public Schools St. Louis, MO <ul style="list-style-type: none">• School-based evaluation and intervention of children ages 3-16 years• Interdisciplinary team meetings• Supervision of Level I clinical fieldwork students |

PROFESSIONAL AFFILIATIONS

- | | |
|----------------|--|
| 2016 - Present | North Carolina Occupational Therapy Association |
| 2004 - Present | American Occupational Therapy Association |
| 2005 - 2016 | Missouri Occupational Therapy Association |
| 2011 - 2014 | Alexander Graham Bell Association for Deaf and Hard of Hearing |

SERVICE TO THE UNIVERSITY

- | | |
|----------------|---|
| 2017 - Present | Methodist University, Fayetteville, NC Graduate Studies Council |
| 2017 | Methodist University, Fayetteville, NC Interfaith Development Focus Group |
| 2016 - Present | Methodist University- School of Health Sciences, Fayetteville, NC Coordinator, Interprofessional Education Task Force |

| | |
|-------------|---|
| 2015 - 2016 | Washington University- Program in OT, St. Louis, MO Community Development Committee |
| 2013 - 2015 | Washington University- Program in OT, St. Louis, MO Clinical Practice ACOTE Accreditation Committee |
| 2013 - 2015 | Washington University- Program in OT, St. Louis, MO OTD Curriculum ACOTE Accreditation Committee |
| 2013 - 2016 | Washington University- Program in OT, St. Louis, MO Curriculum Committee |
| 2010 - 2013 | Washington University- Program in OT, St. Louis, MO Admissions Committee |
| 2010 - 2011 | Washington University- Program in OT, St. Louis, MO Academic Fieldwork Committee |
| 2009 - 2010 | Washington University- Program in OT, St. Louis, MO Student Activities Coordinator |

SERVICE TO THE PROFESSION

| | |
|----------------|--|
| 2017 . Present | Journal of Occupational Therapy Education Reviewer |
| October, 2016 | Elsevier Invited Reviewer; <u>Occupational Therapy for Children, 8th edition</u> |
| 2016 - Present | North Carolina Occupational Therapy Association Secretary and Interim Social Media Co-Chair Executive Board Member |
| 2016 - 2017 | AOTA Academic Leadership Institute Member, Inaugural Cohort |
| 2014 - Present | AOTA Commission on Practice Appointed Member |
| 2014- Present | AOTA Annual Conference Committee Invited Proposal Reviewer |
| 2014 - 2016 | International Journal of Pediatric Otorhinolaryngology Reviewer |
| 2013 - 2015 | Ear & Hearing Reviewer |

SERVICE TO THE COMMUNITY

| | |
|----------------|--|
| 2016 . Present | FTCC- Family Collaborative Team Member/Social Media Coordinator |
| 2013 - 2016 | Assumption Parish, O'Fallon, MO Inclusion Coordinator, Religious Education |
| 2013 - 2014 | Assumption Parish, O'Fallon, MO Vacation Bible School Volunteer |
| 2008 - 2014 | Assumption Parish, O'Fallon, MO Baptism Preparation Catechist |
| 2011 - 2012 | Central Institute for the Deaf Chair, Parent Organization |
| 2004 - 2007 | Assumption Parish- O'Fallon, MO Usher/Greeter |

RESEARCH SUPPORT

| | |
|-----------|--|
| 2011-2013 | Principal Investigator, WUSM Program in OT- Research Development Fund %Participation & Vestibular Functioning in Children with Hearing Loss+, \$20,000 (Dr. Timothy Hullar, MD, Co-Investigator) |
|-----------|--|

COURSES TAUGHT

| | |
|-------------|---|
| 2016 | MU Journey: Freshman Year Seminar; Methodist University; Instructor |
| 2013 . 2016 | Interventions to Support Daily Functioning for Individuals with Sensory and Motor Impairments; Co-Coursemaster (developed course) |
| 2013 . 2016 | Interventions to Support Recovery and Participation of Individuals with Psychosocial Challenges; Co-Coursemaster (developed course) |
| 2014 . 2016 | OT Doctoral Seminar I and II; Co-Coursemaster |
| 2013 . 2016 | OT Case-based Learning I and II; Small Group Instructor |
| 2010 . 2016 | Applied Clinical Research (MSOT)- Pediatrics |
| 2010 . 2016 | Applied Clinical Practice (MSOT)- Pediatrics |
| 2010 . 2016 | Directed Research Practice (OTD)- Pediatrics |
| 2010 . 2013 | Intervention Models in Occupational Therapy Practice: Applied Skills for Daily Living I; Module Coordinator |
| 2010 . 2013 | Innovative Practice Models: Home/Work/School/Community: Applied Skills for Daily Living II; Module Coordinator |

CONFERENCE PRESENTATIONS

| | |
|-------------|---|
| March, 2017 | %Using AOTA's Official Documents for Advancing Knowledge and Professional Advocacy+ Short Course- AOTA Annual Conference, Philadelphia, PA |
|-------------|---|

| | |
|----------------|--|
| February, 2017 | %A Contemporary Approach to Pediatric Self-Regulation: Building an Evaluation Plan Beyond Sensory Processing+ Short Course- NCOTA Spring Conference, Concord, NC |
| Nov, 2016 | "Empowering Children with Food Allergies+ Research Poster- North Carolina OT Association (NCOTA) Annual Fall Conference, Greensboro, NC |
| April, 2016 | %Childhood Occupational Development+ Keynote Address- MOTA Student Seminar; St. Louis, MO |
| April, 2016 | "I Can't Hear You: Considerations When Working with Individuals with Hearing Loss+ Research Poster- AOTA Annual Conference, Chicago, IL |
| April, 2016 | "Empowering Children with Food Allergies: An Innovative Role for OT+ Research Poster- AOTA Annual Conference, Chicago, IL |
| April, 2016 | Using AOTA's Official Documents for Professional Advocacy Short Course- AOTA Annual Conference, Chicago, IL |
| Dec, 2014 | %Participation Patterns of Children with and without Cochlear Implants+ Research Poster- American Cochlear Implant Alliance Symposium |
| Sept, 2014 | %Child Welfare, Education and Occupational Therapy: Community Health Promotion Roles+ Concurrent Session- Association for Treatment and Training in the Attachment of Children Annual Conference, Orlando, FL |
| April, 2014 | %Participation in Religious Education: A New Role for OT with Children & Youth+ Research Poster- AOTA Annual Conference, Baltimore, MD |
| April, 2014 | %Participation Patterns of Children with and without Hearing Loss+ Research Poster- AOTA Annual Conference, Baltimore, MD |
| Nov, 2013 | %Childhood Toxic Stress: A Community Role for OT+ Short Course; Missouri Occupational Therapy Association (MOTA) Annual Conference; St. Louis, MO |
| Sept, 2013 | %The Role for Occupational Therapy with Children who are Deaf or Hard of Hearing: Addressing the Whole Child+ Invited Lectureship; MO Academy of Audiology: Scope 2013, St. Louis, MO |
| April, 2013 | %Executive Function Skills of Children who are Deaf and Hard of Hearing using Spoken Language+ Research Poster- AOTA Annual Conference, San Diego, CA |

PEER- REVIEWED PUBLICATIONS

Stevens, M, Barbour, D, **Gronski M**, Hullar, T (2016). The auditory contributions to balance. Journal of Vestibular Research, 26:5-6, 433-438. DOI:10.3233/VES-160599

Hullar T, Stevens M, **Gronski M**, Barbour D, Uchanski R (2014). The effect of audition on balance. Journal of Vestibular Research, 24:2-3, 164.

Gronski, MP (2013). Balance and Motor Deficits and the Role of Occupational Therapy in Children Who are Deaf and Hard of Hearing: A Critical Appraisal of the Topic. Journal of Occupational Therapy in Schools and Early Intervention. DOI:10.1080/19411243.2013.860767

Gronski, MP, Johnson, K E, Kloeckner, J, Russell-Thomas, D, Taff, S D, Walker, K A, Berg, C. (2013). Childhood toxic stress: A community role in health promotion for occupational therapists. American Journal of Occupational Therapy. DOI:10.5014/ajot.2013.008755

Gronski, MP, Neimann, A, & Berg, C. (2012). Participation Patterns of urban preschoolers attending Head Start. Occupational Therapy Journal of Research. DOI: 10.3928/15394492-20121026-01

Finger, S, & **Hustwit, MP**. (2003) Five Early Accounts of Phantom Limb in Context: Pare, Descartes, Lemos, Bell, and Mitchell in Neurosurgery, 52 (3), pp. 675-686.

INVITED PUBLICATIONS

Perlmutter, MS & **Gronski, MP**. (2017). Identifying Person Factors that Impact Occupational Performance Assessment. In M. Law, C. Baum & W. Dunn (Eds.), Measuring occupational performance: Supporting best practice in occupational therapy. Slack Inc.

Gronski, M. P. & Bopp, C. (2016). OT Practice Perks: Effective and efficient documentation with children, youth, and families. OT Practice, 21 (9).

Gronski, M. P. & Henry, T. (2016). A Contemporary Occupational Performance Approach to Pediatric Self- Regulation, Part I: Theoretical Framework and Evaluation Considerations; AOTA Press; Online CEU Course

Gronski, M. P. & Henry, T. (2016). A Contemporary Occupational Performance Approach to Pediatric Self- Regulation, Part II: Self- Regulation Intervention Framework and Strategies; AOTA Press; Online CEU Course

Gronski, M. P. (2012). Beyond Communication: Team efforts to serve children who are deaf and hard of hearing. OT Practice, 17 (17).

Awards & Honors

2017 AOTA Service Commendation Award

Childhood Toxic Stress: A Community Role in Health Promotion for Occupational Therapists

Meredith P. Gronski, Katherine E. Bogan, Jeanne Kloeckner, Duana Russell-Thomas, Steven D. Taff, Kimberly A. Walker, Christine Berg

MeSH TERMS

- child health services
- child welfare
- occupational therapy
- primary prevention
- professional role
- stress disorders, traumatic

People who experience the toxic stress of recurrent traumatic events in childhood have a higher risk for mental and physical health problems throughout life. Occupational therapy practitioners have a remarkable opportunity to be involved in addressing this significant public health problem. As health care practitioners already situated in the community, we have a responsibility to lead and assist in establishing and implementing occupation-based programs and to nurture the links between the child welfare system and existing intervention systems. In this article, we review the current research on toxic stress and recommendations made by other health care disciplines and offer strategies for occupational therapy practitioners to begin a dialogue on this critical, emerging issue.

Gronski, M. P., Bogan, K. E., Kloeckner, J., Russell-Thomas, D., Taff, S. D., Walker, K. A., & Berg, C. (2013). The Issue Is—Childhood toxic stress: A community role in health promotion for occupational therapists. *American Journal of Occupational Therapy*, 67, e148–e153. <http://dx.doi.org/10.5014/ajot.2013.008755>

Meredith P. Gronski, OTD, OTR/L, is Instructor, Washington University in St. Louis School of Medicine, Program in Occupational Therapy, 4444 Forest Park Avenue, Campus Box 8505, St. Louis, MO 63110; gronskim@wustl.edu

Katherine E. Bogan, OTD, OTR/L, is Staff Clinician; **Jeanne Kloeckner, OTD, OTR/L**, is Clinical Specialist; **Duana Russell-Thomas, MSOT, OTR/L**, is Community Practice Manager; **Steven D. Taff, PhD, OTR/L**, is Associate Director of Professional Programs; **Kimberly A. Walker, OTD, OTR/L**, is Research Coordinator; and **Christine Berg, PhD, OTR/L**, is Assistant Professor, Washington University in St. Louis School of Medicine, Program in Occupational Therapy, St. Louis, MO.

Early life experiences profoundly influence the capacity of children to develop the range of competencies necessary to transition to adulthood and become contributing members of society (Felitti et al., 1998; National Scientific Council on the Developing Child [NSCDC], 2012). Childhood trauma, including being threatened with, witnessing, or experiencing physical, emotional, or sexual abuse, exploitation, violence, or extreme poverty, has become a major public health issue. Research has found that people who experience recurrent traumatic events in childhood, called *toxic stress syndrome*, have a higher risk for mental and physical health problems throughout life. Additionally, evidence has indicated that repeated exposure to trauma is not uncommon; most children who experience trauma are exposed to multiple events rather than a single traumatic incident (Felitti et al., 1998).

Despite its potential to be significantly reduced by appropriate prevention and intervention efforts, childhood trauma occurs at disturbingly high rates, threatening the

future economic and social viability of the United States (Copeland, Keeler, Angold, & Costello, 2007; Flaherty & Stirling, 2010). The term *toxic stress* denotes the impact of early exposure to pronounced and sustained stress on a developing nervous system and the lifelong sequelae for physical, emotional, and mental health and economic potential (Felitti et al., 1998; NSCDC, 2012; Shonkoff, 2012).

Although current research comes primarily from medicine, psychology, neuroscience, and economics, occupational therapy practitioners are in an ideal position to provide important contributions to the evidence through our scientific knowledge, our expertise in focusing on the occupations of children and families, and our focus on environmental context, particularly at the community level (Baum, 2011). Our profession has a remarkable opportunity to address this profound public health problem. Occupational therapy practitioners and researchers can build evidence through the study of program efficacy, particularly in the areas of family-focused interventions

that promote mental and emotional health. We are equally suited to investigating the ways toxic stress restricts occupational performance and the impact of sociocultural environments on everyday activities and quality of life. In this article we review the current research on toxic stress and recommendations made by various disciplines and offer strategies for occupational therapy practitioners to begin a dialogue on this critical current issue.

Developmental Impact of Toxic Stress

The NSCDC (2005) proposed a conceptually guided taxonomy based on three categories of stress experience: positive, tolerable, and toxic stress. *Positive stress* occurs during typical childhood experiences, such as going to day care for the first time or spending the night without a parent. Experiences that create positive stress, as the term implies, are important for optimal child development. *Tolerable stress* refers to stress that occurs with traumatic events such as a serious illness, loss of a loved one, car accident, or tornado, flood, or fire affecting the home, but it is mitigated by the support of a loving caregiver who helps the child cope with the stress appropriately. *Toxic stress* occurs through chronic or cumulative traumas that the child experiences without the available support of a loving caregiver (e.g., child abuse, maternal depression, caregiver substance abuse; NSCDC, 2005).

Although stress responses are vitally important for survival, constant activation of these responses has been shown to cause long-term physiological, cognitive, and psychological damage (NSCDC, 2012; Shonkoff, 2012). Because of the heightened plasticity of the prenatal, infant, and early childhood brain, scientists believe that it is during this time that the brain is most sensitive to chemicals, such as stress hormones, that can alter brain structure and chemistry (Bruce, Fisher, Pears, & Levine, 2009). Such alterations may lead to deficits in performance, including impaired learning, memory, executive function, and mood control and increased anxiety (NSCDC, 2005). Adversity experienced during sensitive periods of brain development, in which the brain is most malleable, can result in changes to the operating system that de-

termines how the neural network responds to stress (NSCDC, 2012). Early experiences are also critical to the development of a healthy immune system through appropriately regulated stress responses.

The impact of chronic and sustained stress during childhood is not limited to that developmental period, however. Chronic overuse of the body's stress response system is correlated with a number of prevalent adult conditions, including cardiovascular disease, hypertension, diabetes, liver cancer, asthma, chronic obstructive pulmonary disease, autoimmune disease, and depression (Shonkoff & Garner, 2012). Thus, toxic stress exposure can influence the occupational competence of individuals and populations for a lifetime (Anda et al., 2006; Shonkoff & Garner, 2012). Those particularly at risk for toxic stress include the children of young, undereducated, and single parents. These parents and, subsequently, their children often experience challenges related to poverty, such as residential instability, limited education, low income and earning potential, food scarcity, and limited access to health care (Felitti et al., 1998; Sameroff, Seifer, Barocas, Zax, & Greenspan, 1987; Shonkoff, 2012).

Several protective factors against toxic stress have been identified. These indicators of strong social capital include the presence of a caring and supportive adult, the availability of extrafamilial support, access to quality health care and education, regular church attendance, and targeted social welfare services (Runyan et al., 1998).

From an economic perspective, it is clear that toxic stress and its consequences have a staggering cost to society. Children who display learning or behavioral problems are at higher risk for school failure, incarceration, and economic dependency later in life (Agency for Healthcare Research and Quality, 2008). Moreover, the physical and mental health consequences of toxic stress create a tremendous burden on the country's medical resources. Although evidence has shown that attempts to "remediate" an older child are much less effective than prevention efforts and early intervention (Heckman, 2007), it is a challenging and complex task to convince policymakers to spend current funds with the promise of a return on investment later.

Taking the lead, the Center on the Developing Child at Harvard University (2010), citing the urgency of the situation, has compiled a number of policy recommendations aimed specifically at early childhood intervention, including

- Improve access to basic health care for pregnant women and children
- Provide intensive family support to at-risk families through evidence-based home visiting programs
- Increase at-risk children's access to very high-quality early education centers
- Address early education centers that fail to meet minimal health and safety standards.

These recommendations have important direct implications for occupational therapy practice. The focus of occupational therapy practitioners is on the health and well-being of individual clients and their classrooms, schools, homes, and neighborhoods. Practitioners must also focus their attention on the occupational wellness of families and at-risk populations, considering toxic stress from a societal, social policy, or population perspective.

New Role for Occupational Therapy: Community, Capacity, Prevention

Occupational therapy practitioners are poised to offer support in building the capacities of the identified protective factors. Practitioners work with families in different settings, are valued as early intervention team members, and are ideally positioned to be part of the toxic stress prevention effort. As with any emerging role in our profession, we need to establish a strong, viable, and visible presence with supporting evidence affirming this emerging role (Grady, 1995; Thibeault & Hébert, 1997).

The American Occupational Therapy Association (AOTA) supports the profession's role in health promotion, mandating practitioners "to promote healthy life styles; to emphasize occupation as an essential element of health promotion strategies; and to provide interventions, not only with individuals but also with populations" (AOTA, 2008b, p. 696). We are able to intervene at multiple levels: directly with the child by building a child's

capacity; with families by identifying and intervening with those at risk for toxic stress; with community agencies by partnering to support families, by collaboratively expanding the capacity of programs to serve unmet needs, and by promoting new program development to meet population needs; and on the macro level by advocating for policy changes. AOTA's *Centennial Vision* includes meeting the occupational needs of society (AOTA, 2007). Embracing our role in health promotion demands that we take a broader view of health to expand the boundaries of occupational therapy practice through building capacity in communities. Our role is to create supportive environments and address the underlying determinants of health such as access to healthy foods, safe shelter and neighborhoods, quality education, and social support resources such as respite care (Trentham, Cockburn, & Shin 2007).

Health promotion requires a shift in how we approach the needs of children in the management of toxic stress. First and foremost, we must be cognizant of the role that a stable, responsive relationship plays in mitigating the effects of toxic stress. As we work to support families at risk, we must not inadvertently undermine the nuclear relationship. We may encounter family struggles and priorities that challenge our role because the particular situation causing toxic stress may originate outside of the individual child's referral or agency parameters.

Implementing Change

Current early intervention approaches are based on Bronfenbrenner's (1977) ecological theory, which asserts that the needs of the family embedded in a community should be assessed along with the needs of the child because the two are inseparable. It is widely accepted that family-centered interventions are integral to effective early intervention therapy (Brotherson et al., 2010; Fleming, Sawyer, & Campbell, 2011; Mahnke, 2005). Early intervention specialists are providers of skilled therapy to "promote child development and foster the capacity of the family to advocate for their child while enhancing the family's occupational role in caregiving capacity" (AOTA, 2010, p. 1).

Despite the fact that a poor home environment and dysfunctional family interactions are known sources of stress in early childhood, occupational therapists do not traditionally or routinely provide direct family intervention to ameliorate these family stresses (Brotherson et al., 2010; Fitzgerald, Ratcliffe, & Blythe, 2012). Although family work is recommended in government guidelines and many practice models are available to support practitioners, little evidence is available to guide the implementation and documentation of a family focus in occupational therapy practice (Fitzgerald et al., 2012). Interventions that strengthen the capacities of families and communities can help mitigate and protect children from the adverse effects of toxic stress and are likely to promote healthy brain development and enhanced well-being (Runyan et al., 1998; Shonkoff & Garner, 2012). The focus needs to begin with the family and then expand to include the broader family community support system, beyond early childhood program staff, to neighborhood resources such as police and fire stations, libraries, grocery stores, well child medical care, and places of work and worship, to name a few. These supportive systems will assist in strengthening the foundations of child health (Shonkoff & Garner, 2012).

The majority of services currently provided to children by occupational therapy practitioners are characterized as remediation or modification (AOTA, 2008a). A health promotion and prevention ethos is not currently the primary intervention mode for pediatric occupational therapy practitioners, although it is addressed in the *Occupational Therapy Practice Framework: Domain and Process* (AOTA, 2008a). The evidence for shifting toward prevention seems obvious, particularly in the area of toxic stress. The remediation paradigm inherently stipulates waiting for children to struggle before identifying the problem. Even then, the policies and narrow definitions of *disability* limit eligibility to receive services to address toxic stress sequelae. Moreover, occupational therapy services are couched in policies that focus on school readiness, language and literacy development, and academic achievement. Early intervention practice has trended toward these same priorities. Social,

emotional, and overall mental health have not been promoted as a priority for intervention, even though challenges in these areas are the very ones that can overwhelm a child's ability to learn and perform age-appropriate occupations when faced with adverse and traumatic environments (Shonkoff, 2012).

Recommendations of the U.S. Department of Health and Human Services in association with the Centers for Disease Control and Prevention for addressing toxic stress fall under individualized health promotion and prevention models, which include programming that incorporates parent education, child education, teacher and caregiver education, and home visitation (Middlebrooks & Audage, 2008). Viewing toxic stress as a public health issue—in contrast to solely an educational or individual disability issue—is a powerful indicator that a focus on community-based, multidisciplinary prevention is the ideal solution to replace occupational therapy's historic, more reactive stance of remediation. Our profession's challenge is to bridge the gap between the theory of providing family-centered, community-based, preventive care for children and the reality of day-to-day practice.

New Policy and Systems Implications

Occupational therapists typically receive a referral because a parent, teacher, or physician has identified a developmental delay or limitation affecting a major life activity. Because a child experiencing toxic stress may not show obvious delays or problems, however, we need to create ways to reach and intervene with at-risk children and families to most effectively prevent toxic stress from occurring and to put positive strategies in place. This effort may require innovative payment mechanisms and new community partnerships supporting new occupational therapy roles (e.g., drug and alcohol recovery programs for parents, outreach programs to prevent incarceration recidivism, domestic violence shelters, obstetric care). Occupational therapy practitioners, as well as other health care providers, often have difficulty practicing within their potential full scope because of the current

payment system built on the “sick care” as opposed to prevention model. The *ecobiodevelopmental* (EBD) framework is an effective, evidence-based approach that can be used to further guide occupational therapy’s response to toxic stress (Shonkoff & Garner, 2012). An EBD approach to childhood adversity suggests the following principles:

- Early experiences with significant stress can undermine the development of adaptive capacities and coping skills.
- The roots of stressful lifestyles, maladaptive coping patterns, and weak social networks are often reflected in behavioral and physiological responses to significant adversity.
- The prevention of long-term, adverse consequences is best achieved by the protection of stable, responsive relationships that help children develop a sense of safety, thereby facilitating the restoration of their stress response systems to baseline (NSCDC, 2012).

The application of the EBD framework to toxic stress in the literature has led not only to changes in the primary pediatric medical care provided to individual children, but also to policy statements and key recommendations calling for sweeping changes in the delivery model for pediatric services, the ways pediatricians are educated, the reimbursement models for the associated health care, and the social and health policies that drive the root causes. The same opportunity applies to occupational therapy because the profession defines a parallel role in toxic stress intervention. Occupational therapy practitioners must use evidence and work with other health service providers, educators, and policymakers as the details of the Patient Protection and Affordable Care Act (2010; Pub. L. 111–148) are translated into practice and payment.

The American Academy of Pediatrics, Committee on Psychosocial Aspects of Child and Family Health and Task Force on Mental Health (2012) recommended that pediatricians consider implementing standardized measures that will help identify family- and community-level factors that may put children at risk for toxic stress. The screenings will be most effective if collaborative referral relationships already

Table 1. Expanded Occupations for Families, With Program Examples

| Occupation | Program |
|--|---|
| Socially connect with neighbors | Build healthy community relationships for families Establish after-school community work preparation programs Design community space for collective intergenerational gatherings |
| Care for and increase knowledge of health | Advocate for workers’ health and safety Provide health and wellness centers for immigrants Build fitness into elementary school classrooms Assist health care teams in being culturally and socially responsive |
| Care for self and others | Develop programs for parents, prospective parents, child care workers, grandparents, foster parents, and day care staff Encourage spiritual and religious inclusion |
| Manage mental health needs, manage stress | Teach adolescents skills in managing daily health Build a conflict resolution curriculum for youth Promote mental health through advocacy and education Develop bully management programs |
| Obtain resources to fulfill basic needs | Promote successful transitions from homelessness Train volunteers for community service Improve access to neighborhood grocery stores Promote childproof homes with safe exit strategies |
| Identify and participate in desired activities | Empower neighborhood walking to promote connectedness Develop museum programs offering education to underserved youth Build character in youth through community service |
| Get involved in community organizations | Participate in agency programs for immigrant families Promote fitness for obesity prevention and health promotion Establish library programs to disseminate resources for families Provide occupation-based mentoring programs |
| Enhance community integration | Develop intergenerational day care center programs Establish long-term transitional homes or shelters for homeless families Provide workforce development Develop transitional programs for youth emerging into adulthood |
| Meet basic daily needs | Locate resources for those who are food insecure Develop capacities in nutrition literacy |
| Meet instrumental needs | Design teen work skills programs Engage in goal setting with imprisoned youth Enhance the road to college for at-risk youth |
| Organize collectively to build on strengths and make needs known | Enable access to mental health services for parents recently incarcerated Advocate for accessible public transportation Work with local agencies and governments for effective health promotion |

(Continued)

Table 1. Expanded Occupations for Families, With Program Examples (cont.)

| Occupation | Program |
|--|---|
| Participate in agency programs | Engage parents as education partners Develop violence reduction programs Provide community recreational programs Participate in senior center programs |
| Learn new skills to problem solve barriers | Provide life skills programs for teenage parents Develop disaster relief programs Provide community college programs |

Note. From *Expanded Occupations for Families, With Program Examples*, by P. S. Neufeld & C. Berg, 2013. Unpublished manuscript, Washington University in St. Louis. Used with permission.

exist with local services, such as occupational therapy, that have demonstrated evidence of effectiveness in dealing with toxic stress. As pediatricians become more systematic in addressing this need, occupational therapy practitioners need to be ready to intervene as part of the community team working to prevent toxic stress. Occupational therapists need to invest in the development, testing, continuous improvement, and replication of models of cross-disciplinary policy and occupation-based program interventions. To receive proper payment for the time used to screen all children deemed at risk and to develop evidence-based programs for those that have been affected by toxic stress, we must advocate at the state and national levels. As we continue to discover the potentially lifelong significant impact of toxic stress on a child's developing system, we must be willing to advocate for and seek systemic changes in reimbursement strategies that will allow us to provide services in a broad array of programs.

Implications for Occupational Therapy

Ameliorating toxic stress will require occupational therapy practitioners to embrace an environmental systems perspective and to look beyond individualized delivery of services to collaborative community prevention approaches with responsive multidisciplinary teams and additional community partners for solutions to community toxic stressors (e.g., unemployment, gun violence, neighborhood safety, homelessness, substance abuse, mental illness, domestic violence; Anda et al., 2006). As health care practitioners already situated in the community, occupational

therapy practitioners play a critical role in leading and helping establish, implement, and nurture the links among the established child welfare system, the educational system, the medical system, and other existing intervention systems. We envision occupational therapy playing a significant role within communities to promote health for all populations through programs that are not dependent on federal legislation or eligibility requirements for their provision but are supported through the principle of occupational justice (Townsend & Wilcock, 2004) and through tax support and grant possibilities for the development and delivery of evidence-based, health-promoting parent education programs, youth skill development, and neighborhood and residential services (Anderson, Scrimshaw, Fullilove, & Fielding, 2003; AOTA, 2008a; Poland, Krupa, & McCall, 2009; Table 1).

As occupational therapy educators, we propose that entry-level curricula emphasize professional advocacy roles for our work in health promotion and address the practice of being a member of responsive community teams protecting the welfare of communities, youth, and families. Educators should continue to ask themselves, "What capacities are required among occupational therapists to promote health effectively for populations in communities?" We may encounter issues affecting families that we might perceive as outside of our scope of practice or capacity to treat. Effective responses to such issues will require new collaborative models of community practice in partnership with community resources to ensure that all family needs are being met. Building the capacity of families by focusing on family strengths is a hallmark of our practice (AOTA, 2008b).

Conclusion

Occupational therapy professionals might address building community strengths in many ways. Addressing hospital recidivism for children born prematurely, working to prevent high school dropout, securing community pathways for fitness, and providing occupation-focused mentoring programs for young parents are a few ways we can assist in toxic stress reduction. The toxic stress literature informs us that working in early childhood education provides opportunities to influence a child's life trajectory and calls on us to be mindful of this life course perspective in the focus of our daily work. Practitioners in early childhood education argue that they must work within the current reimbursement system. We counter that now is the time to gather data to support a broader professional role to serve families, reduce toxic stress, improve outcomes, and help broaden the scope of future reimbursable practice. ▲

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The support you need to help children succeed.

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Partnership for Children of Cumberland County, Inc

Succession Plan

The Partnership for Children (PFC) of Cumberland County is a nonprofit organization with a successful record of improving school readiness and success for children — whether through raising childcare quality, strengthening families, or building strong communities.

Vision Statement

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

Mission Statement

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

Value Statements

1. Accountable

We believe that results matter and that a focus on TRANSPARENCY and EXCELLENCE yields improved OUTCOMES and STEWARDSHIP of resources.

2. Innovative

We believe we should never accept STATUS QUO in a CHANGING WORLD.

3. Child & Family-Focused

We believe in a system of care that is CHILD-CENTERED and FAMILY-FOCUSED, with services and supports that are STRENGTHS-BASED and COMMUNITY-BASED.

4. Collaborative

We believe in JOINT EFFORT toward COMMON GOALS across all sectors to support families.

5. Inclusive

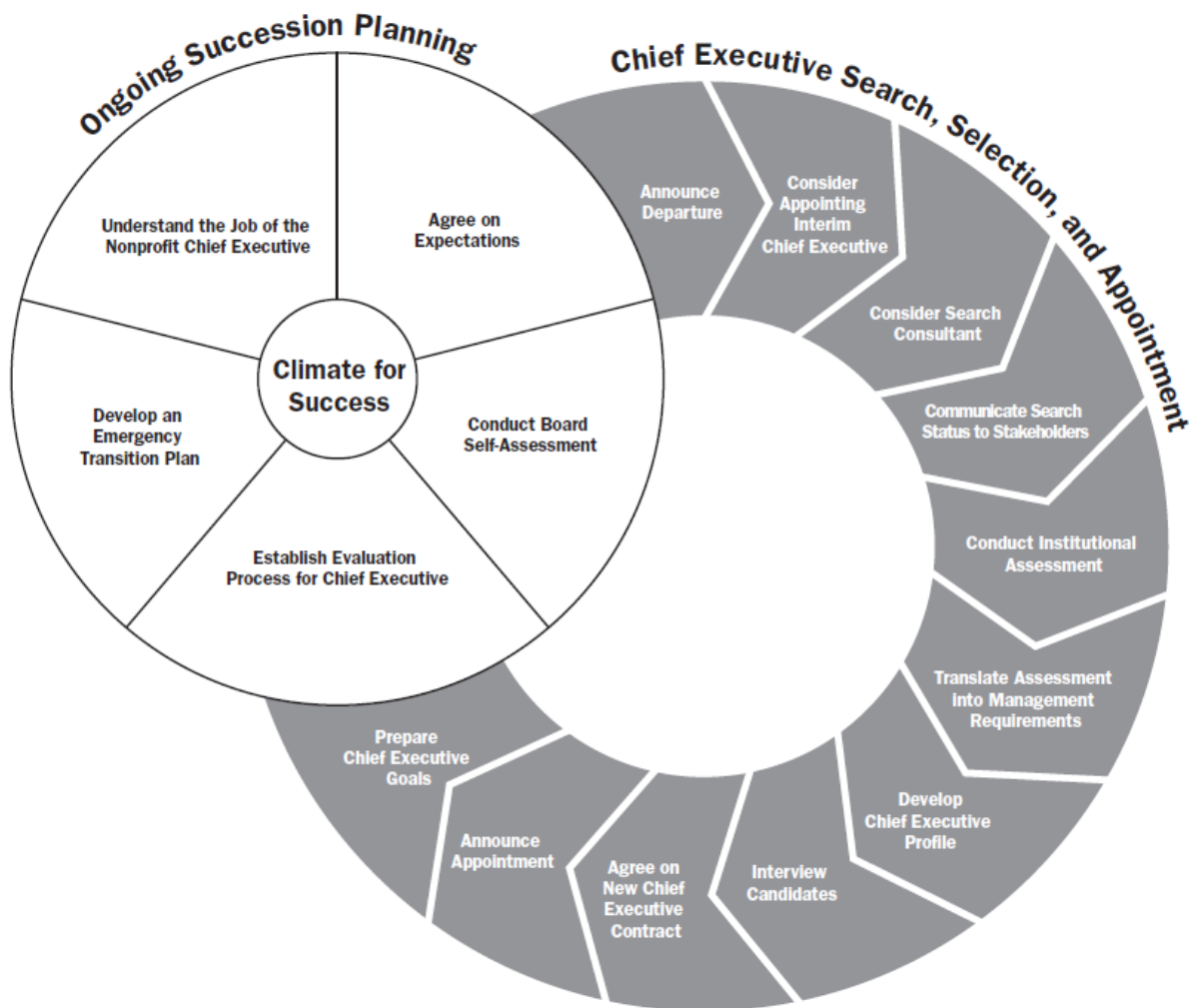
We advocate for policies, practices, and systems that promote FULL and INCLUSIVE participation of children, families, and early childhood professionals.

6. Respectful

We ensure that each person who seeks our services is treated with personal RESPECT, COURTESY, COMPASSION and SENSITIVITY.

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Succession Planning Cycle



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.

The President's position is a central element in the organization's success. Therefore, ensuring that the functions of the President and the goals of PFC are well-understood and shared among the Board of Directors and staff helps to ensure organizational stability and leadership continuity in the event of a change. This kind of succession plan management is equally helpful in facilitating a smooth transition whether it is planned or unplanned.

The Board of Directors of Partnership for Children of Cumberland County (PFC) recognizes that this is a plan for contingencies due to the disability, death or departure of the President. If the organization is faced with the unlikely event of an untimely vacancy, PFC has in place the following succession plan to facilitate the transition to both interim and long-term leadership.

The Board of PFC has reviewed the job description of the President. The job description is attached. The board has a clear understanding of the President's role in organizational leadership, program development, program administration, operations, board of directors' relationships, financial operations, resource development and community presence.

I. Succession Plan in Event of a Absence: Short-Term

A short term absence is one of less than three months in which it is expected that the President will return to his/her position once the events precipitating the absence are resolved. A short term absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical. The Board of Directors Chair is authorized (or authorizes the Executive Committee) of PFC to implement the terms of this plan in the event of the short term absence of the President.

In the event of an short term absence of the President, the President or the Chief Operating Officer is to inform the Board Chair (or highest ranking volunteer board member) of the absence, both verbally and in writing as soon as it is feasible. The Board Chair should convene a Board of Directors meeting or Executive Committee (quorum is required) to affirm the procedures prescribed in this plan or to make modifications as the Board deems appropriate. At the time that this plan was approved, the position of Acting President is the Chief Operating Officer. Should the standing appointee to the position of Acting President be unable to serve, the first and second back-up appointees for the position of Acting President will be: 1.) the Controller or 2.) an Appointed Board Member. The acting president will be notified both verbally and in writing at any time during a transition of appointment. The Chief Operating Officer or the Controller will maintain their current direct reports. In the absence of the President, the Executive Specialist will become the Acting President's direct report.

If this Acting President is new to his/her position (less than one year) and fairly inexperienced with this organization (less than 2 years), the Board of Directors or Executive Committee may decide to appoint one of the back-up appointees to the Acting President position. This appointment will be both verbal and

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written. The Board of Directors may also consider the option of splitting executive duties among the designated appointees. Any changes to duties will also be both explained verbally and in writing.

A. Authority and Compensation of the Acting President

The person appointed as Acting President shall have the full authority for decision-making and independent action as the regular President to include but not limited to signing checks, signing contracts and any personnel changes or terminations. The Acting President may be offered a temporary salary increase to the minimum of the current salary range of the President's position or 10% increase in current salary, whichever is greater not to exceed the maximum salary level amount of the Acting President's current salary range. Any changes in temporary salary increase must be in writing and approved by the Board Chair.

B. Board Oversight

The board member responsible for monitoring the work of the Acting President shall be the Board Chair. The Board of Directors and the Executive Committee will be sensitive to the special support needs of the Acting President in this temporary leadership role.

C. Communications Plan

Immediately upon transferring the responsibilities to the Acting President, the Board Chair will notify staff members, members of the Board of Directors and key volunteers of the delegation of authority in writing. As soon as possible after the Acting President has begun covering the unplanned absence, Board members and the Acting President shall communicate, in writing, the temporary leadership structure to the following key external supporters of PFC. This may include (but not be limited to) government contract officers, delegate agencies, foundation program officers, civic leaders, major donors and others as deemed appropriate.

D. Completion of Short-Term Emergency Succession Period

The decision about when the absent President returns to lead PFC should be determined by the President and the Board Chair. They will decide upon a mutually agreed upon schedule and return start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working their way back up to a full-time commitment. In the event the absence is due to medical reasons, the date of return and schedule will be determined by a doctor's written release and/ or instructions and in accordance with HR Policy 424 – Return to Work after Serious Illness or Injury.

II. Succession Plan in Event of a Absence: Long-Term

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition:

- The Board of Directors will give immediate consideration, in consultation with the Acting President, to **temporarily** filling the management position left vacant by the Acting President. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Acting President to carry the duties of both positions. The position description of a temporary manager would focus on covering the priority areas in which the Acting President needs assistance.

A. Completion of Long-Term Succession Period

The decision about when the absent President returns to lead PFC should be determined by the President and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working the way up to a full-time commitment. In the event the absence is due to medical reasons, the date of return and schedule will be determined by a doctor's written release and/ or instructions and in accordance with HR Policy 424 – Return to Work after Serious Illness or Injury.

III. Succession Plan in Event of a Permanent Change in President

A permanent change is one in which it is firmly determined that the President will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with one addition:

- The Board of Directors Chair will appoint a Transition Committee and Transition Committee Chair and Vice Chair, within 30 days of notification, to plan and carry out a transition to a new President. The Transition Committee will select members for an Interview Sub Committee. The Transition Committee will also consider the need for outside consulting assistance depending on the circumstances of the transition and the board's capacity to plan and manage the transition and search. The Transition Committee will also determine the need for an Interim President, and plan for the recruitment and selection of an Interim President and/or permanent President.

IV. Checklist for Acceptance of Succession Plan

- ☐ **Succession plan approval.** This succession plan will be approved by the Board of Directors.
 - *This plan will be reviewed annually.*
- ☐ **Organizational Development.** Performance management is an ongoing communication process that involves both supervisor and employee on a yearly basis to include the President and the Board of Directors.
 - This includes identifying and describing essential job functions and relating them to the mission and goals of PFC.
 - Developing professional development goals and opportunities to sustain, improve and build on employee work performance and succession.
- ☐ **Organizational Charts.** Two organizational charts need to be prepared and attached to this plan.
 - Prepare and attach an organizational chart reflecting staffing positions and lines of authority/reporting throughout the organization.
 - Prepare and attach a second organizational chart that reflects how that structure will change within the context of an unplanned absence of the President.
- ☐ **Important Organizational Contact Information.** Complete the attached *Information and Contact Inventory* and attach it to this document.
 - Attach a current list of the organization's board of directors (Appendix 1).
- ☐ **Signatories.** The Board Chair, the President, Vice Chair and Secretary and the appointees designated in this plan shall sign this plan.
 - *This plan will be reviewed and signed with every transition to a new board chair or signatory.*
- ☐ **Original and Copies.** **The original copy of this plan and all corresponding documents shall be maintained in the Human Resources Manager's office.** Copies of this Succession Plan along with the corresponding documentation shall be maintained by the Board Chair, the President, and the Acting President Appointee.

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V. Information and Contact Inventory for Partnership for Children of Cumberland County, Inc.

Knowing where your organization's key information is located is critical so that if an emergency succession should occur, your organization would be able to quickly continue work in the most efficient and effective way.

| | Onsite Location | Offsite Location | Online URL |
|--------------------------|--|--------------------------------|--|
| Nonprofit Status | | | |
| IRS Determination Letter | X COO's Office | <input type="checkbox"/> _____ | X www.ccpfc.org |
| IRS Form 1023 | X COO's Office | <input type="checkbox"/> _____ | X www.ccpfc.org |
| Bylaws | X Exec. Specialist's Office | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| Mission Statement | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ | X www.ccpfc.org |
| Board Minutes | X Exec. Specialist's Office | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| Corporate Seal | X Purchasing Specialist's office in the safe | | |

Financial Information

Employer Identification Number (EIN) #: 56-1845926

| | | | |
|---|--|--------------------------------|--|
| Current Form 990 | X COO's Office | <input type="checkbox"/> _____ | X www.ccpfc.org |
| Previous Form 990s | X COO's Office | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| Current audited financial statements | X COO's Office | <input type="checkbox"/> _____ | X www.ccpfc.org |
| Previous audited financial statements | X COO's Office | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| Financial Statements (if not part of the computer system and regularly backed-up) | X Are part of the computer system and regularly backed up; hard copies in the COO's Office | | |
| State or District Sales-Tax Exemption Certificate | X COO's Office | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| Blank Checks | X Controller's Office/ Business Office Safe | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| Computer passwords | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ | X President's User File |
| Donor Records | X Throughout PFC- w/appropriate staff | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| Client Records | X Contract Coordinator's Office | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| Vendor Records | X Business Office | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| Volunteer Records* | X Contract Coordinator's Office | <input type="checkbox"/> _____ | <input type="checkbox"/> H:\Volunteer Tracking |



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**Note: Nonprofits that are heavily volunteer-based may need to know the following information about their volunteers who they are, how to contact them (home/work phone, email, cell, etc.), where they live/work, expertise, special skills, or any information related to their usefulness or willingness to help the agency (for example, volunteer Jane Doe can walk to our satellite office, lift heavy boxes and knows CPR).*

Auditor

Name: N/A – assigned by the North Carolina Partnership for Children

Phone Number/Email: (919-821-9550) James Dobson at jdobson@ncsmartstart.org

Banking files are located in the Chief Operating Officer's office

Bank

Name(s): Bank of America

Account Number: 237017330701 (checking)

Branch Representative(s): Mark Cuppernull

Phone Number: 919-829-6710

Email: mark.cuppernull@baml.com

Name: PNC Bank

Account Number: 53-2163-7531 Money Market Account

Representative Name: Lavonne Barbour

Phone Number: 910-868-7504

Email: lavonne.barbour@rbc.com

Who is authorized to make transfers? Who is authorized to make wire transfers? Are there alternatives?

President and Chief Operating Officer (with President's approval). All transfers require two authorized signatures. Board authorized signers include the President, Board Chair, Vice Chair and Treasurer.

Who are the authorized check signers?

President, Board Chair, Vice Chair and Treasurer

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Is there an office safe? Who has the combination/keys?

The safe is located in the Purchasing Specialist's office. The Chief Operating Officer and Executive Specialist each have a set of keys and know the safe combination. The combination is also located electronically with the Chief Operating Officer's passwords.

Legal Counsel

Attorney: PoynerSpruill

Name: Susanna Gibbons – Employment Compliance Law

Phone Number: 919-783-2813

E-mail: SGibbons@poynerspruill.com



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Human Resources Information

| | Onsite Location | Offsite Location | Online URL |
|--|-----------------------|--------------------------------|---|
| Employee Records/ Personnel Info* | X HR Manager's Office | <input type="checkbox"/> _____ | X https://landing.paychex.com |
| *Names, home addresses, phone numbers, email, emergency contacts, etc. | | | |
| I-9s | X HR Manager's Office | | |

Payroll

Company Name: Paychex, Inc.
Account Number: 0429-S237
Payroll Rep: Leslie King
Phone Number: 610-650-8100 ext. 29021
Email: lrking@paychex.com

Human Resources External Consultant

Company Name: Carolina Human Resources, Inc.
Name: Mike Womble
Phone Number: 919-708-7000
E-mail: carolinahr@windstream.net

Facilities Information

| | |
|----------------------------|---------------------------------|
| Office Lease (for renters) | X Contract Coordinator's Office |
| Building Deed (for owners) | X COO's Office |

Building Management

Building Name: N/A
Facility Manager : Mike Yeager
Phone Number/Email: myeager@ccpfc.org

Office Security System

Company Name: U. S. Security Associates, Inc.
Account Number 045-1201-000



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Representative Phone Number/Email: PFC employee – Mike Yeager/ Facility Manager

Broker Phone Number/Email: N/A

Insurance Information

General Liability / Commercial Umbrella/ Property

Company/Underwriter: Erie Insurance Group

Policy Number Q48 1950612 NC

Representative Phone Number/Email: N/A

Broker Phone Number/Email: Mark Rice/910-484-6171/mark@callahanrice.com

Workers' Compensation

Company/Underwriter: Erie Insurance Group

Policy Number Q96 1600411

Representative Phone Number/Email: N/A

Broker Phone Number/Email: Mark Rice/910-484-6171/mark@callahanrice.com

Directors & Officers Liability

Company/Underwriter: Executive Risk Indemnity, Inc.

Policy Number 8167-0794

Representative Phone Number/Email: N/A

Broker Phone Number/Email: Mark Rice/910-484-6171/mark@callahanrice.com

Flexible Spending Account

Company/Underwriter: United Healthcare

Policy Number BS4593

Representative Phone Number/Email: N/A

Broker Phone Number/Email: Charles Morris
910-323-3161(work); 910-977-3438 (cell phone)
charles@morriscolyer.com

Health/Medical Insurance

Company/Underwriter: United Healthcare

Policy Number 402493

Representative Phone Number/Email: N/A

Broker Phone Number/Email: Charles Morris
910-323-3161(work); 910-977-3438 (cell phone)
charles@morriscolyer.com

Unemployment Insurance: Payments processed through Payroll process with Paychex

Company/Underwriter: N/A

Policy Number _____

Representative Phone Number/Email: _____

Broker Phone Number/Email: _____



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Disability Insurance (long-term)

Company/Underwriter: Reliance

Policy Number LTD-128889

Representative Phone Number/Email: N/A

Broker Phone Number/Email: Charles Morris

910-323-3161(work); 910-977-3438 (cell phone)

charles@morriscolyer.com

Life Insurance/AD&D

Company/Underwriter: Reliance

Policy Number GL-157790

Representative Phone Number/Email: N/A

Broker Phone Number/Email: Charles Morris

910-323-3161(work); 910-977-3438 (cell phone)

charles@morriscolyer.com

Dental

Company/Underwriter: Always Care

Policy Number 2PCCC616

Representative Phone Number/Email: N/A

Fidelity Bond

Company/Underwriter: Erie Insurance Group

Policy Number Q94 6750031 NC

Representative Phone Number/Email: N/A

Broker Phone Number/Email: Mark Rice/910-484-

6171/mark@callahanrice.com

Disability Insurance (short-term) – N/A

Long Term Care – N/A

Broker Phone Number/Email: Charles Morris

910-323-3161(work); 910-977-3438 (cell phone)

charles@morriscolyer.com

Vision

Company/Underwriter: Always Care

Policy Number 2PCCC616

Representative Phone Number/Email: N/A

Broker Phone Number/Email: Charles Morris

910-323-3161(work); 910-977-3438 (cell phone)

charles@morriscolyer.com

Retirement Plan/401k

Company/Underwriter: The Principal Financial Group

Policy Number 5-22646

Representative Phone Number/Email: N/A

Broker Phone Number/Email: Charles Morris

910-323-3161(work); 910-977-3438 (cell phone)

charles@morriscolyer.com

Commercial Auto

Company/Underwriter: Erie Insurance Group

Policy Number Q10 2530303 NC 7

Representative Phone Number/Email: N/A

Broker Phone Number/Email: Mark Rice/910-484-6171

mark#callahanrice.com



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Date of Completion for Information and Contact Inventory: _____

Name of Person Completing Document: _____

The Succession Plan and the supporting documents (the information and contact inventory, job descriptions, and organizational charts) should be reviewed and updated annually.

VI. Signatures of Approval

| | |
|---|-------|
| _____ | _____ |
| Board Chair | Date |
| _____ | |
| _____ | _____ |
| President | Date |
| _____ | |
| _____ | _____ |
| Vice Chair | Date |
| _____ | |
| _____ | _____ |
| Secretary | Date |
| _____ | |
| _____ | _____ |
| Individual Selected as Acting President | Date |
| _____ | |
| _____ | _____ |
| Acting President's Current Title | Date |

We acknowledge the leadership of Transition Guides (notably Tom Adams and Don Tebbe, as well as plan guidance from Karen Gaskins Jones, and Victor Chears) in guiding The Center for Nonprofit Advancement in grasping the impact of Succession Planning and Executive Transitions. Additional thanks to Troy Chapman of the Support Center for Nonprofit Management of New York City, Tim Wolfred of CompassPoint Nonprofit Services for their guidance on the development of this document. The Information and Contact Inventory document is adapted by permission from the Nonprofit Coordinating Committee of New York City. Temp 4200

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Appendix 1

PFC 2017/2018 Board of Directors

| | Last Name | First Name | Company | Board Position |
|----|------------|-------------|--|--|
| 1 | Adeyemi | Christiana | Action Pathways | Local Head Start Program - C Pre-Mandated |
| 2 | Aul | Julie | Cumberland County Schools | Public School Exceptional Children's Preschool Program |
| 3 | Brothers* | Dr. Tamara | Fayetteville State University | Higher Education Institution |
| 4 | Cannon | Amy | Cumberland County | County Manager's Office |
| 5 | Childers | Lisa | NC Cooperative Extension 4-H Youth Development | Local Cooperative Extension Agency |
| 6 | Crosby | Angela | Cozy Corner CDC/Jump Start University | Child Care Provider from a Licensed Center-Based Child Care Facility |
| 7 | Deaver* | Robin | Fayetteville Technical Community College | Higher Education Institution |
| 8 | Debnam | Hank | Alliance Behavioral Healthcare | Local Mental Health Community Organization |
| 9 | Grafstrom | James | Crown Coliseum Complex | Business Leader - Board Vice-Chair |
| 10 | Gronowski* | Sandee | PNC Bank | Military Community Rep |
| 11 | Gunter | Van | Select Bank & Trust | Parent of a Child 5 or Younger (at time of appointment) - Board Secretary |
| 12 | Hardin* | Michael | State of North Carolina | Parent of a Child 5 or Younger (at time of appointment) - C Pre Mandated |
| 13 | Hedgepeth | Marcus | Haigh, Byrd & Lambert, LLP | Business Leader / Board Treasurer |
| 14 | Hines | Robert | United Way | Other Non-Profit Human Service Agency |
| 15 | Kinlaw* | Tim | Cumberland County Schools | School Administrator - C Pre Mandated |
| 16 | Malave | Angie | The Wine Café/The Coffee Cup | Business Leader |
| 17 | McDonald* | Karen | City of Fayetteville | Municipal Government |
| 18 | Melton | Perry | Building Blocks Early Education Centers | Child Care Provider from a Licensed Center-Based Child Care Facility |
| 19 | Pitts | Sarah Smith | Trinity United Methodist Church | Faith Community |

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| | | | | |
|----|-----------------|-----------------|---|---|
| 20 | <i>Rayman*</i> | <i>Tawnya</i> | <i>Children's Developmental Services Agency</i> | <i>Inter-Agency Coordinating Council</i> |
| 21 | Reid-Jackson | Brenda | Cumberland County DSS | Department of Social Services - C Pre Mandated |
| 22 | Rey | Chris | Town of Spring Lake | Rep of the Municipal Government / Board Chair |
| 23 | <i>Sampson*</i> | <i>Chas</i> | <i>Seven Principles Consulting Group</i> | <i>Business Leader</i> |
| 24 | Sledge | Deborah | First Adventures Child Development Center | Rep of Child Care Resource & Referral Agency or Child Care NPO - C Pre Mandated |
| 25 | <i>Smith*</i> | <i>Betty Jo</i> | <i>Fayetteville Technical Community College</i> | <i>Higher Education Institution</i> |
| 26 | <i>Wesley*</i> | <i>Wanda</i> | <i>Cumberland County Schools</i> | <i>Rep of Child Care Resource & Referral Agency or Child Care NPO - C Pre Mandated</i> |
| 27 | VACANT | | | Military Child Care Representative |
| 28 | VACANT | | | Rep of Local Community Foundation |
| 29 | VACANT | | | Child Care Provider - Home-Based Facility |

*New Board Members

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APPENDIX 2

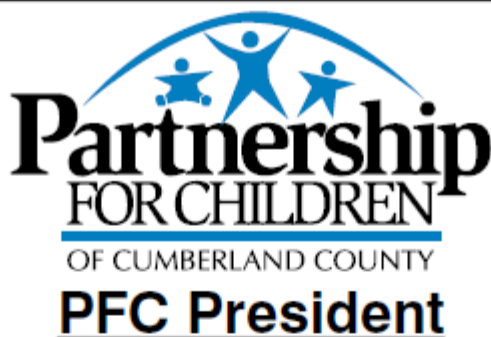
SAMPLE TRANSITION TIMELINE

| Event | Responsible Party | Date |
|---|--|--------------------|
| Resignation notice — chief executive gives 90 days notice | | Sept. 1 |
| Board/chief executive discuss departure | | Sept. 1 - 7 |
| Board appoints transition committee | Board Chair | Sept. 7 |
| Transition committee holds organizing meeting | Transition Committee | Sept. 10 |
| Transition committee plans departure announcement | Transition Committee/ PR Consultant | Sept. 10 – 14 |
| Board chair or Chief Operating Officer (COO) meets with staff | Board Chair or COO | Sept. 14 |
| Organization announces departure publicly | Board Chair w/Staff Support | |
| Transition committee holds planning session with staff | Transition Committee Chair | Sept. 22 |
| Board holds strategic review and leadership planning meeting | Board | Sept. 27 |
| Transition committee holds meeting to develop job profile and search plan | Transition Committee | Oct. 9 |
| Transition committee launches search | Transition Committee | Oct. 12 |
| Transition committee holds check-in meeting(s) | Transition Committee | TBD |
| Transition committee holds resume review meeting | Transition Committee | Nov. 28 |
| Transition committee holds round one interviews | Transition Committee | Dec. 8 |
| Transition committee holds second planning session with staff | Transition Committee Chair | Dec. 10 |
| Semifinalists visit office and meet with staff | Semifinalists | Week of Dec. 10 |

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| Event | Responsible Party | Date |
|---|---|--|
| Executive committee holds round two interviews | Executive Committee | Dec. 18 |
| Board meets to ratify selection | Board | Dec. 21 |
| Executive gives notice to current employer | – | Dec. 30 |
| Transition committee plans on-boarding process | Transition Committee | Jan. 2 |
| Organization announces new executive | Transition Committee | Feb. 1 |
| New executive starts work | – | March 1 |
| New executive and board embark on orientation/post-hire process | Various Members of the Executive Committee and Management Staff | Mid- to late March |
| Chief executive completes 90-day plan | Chief Executive | Early to Mid-April |
| Board chair engages with chief executive in 90-day check-in review | Board Chair Chief Executive | Mid- to late June |
| Executive committee conducts six-month evaluation of executive | Executive Committee | Mid- to late December |
| Executive committee conducts annual performance evaluation of executive | Executive Committee | Mid- to late March of the following year |

Appendix 3



Do you have what it takes to be a great, non-profit leader? Do you believe in the importance of community, families, and children?

The Partnership for Children of Cumberland County is in search of an energized, passionate individual to lead our local early care and education system towards a future of economic vitality, for our community and state. If you are ready to: engage with others in building effective early childhood programs, inspire the talent development of more than 55 motivated employees, and ensure the continued growth of a dynamic organization with a rewarding mission, the Partnership for Children may be a perfect fit.

Our next **President** must possess:

CORE SKILLS AND ABILITIES:

- Cultivate and develop cooperative relationships with a range of government and community groups to fund and implement effective early childhood systems.
- Engage and develop a staff of 55+ full time employees.
- Maintain a highly accountable program and fiscal operation; budgeting accountability.
- Demonstrate ability to work successfully with a Board of Directors.
- Identify and address appropriate initiatives for PFC funding; financial viability.

JOB REQUIREMENTS:

- A Bachelor's Degree in Business Administration, Public Administration, Public Policy, Education, Human Services, or other related field of study (Master's Degree is preferred).
- Three (3) years of experience in a management position, with at least two (2) years of supervisory experience, including staffing responsibilities, such as performance reviews.
- Three to five years of experience in program management, budgeting, staff development, and supervision.
- A deep understanding of the functions of a non-profit organization.
- Experience in financial administration.
- Proven successful implementation of grant writing/grant awards and fundraising.
- Previous involvement with non-profit boards and committees.
- Above average written and verbal communications skills (traditionally and electronically).

If you meet these qualifications, please submit your cover letter and resume for consideration. Documents can be delivered by mail to: PFCCC, Attention: Stacia Manuel, HR Manager, 351 Wagoner Dr., Suite 200, Fayetteville, NC 28303. This position will be open until filled. NO PHONE CALLS PLEASE. The Partnership for Children of Cumberland County is funded by North Carolina's Smart Start, the North Carolina Pre-K School Readiness Program, federal and private sector grants and donations. For further details, please visit our website, www.ccpfc.org. PFC is an equal opportunity employer.

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Appendix 4



Minimum Education, Training, and Experience Requirements for Local Partnership Executive Directors Hired on or After March 19, 2009¹

13. Executive Directors hired after March 19, 2009 must meet the minimum education, training, and experience requirements set forth below:

- a) Must possess at least a Bachelor's Degree in Business Administration or related business field, Public Administration, Public Policy, Education or human services-related field; Masters *preferred* in the areas above.
- b) At least three years experience in management with at least two of these years supervising staff with total responsibility for performance reviews *required*.
- c) Experience in financial administration *required*.
- d) Fundraising/grant writing and non-profit board experience *preferred*.

The local partnership Board Chair must submit a letter to the NCPC Organizational Development Director certifying that the selected Executive Director candidate meets all of the requirements. The letter should be sent within two weeks of hiring the Executive Director.

If the Board Chair does not certify that the new Executive Director meets the approved education and experience requirements, the following protocol will be followed:

- (1) Letter from NCPC President to local partnership Board Chair asking for certification.
- (2) If Board Chair responds with certification that the requirements are met,
no further action.
- (3) If no response or if Board Chair communicates that selected candidate does not meet requirements,
 - (a) President refers to Organizational Development staff to communicate with selected candidate and develop a tailored technical assistance plan to address the candidate's individual needs.

¹ Excerpted from the Fiscal Accountability Plan posted on Smart Net; see

<http://smartnet.ncsmartstart.org/finance/DocumentManager/financialguidance/generalguidance/fiscalaccountabilityplan/1868855857/>

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(b) Organizational Development staff reports results to Planning and Oversight Committee, with either:

- Assessment that qualifications combined with recommended technical assistance will satisfy the minimum education, training, and experience requirements
- or:
- Assessment that technical assistance will not satisfy the minimum education, training, and experience requirements.

(c) NCPC Planning and Oversight Committee will consider staff assessment and make a recommendation to the full Board for corrective action, if needed.

If the local board chooses, it may submit a Candidate Review form and resume of the Executive Director candidate(s) to NCPC to validate that the candidate meets the minimum requirements prior to hiring. The review will be completed in a timely fashion.

14. Local partnerships boards of directors must perform the following actions *prior to* the hiring of an Executive Director:

- a) Documented reference checks;
- b) Verification of education; and
- c) Federal and recent state-of-residence criminal background checks.

Approved by NCPC Board July 13, 2001

Revised by NCPC Board January 9, 2003

Revised by NCPC Board January 13, 2005

Approved by NCPC Board January 18, 2007 with No Revisions

Approved by NCPC Board January 17, 2008 with No Revisions

Revised by NCPC Board June 17, 2009

Approved by NCPC Board January 21, 2010 with No Revisions

Appendix 5

Resume Scoring Sheet

Rank each candidate on a scale from 1-3 using the following criteria.

1 = Meets all criteria. Has all the required experience, skills and education. An excellent match for the position, at least on paper

2 = Meets some of the criteria. Has some of the required experience, skills and education. Maybe a good match for this position. Might be worth exploring further.

3 = Unqualified. Has little relevant experience or skills.

| | Mission Experience/ Non-Profit | Senior Leadership Experience | Funding Growth Experience | Organizational Development | Board Experience | Community Engagement | Advocacy | Written Skills | Resume Score |
|-----------------|-----------------------------------|------------------------------|---------------------------|----------------------------|------------------|----------------------|----------|----------------|--------------|
| Candidate Name: | | | | | | | | | |
| Comments: | | | | | | | | | |
| Candidate Name: | | | | | | | | | |
| Comments: | | | | | | | | | |
| Candidate Name: | | | | | | | | | |
| Comments: | | | | | | | | | |
| Candidate Name: | | | | | | | | | |
| Comments: | | | | | | | | | |

Appendix 6

First Round Interview/ PFC President

Applicant's Name: _____

Interview Date: _____

Interviewer Name: _____

1. Could you give us a brief synopsis on why you applied for this position and how your current/ past experience relate to the responsibilities and duties of the President's position?
2. What is your general knowledge of the state wide early childhood system and/or programs?
3. Please share your current/ past community engagement experience to include your experience working with a non-profit board, working with volunteers and or any personal volunteering experiences.
4. Please share your experience and/or knowledge you have pertaining to fund development, grant writing, fundraising and/or donations and sponsorships.

Appendix 7

Candidate: _____

President Interview Questions Round 2

Competency: Leadership

A. *We'd like you to tell us how you define the role as President in relation to the board of directors and the organization as a whole.*

1. What are the clear delineators between the board and President responsibilities?

_____ | _____ | _____ | _____
(1) Inadequate (3) Meets Needs (5) Excellent

Score: ____

Comments:

B. *Hiring, supervision, and development of staff are an integral part of this position. PFC currently has approximately 60 employees*

2. How would you describe your leadership style?

_____ | _____ | _____ | _____
(1) Inadequate (3) Meets Needs (5) Excellent

Score: ____

Comments:

Competency: Strategic Thinking

A. *A primary role for the President is to serve as an advocate and collaborator to help create change for young children and families both locally and on a statewide level. One primary role of our organization to convene or initiate action when needed.*

3. Gives us an example of a collaborative initiative/ effort(s) you initiated or participated in? What was your role and who was involved?

4. In a multi-faceted community such as Cumberland County, what would you do to stay informed about the community, and how would you apply it to your job?

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| | | | | |
|----------------|-----------------|---------------|-------|--------------------|
| _____ | _____ | _____ | _____ | Score: ____ |
| (1) Inadequate | (3) Meets Needs | (5) Excellent | | |

Comments:

B. Strategic Planning-*The President provides leadership to the development, implementation and adjustments to the strategic plan.*

5. Describe your role and/ or experience with strategic planning, the process and components of the plan.

| | | | |
|----------------|-----------------|---------------|-------|
| _____ | _____ | _____ | _____ |
| (1) Inadequate | (3) Meets Needs | (5) Excellent | |

Comments:

Competency: Relationship/Public Relations

A. *In our current strategic planning process, strengthening community engagement and relations has been identified as a key focus area. Informing the public and advocating for the needs of young children, the importance of early education and the work of the organization is a critical role.*

6. Tell us about experiences you have had with public awareness, education and/or engaging others.

| | | | | |
|----------------|-----------------|---------------|-------|--------------------|
| _____ | _____ | _____ | _____ | Score: ____ |
| (1) Inadequate | (3) Meets Needs | (5) Excellent | | |

Comments:

Competency: Operational Excellence

A. Financial Administration: *Financial stability is another key focus area in our strategic plan. Developing multiple sources of revenues is important to sustain and grow the organization.*

7. What experiences have you had that are relevant to the fiscal management of a profit or non-profit organization? Please share information about financial planning and oversight.

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8. Describe your experience with fund development, and specifically what experiences have you had with donors, grants, special events, etc.

Score: _____

(1) Inadequate (3) Meets Needs (5) Excellent

Comments:

B. Program Knowledge and Evaluation: The Partnership provides leadership on early education and care and is seen as the expert or source of information on young children and families in for our community.

9. How would you evaluate the effectiveness of an organization, programs and/ or operations?

Score: _____

(1) Inadequate (3) Meets Needs (5) Excellent

Comments:

C. Candidate Questions: Thank you for answering all of our questions, now what questions do you have for us?

Comments:

Notes and Rating Sheet:

| Competency | Notes | Assessment | | | | |
|-----------------------------------|-------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | | Weak | | Avg | Excellent | |
| Leadership | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strategic Thinking | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Relationship/ Public Relations | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Operational Excellence (10) | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| ASSESSMENT | | |
|---|--|---|
| Inadequate | Meets needs | Excellent |
| <ul style="list-style-type: none"> Few desired behaviors Lack of clarity or confidence in response Responses are not evident of having demonstrated this competency at the desired level in the past, or will be able to easily demonstrate it in the ED role. | <ul style="list-style-type: none"> Many desired behaviors Articulate and clear response Solid knowledge and skills in competency area relevant to the role of ED. | <ul style="list-style-type: none"> All (or most)competency behaviors Exceptionally clear, compelling and confident response to questions Provides strong evidence they have demonstrated this competency in the past, and will demonstrate it at a high level as an ED. |



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Appendix 8

Date

Candidate Name

Candidate Address

Dear Candidate:

Thank you for your interest in the President position. The committee has narrowed the applicant field and determined which candidates will move forward for the XXXXXXXXX round interview. While you are a qualified candidate with many strong attributes, you have not been selected to continue to the next stage of our search. We sincerely thank you for applying for this position and taking the time to interview with us.

Thank you for your commitment to the work you do and we wish you the best in your professional pursuits and goals.

Thank you again for your interest in the Partnership for Children of Cumberland County.

Sincerely,

XXXXXXXXXXXXXXXXXXXX

Partnership for Children Board Chair

Appendix 9

Instructions for Presentation to Candidates:

Please utilize Microsoft PowerPoint for the actual presentation and save and bring the document on a personal thumb drive. Please also email the presentation to HR Manager at HR@ccpfc.org so we can have the presentation ready for you before you arrive. We will provide the laptop and projector for the presentation.

Please prepare and deliver a 20-30 minute presentation on what attracts you to the Partnership for Children of Cumberland County, your "vision of the public- private Partnership as it relates to funding, the importance of community buy-in (facilities, parents, service providers etc.) and legislative perceptions".

Suggestions:

* You may want to include such things as strategies you would use to work through the threat of potential budget cuts and the process of determining what should be done and how.

* You may also want to include strategies you would employ to increase community engagement. This includes PFC events (annual fundraiser), community events and parent/ provider education.

As part of your presentation, please devote 2-3 minutes to tell about your experiences, education, and why you applied for this position.

There will be a 10-minute question/answer period at the end of your presentation.

Also as discussed, the interview is scheduled from XXXX to XXXX. The presentation will be first and then the 10 minute question/ answer period after the presentation. You will then have an informal sit down lunch with the committee and leadership team. After lunch you will have a building tour with our COO, Marie Clark. You will have the opportunity to ask any questions you may have at this point.

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Appendix 10

Name of Candidate:

County:

Position Title: President

Date:

| Rate the Candidate | Not Observed* | Poor | Average | Good | Excellent |
|------------------------------------|---------------|------|---------|------|-----------|
| Professional Expression | | | | | |
| Evidence of Preparation | | | | | |
| Presentation Quality | | | | | |
| Audience Engagement | | | | | |
| Creativity | | | | | |
| Quality of Response to Questions | | | | | |
| Subject Matter/Technical Knowledge | | | | | |
| Communication Proficiency | | | | | |
| Planning/Organization Technique | | | | | |
| Technology Use | | | | | |
| Leadership Ability | | | | | |
| Experience Working with Volunteers | | | | | |

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| | | | | | |
|---|--|--|--|--|--|
| Understands Programming Model | | | | | |
| knowledge of Early Childhood Education | | | | | |
| Teamwork | | | | | |
| Experience/Education Qualifications | | | | | |
| Marketing Skills | | | | | |
| Political Savvy | | | | | |
| Conflict Management Techniques | | | | | |
| Supervisory Experience | | | | | |
| Overall Suitability for the Position | | | | | |

Rate the candidate Not Observed for any category you cannot determine a rating based on the seminar.

Candidate's Strengths:

Candidate's Challenges:

Comments:

Partnership for Children of Cumberland County, Inc

Succession Plan

Transition and Selection Procedures

The following procedures are to serve as guidance to the current President, Board of Directors, Board of Directors Chair, Transition Committee, Interview Sub Committee and the newly appointed incoming President in the event of a permanent change in President.

1. When the outgoing President has made a decision to leave the position he/she will give a minimum 30 days written and verbal notice to the Board Chair.
 - a. The President and Board Chair will use the Transition Timeline (Appendix 2) as guidance for the process.
2. Once notification is received the outgoing President and Board Chair will review the approved succession plan.
 - a. If the departure is unplanned the Board Chair and outgoing President will follow the approved succession plan steps outlined in the succession plan document until a permanent replacement is found for the President's position.
3. The President will personally inform NCPC, the Board of Directors, key community leaders, grantors (if needed), Leadership Team and staff in writing and verbally.
 - a. In collaboration with the PD&C department, the President will develop a press release.
4. Once notification has been made, the Board Chair will work with members of the Executive Committee and the Human Resource committee in developing a Transition Committee which is usually comprised of a minimum of 5 and a maximum of 12 individuals. (The Transition Committee's roles and responsibilities are to prepare and execute all aspects of the transition process to include but not limited to Board preparation, hiring processes and onboarding for the newly appointed President).
 - a. Once the committee has been identified the Board Chair will appoint a Transition Committee Chair and Vice-Chair for the Transition Committee process.
 - b. The Human Resources Manager will serve as the Transition Committee's liaison and resource.
5. Once the Transition Committee is formed they will conduct a meeting to determine the next steps of the transition which will include but limited to reviewing the succession plan timeline, the president's job description and communicate with the Board of Directors regarding needs for the organization.
6. The Transition Committee will start the process of developing an Interview Sub Committee of the Transition Committee which is usually comprised of approximately 4 individuals. (The Interview Sub Committee's roles and responsibilities are to conduct the interviews with potential candidates and make recommendation to the Transition Committee for final selection).

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.

- a. The Transition Committee will consider multiple factors when making the member selection for the Interview Sub Committee to include but not limited to age, ethnicity, education, background and experience and can include members of the Transition Committee.
 - b. The Transition Committee will express to the Interview Sub Committee members that their participation in the interview process will be mandatory to maintain continuity through each interview with each candidate.
 - c. The Transition Committee will also maintain communication with the Board of Directors reading status of each committee and timeline of the transition.
7. Once both committees are identified, the Transition Committee will meet to discuss the timeline of the hiring process, resources needed from staff and the search plan. During this process the Committee will discuss the importance of maintaining the integrity and confidentiality of the candidates and the process.
 - a. The HR Manager will provide the support needed on the staff level and fill the role of point person regarding communication among the committee members.
 - b. The HR Manager will supply the Transition Committee with resources needed for the search plan to include but not limited to example of the job announcement (Appendix 3), resources where the announcement will be posted and the screening tool that will be used to select candidates for interview.
 - c. The Transition Committee will determine what resources the HR Manager will use when posting the announcement as well as whether to set a closing date for the job announcement.
8. Once the job announcement is posted, both externally and internally, the HR Manager will collect all submitted resumes and log them into the resume log.
 - a. The HR Manager will review each resume for required education and experience requirements according to the job description and requirements set by NCPC (Appendix 4).
 - b. Once reviewed by the HR Manager, each resume will be logged into the resume scoring sheet (Appendix 5).
 - c. The HR Manager will forward all resumes and scoring sheets to Interview Committee members for their review and scoring.
 - d. The Interview Committee will use the resume scoring sheet to rate each resume according to the competencies that were identified.
 - e. The HR Manager and Committee members will decide on a date to have an initial meeting to review candidates and the scoring sheets.
9. During the initial meeting to review the candidates, the committee will also review the initial interview questions (Appendix 6) and determine dates and times for the candidate's initial interviews. Each initial interview will be scheduled for 30 minutes.
 - a. The HR Manager will make contact with all selected candidates and schedule the date, time and location.
 - b. If requested by the candidate, and the committee approves, the initial interview may be conducted remotely (i.e. Skype).

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- c. Once all dates and times are confirmed, the HR Manager will advise the committee on the confirmation.
10. Once the committee has completed the initial interviews they will determine which candidates they will select for a second round interview. The committee will then determine the dates and times of the second round interviews. The committee members will also review the second round interview questions (Appendix 7)
 - a. All candidates not chosen for a second round interview will be sent a letter (Appendix 8) with the Board Chair's signature.
 - b. The HR Manager will make contact with all selected candidates and schedule the date and time for each second round interview. All second round interviews must be in person.
11. Once the committee has completed the second round interview, they will determine if any candidates will move to the final presentation interview.
 - a. All candidates not chosen for the final presentation interview will be sent a letter signed by the Board Chair.
 - b. In the event that the committee has not made the determination of two final candidates and the HR Manager has received additional qualified resumes the committee will accomplish steps 8 through 11 until the committee has decided on two final candidates to move forward with the final presentation interview.
12. Once the committee decides on the top two candidates they will determine the dates and times for the final presentation interview.
 - a. The HR Manager will advise PFC Leadership Team on the committee's selection.
 - b. The HR Manager will invite PFC Leadership Team and Board members to participate in the presentation interview process.
 - c. The HR Manager will make contact with the candidates explaining the process and requirements of the presentation interview (Appendix 9)
 - d. The HR Manager will also provide each candidate a PFC employment application, background release form and a request of references.
 - e. The HR Manager will send invite Leadership Team and any Board Members to participate in the final presentation interview.
13. Once the Interview Committee, Leadership Team and Board members complete the final presentation interview all present members will complete the candidate feedback worksheet (Appendix 10).
 - a. All feedback worksheets will be given to the Transition Committee for final review and selection.
14. After review of feedback forms, the Transition and Interview Committee will then advise the HR Manager on the final selection.
 - a. The HR Manager will begin to conduct all reference checks.
 - b. The HR Manager will submit the background check verification.
 - c. The HR Manager will calculate the starting salary of the applicant (s); once the salary is calculated the documents will be reviewed and approved by the Board Chair and Transition Committee Chair.

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- d. The HR Manager will send a letter, signed by the Board Chair, to the candidate that was not selected.
15. The Transition Committee chair will make contact with the selected candidate and discuss the offer of employment to include but not limited to salary, on boarding and start date.
 - a. Once the candidate makes a verbal acceptance of the offer the HR Manager will forward the final candidates resume to NCPC's Organizational Development Director for review and approval.
16. Once the candidate chosen for the position has been approved by NCPC the Board Chair will call a Board of Directors meeting (Quorum is required) to have a formal action (Closed Session).
 - a. The Transition Committee chair will advise the Board of their recommendation based on the entire interview process.
 - b. Once the Board approves the candidate, The Transition Committee chair or HR Manager will advise the candidate on the date of Board approval, offer letter signing and start date.
 - c. The HR Manager will make contact with both the candidate and the Board Chair to determine a date to sign the offer letter.
17. The Transition Committee and Board Chair will announce the newly appointed President.
 - a. They will personally inform PFC's Board of Directors, NCPC, key community leaders, grantors (if needed), Leadership Team and staff in writing and verbally.
 - b. The COO will announce the newly appointed President to staff.
18. The newly appointed President will work with the Transition Committee and outgoing President regarding the onboarding process.
 - a. The outgoing president will supply the newly appointed President a hand off report that includes, but not limited to key contracts, grants, financials, internal and external deadlines, liabilities, staff vacancies and the strategic plan which outlines and future direction of the organization.
 - b. The newly appointed President will develop a 90 day working plan in collaboration with the Board Chair and senior leadership (COO & Vice Presidents).
 - c. The Board Chair will engage with the new President in a 90 day check in review.

PFC Organizational Chart/ Short Term Succession Plan

Effective: November 30, 2017

Board of Directors

Marie Clark
Acting
President

Marie Clark/ Marie Lilly
Chief Operating Officer

Belinda Gainey
Executive Specialist

Susan McAllister
P&E Admin
Specialist

Linda Blanton
Vice President of
Planning &
Evaluation

Rebecca Beck
Vice President
of IT

Candy Scott
Vice President of
CCR&R

Tamiko Colvin
Program Coordinator

Marie Lilly
Controller

Dottie Adams
MAC Coord

Regina Evans
Purchasing
Specialist

Carole Mangum
Grants Manager

Keisha Johnson
Accounting
Coordinator

Melissa Thames
Accounting
Specialist

Stacia Manuel
HR Manager

Anna Hall
Contracts Coord

Mike Yeager
Facility
Operations Mgr

Violet Baker-
Johnson
Information
Referral Assistant

Eileen Cedzo
FRC Counseling
Manager

Tavares Wilkerson
FRC Counselor

Janice Hanner
FRC Counselor

Keya Elie
Lydia Wiles
Nanette Strang
Data
Management
Technician

Sharon Moyer
Community
Engagement
Administrator

Daniele
Malvesti
Community
Engagement
Liaison

Vacant
Community
Engagement
Liaison

Steve Riley
IT Administrator

Jesse Castillo
IT Engineer

Cheries Santiago
IT Technician

Vacant
IT Technician

Julanda Jett
Prof Dev Mgr

Sylvia Paige
Continuing Ed
Program
Consultant

Mary Welch
Training
Specialist

Sheila Rowe
Training
Specialist/ Admin

Shelia Jones
Early Education
Coordinator-QE

Vacant
Ilene Evans
Early Childhood
Consultant

Michelle Bailey
Early Education
Coordinator-
HQM

Turkeshia McCormick
Valerie Miller
Lenielle Springfield
Early Childhood
Consultant

Ashleigh Goss
NC PreK
Coordinator

Ming Jones
Pre-K Data
Specialist

James Fitzgerald
Pre-K Program
Specialist

Vicky Jimenez
Family Support
Coord

Kim Shaw
Family Support
Lead Caseworker

Samantha Garcia
April Davenport
Daisy Calhoun
Family Support
Caseworker

Bobbi Capps
Resource
Services
Consultant

Michelle Hearon
Early Care
Administrator

Alexis Mason
Early Care
Admin. Specialist

Karen Walker
Elizabeth Chambers
HSB Specialist

Tonya Underwood
Michelle Wheless
Infant/Toddler Spec

Mary Anders
Regional Early
Childhood Consultant



Acting President



COO



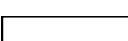
Vice Presidents



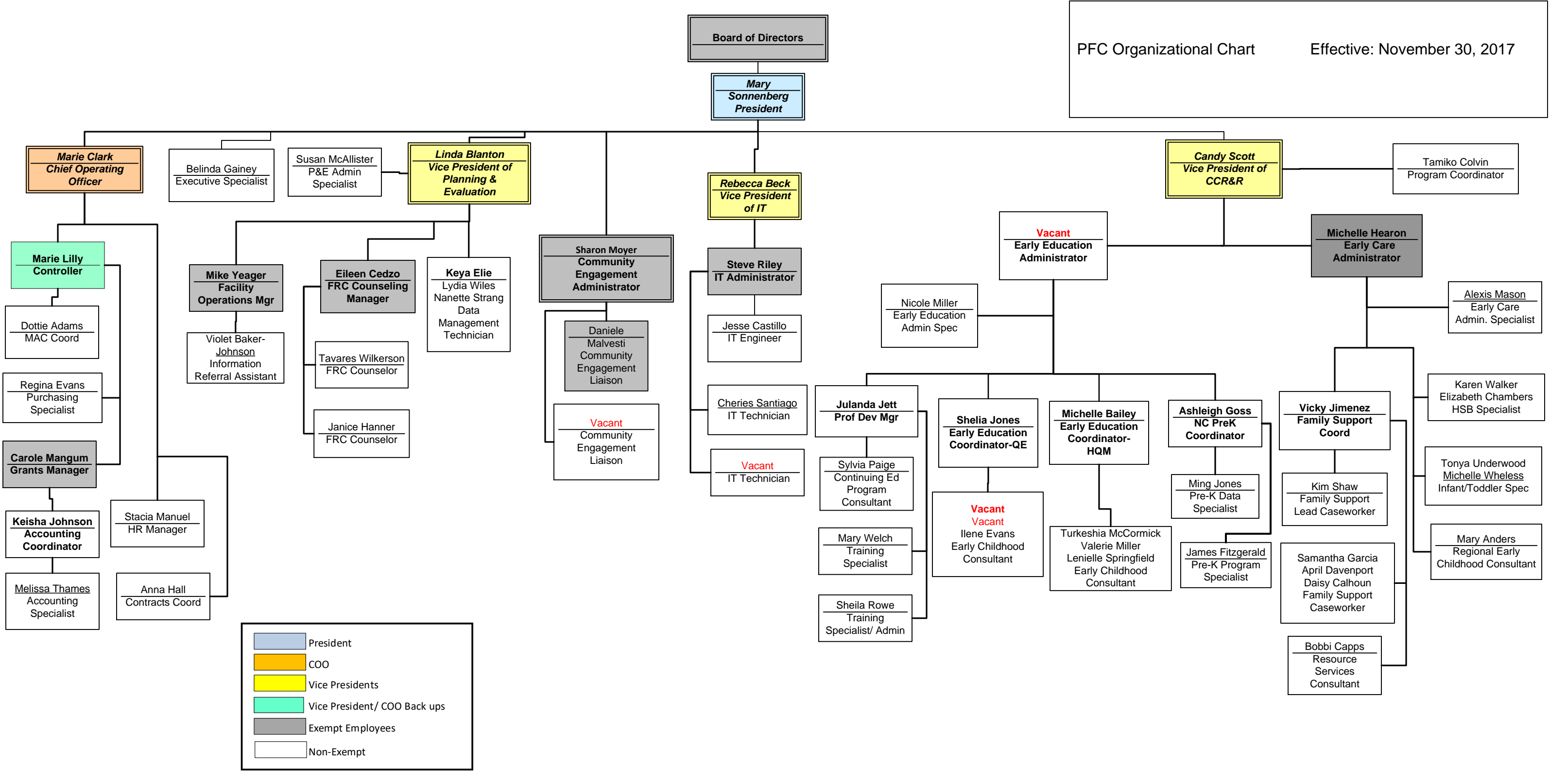
Vice President/ COO Back ups



Exempt Employees



Non-Exempt



PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

FINANCIAL SUMMARY - WHAT YOU NEED TO KNOW

Board Responsibility

The review of the financial statements is the responsibility of the Committee and Board Members of PFC.

The detailed financial reports have been provided to you via email and will be provided electronically during the meeting.

October 31, 2017

1 Balance Sheet

- a. The cash balances; investments and liabilities are at the anticipated amounts and are sufficient for the current needs.

2 Smart Start Grant

- a. PFC's Smart Start grant budgets are reflected at full allocation effective 07-01-2017
- b. The remaining \$17,670.00 of unallocated Smart Start Services funds will be reflected in service activity budgets once current contractors requests additional funding.

3 NC Pre-Kindergarten Grant

- a. PFC is in full contract with DCDEE effective 07-01-2017.
- b. The total grant of \$8,410,172 currently consists of ONLY state funds.
- c. An initial advance of \$841,017 was requested on 8-16-17 and was received in September 2017.

4 DCDEE - Region 5 Grants

- a. PFC's three Region 5 grants are in contract effective 07-01-17.
- b. All budgets and expenditures are at the expected percentages at the month end.

5 All Funding Sources

- a. The cash balance at month-end is as projected and is sufficient for the requirements of the upcoming month.
- b. The reimbursement based NC Pre-K grantor is behind schedule with their monthly reimbursements.
- c. The NC Pre-K reimbursements from DCDEE are sometimes received later than anticipated which causes the reimbursements to providers to be delayed.

6 Unrestricted State Revenues (USR)

- a. The goal is to continue to use these funds only when other funding streams cannot be used or is not available.
- b. Some investment funds may **need to be converted to operating cash during this fiscal yearend** to cover the current and the anticipated shortfall as projected.
- c. In March 2017, the First Citizens Bank CD matured at \$249,522.08, including interest, and was deposited into the Partnership's main checking account until future investment decisions are made by the Investment Committee.
- d. In March 2017, the First South Bank Money Market account of \$243,587.60, including interest, was deposited into the Partnership's main checking account until future investment decisions are made by the Investment Committee.
- e. \$26,000 plus \$22,000 of the funds from items 6 e. and 6 f. above will remain in the Partnership's main checking account to assist in filling the shortfall in the operating funds portion of the USR funding stream. Any additional amounts will be determined at a later date by the Investment Committee.
- f. In October 2017, a check for \$443,000 was made payable to PNC Bank to move funds from the Partnership's main checking account until future investment decisions are made by the Investment Committee.
The \$443,000 consisted of \$429,000 of USR funds and \$14,000 of interest income funds.

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.
FINANCIAL SUMMARY - WHAT YOU NEED TO KNOW

Board Responsibility

The review of the financial statements is the responsibility of the Committee and Board Members of PFC.

The detailed financial reports have been provided to you via email and will be provided electronically during the meeting.

October 31, 2017

7 Cash and In-kind Report

- a. The 19% match amount reflected on the monthly report is reflected at 100% of the full allocation.
- b. PFC's Leadership Team, staff and Board members will continue to discuss and implement strategies to make up our potential short-fall to meet our match requirement. PFC did not meet last year's match requirement which was also at 19%.
- c. Since the 19% required match was not met for the FY ended June 30, 2017, there will be no contribution to the PFC endowment.
- d. Since the 19% required match was not met for the FY ended June 30, 2017, PFC will not be eligible to apply for additional grants with NCPC.
- e. Of the required \$1,253,751 match, we are required to report at least 13% in cash match. At the end of FY2016-2017, PFC exceeded that goal and projects to exceed the cash goal at the end of the 2017-18 fiscal year.
- f. **The actual shortfall was \$34,753.39 for FY2016-2017.**

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

FOOTNOTES FOR FINANCIAL REPORTS October 31, 2017

FOOTNOTES - BALANCE SHEET

A. The cash accounts at October 31, 2017 total \$1,512,801.77.

Included in the cash balance amount are the following investment vehicles:

| Banking Institution | Investment Type | Current Amount | Term (months) | Maturity Date | Interest Rate | Annual Percentage Yield |
|---------------------------------|---------------------------------------|---------------------|--|---------------|---------------|-------------------------|
| PNC Bank | Money Market | \$529,826.78 | n/a | n/a | n/a | .50% |
| First South Bank | Money Market | \$-0- | A \$243,587.60 check was deposited into PFC's main checking account until investment decisions are made. | | | |
| First Citizens Bank | CD | \$-0- | A \$249,522.08 check was deposited into PFC's main checking account until investment decisions are made. | | | |
| Cumberland Community Foundation | Beneficial Interest in Endowment Fund | \$31,384.00 | n/a | n/a | n/a | n/a |
| TOTAL | | \$561,210.78 | | | | |

B. Employees' payroll deductions at October 31, 2017 from the current month and from prior months total \$3,563.12. These accounts are reconciled on a monthly basis and at yearend to ensure that the correct amounts are being accounted for.

C. Per Board approval, an endowment fund was established on June 29, 2012 with the Cumberland Community Foundation, Inc. with an initial amount of \$25,000.00. Since this amount is an irrevocable gift of assets, it is classified as a permanently restricted net asset for accounting purposes. It is also classified as a "Beneficial Interest in Community Foundation" in the Assets section of the Balance Sheet.

NCPC defines permanently restricted net assets as "used to classify assets that have donor-imposed stipulations that neither expire with time nor can be fulfilled or removed by actions of the organization. An example would be an endowment fund whereby the principal is maintained for investment purposes and the interest earnings may be available for use. This FASB code is rarely used."

Additional funds totaling \$4,732.00 was added to the endowment as of June 30, 2013. The Partnership made an additional deposit of \$768.00 to the endowment in September 2014. The Partnership also made an additional deposit of \$666.00 to the endowment in July 2015. During January 2016, additional deposits totaling \$218.00 were received for the endowment. This amount was transferred to the Foundation in February 2016. The total contributions from the Partnership to the endowment, including these funds, are now a total of \$31,384.00. There were no additional funds added to this endowment during the 2016-2017 fiscal year.

FOOTNOTES FOR FINANCIAL REPORTS

October 31, 2017

FOOTNOTES - SMART START GRANT SPREADSHEET

SERVICES (In-House Activities): The Smart Start grants for all of the Services budgets are in full contract effective July 1, 2017.

DIRECT SERVICE PROVIDERS: The Smart Start grants for the Direct Service Providers (DSPs) budgets are in full contract at July 1, 2017.

ADMINISTRATION: The Smart Start grant for the Administration budget is in full contract at July 1, 2017.

UNALLOCATED SERVICE FUNDS: There is currently an unallocated amount of \$17,670.00 of Service funds that is anticipated to be put into contract once current contractors request additional funding.

Partnership for Children of Cumberland County, Inc.
Balance Sheet
October 2017

Assets

| | | |
|--|---------------|------------|
| Bank of America Checking Account | \$ 951,190.99 | } A |
| PNC Bank - Money Market Reserve | 529,826.78 | |
| Petty Cash, Change Funds, Undeposited Receipts | 400.00 | |
| Beneficial Interest in Community Foundation | 31,384.00 | |
| Employee Advances (for travel) | 125.00 | |
| | <hr/> | |

| | |
|---------------------|----------------------------|
| Total Assets | <u><u>1,512,926.77</u></u> |
|---------------------|----------------------------|

Liabilities and Net Assets

| | | |
|---|--------------|------------|
| Vendor Accounts Payable | 100.57 | } B |
| <i>Due to check printing error at month-end</i> | | |
| Health Insurance Payable | 253.68 | |
| Flex-Spending Payable | 3,325.10 | |
| AFLAC Payable | 0.18 | |
| Legal Shield Payable | (15.84) | } C |
| Tenant Security Deposits | 14,511.74 | |
| Unrestricted Net Assets | 1,011,030.51 | |
| Temporarily Restricted Net Assets | 40,280.55 | |
| Permanently Restricted Net Assets | 31,384.00 | |
| Excess Revenues over (under) Expenditures | 412,056.28 | |
| | <hr/> | |

| | |
|---|-------------------------------|
| Total Liabilities and Net Assets | <u><u>\$ 1,512,926.77</u></u> |
|---|-------------------------------|

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC. - SMART START GRANT - FY 2017 - 2018

| | | |
|--|--------------------|--------------------|
| FY 17/18 SMART START FULL ALLOCATION | | \$6,598,689 |
| (per Allocation Memo dated 06-02-2017) | | |
| TOTAL ALLOCATION FOR ADMINISTRATION -----> | | \$319,799 |
| FY 17/18 Smart Start Admin Base Allocation | \$319,799 | |
| TOTAL ALLOCATION FOR SERVICES -----> | | \$6,278,890 |
| FY 17/18 Smart Start Services Allocation : | \$6,278,890 | |

[illegible]

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC. - SMART START GRANT - FY 2017 - 2018

| | | |
|--|--|--------------------|
| FY 17/18 SMART START FULL ALLOCATION | | \$6,598,689 |
| (per Allocation Memo dated 06-02-2017) | | |
| TOTAL ALLOCATION FOR ADMINISTRATION -----> | | \$319,799 |
| FY 17/18 Smart Start Admin Base Allocation | | \$319,799 |
| TOTAL ALLOCATION FOR SERVICES -----> | | \$6,278,890 |
| FY 17/18 Smart Start Services Allocation : | | \$6,278,890 |

| | | | | | | | | | | AS OF OCTOBER 31, 2017 | | |
|--|---|-----------------------------|--|----|-----------------|-------------|---|---------------|-----------------|---|----------------------|------|
| | | | | | | | | | | If monthly spending was equal, at month-end, the percentages should be: | | |
| | | | | | | | | | | 33% | 67% | |
| | | | | | | | | | | % of Budget Expended | % of Available Funds | |
| EXPENDITURES | | | | | | | | | | | | |
| Activity | | Agency | | | 11/15/17 Budget | Advances | September | October | Y-T-D | Remaining Budget | | |
| Health and Safety | | | | | | | | | | | | |
| 15 | Assuring Better Health and Development (ABCD) NEW DSP at 07-01-17 | | Carolina Collaborative Community Care (4C's) | | \$ 65,000.00 | | \$ - | | \$ - | \$ 65,000.00 | 0% | 100% |
| | | | Health & Safety Total: | 1% | \$ 65,000.00 | \$ - | \$ - | \$ - | \$ - | \$ 65,000.00 | 0% | |
| Family Support | | | | | | | | | | | | |
| 16 | Autism Outreach & Resource Ctr. | | Autism of CC | | \$ 46,100.00 | | \$ 5,716.70 | \$ 6,178.47 | \$ 23,731.92 | \$ 22,368.08 | 51% | 49% |
| 17 | PFC Family Resource Center | IH | Partnership for Children | | \$ 306,227.00 | | \$ 29,277.95 | \$ 25,022.68 | \$ 91,306.51 | \$ 214,920.49 | 30% | 70% |
| 18 | Community Engagement & Resource Development - NEW 07-01-17 | IH | Partnership for Children | | \$ 190,083.00 | | \$ 12,773.37 | \$ 13,501.06 | \$ 39,226.20 | \$ 150,856.80 | 21% | 79% |
| 19 | Dolly Parton Imagination Library - NEW DSP at 07-01-17 | | United Way of Cumberland County, Inc. | | \$ 6,000.00 | | \$ 107.50 | \$ 322.50 | \$ 662.50 | \$ 5,337.50 | 11% | 89% |
| 20 | Reach Out & Read Grant NEW 08-31-17 | | Carolina Collaborative Community Care (4C's) | | \$ 32,300.00 | | \$ - | | \$ - | \$ 32,300.00 | 0% | 100% |
| | | | Family Support Total: | 9% | \$ 580,710.00 | \$ - | \$ 47,875.52 | \$ 45,024.71 | \$ 154,927.13 | \$ 425,782.87 | 27% | |
| System Support | | | | | | | | | | | | |
| 21 | PD&C - Program Coord. - Monitoring & Supp | IH | Partnership for Children | | \$ 145,554.00 | | \$ 16,439.05 | \$ 11,850.48 | \$ 54,686.72 | \$ 90,867.28 | 38% | 62% |
| 22 | PD&C - Program Dev. & Communication | IH | Partnership for Children | | \$ 329,671.00 | | \$ 27,535.34 | \$ 31,115.41 | \$ 121,201.70 | \$ 208,469.30 | 37% | 63% |
| | | | System Support Total: | 8% | \$ 475,225.00 | \$ - | \$ 43,974.39 | \$ 42,965.89 | \$ 175,888.42 | \$ 299,336.58 | 37% | |
| | | Total of Approved Projects: | | | \$ 6,261,220.00 | \$ 9,618.00 | \$ 611,048.88 | \$ 357,019.29 | \$ 1,746,164.62 | \$ 4,515,055.38 | | |
| 23 | Administration | IH | Partnership for Children | 5% | \$ 319,799.00 | \$ - | \$ 34,700.45 | \$ 35,958.05 | \$ 119,109.21 | \$ 200,689.79 | 37% | 63% |
| Unallocated Smart Start SERVICES Funds | | | | | \$ 17,670.00 | | | | | | | |
| Unallocated Smart Start ADMINISTRATION Funds | | | | | \$ - | | | | | | | |
| Total Smart Start Funds Expended | | | | | | \$ 9,618.00 | \$ 645,749.33 | \$ 392,977.34 | \$ 1,865,273.83 | | | |
| | | | | | | | Total Allocated Smart Start Funds Remaining | | | \$ 4,715,745.17 | | |

Partnership for Children of Cumberland County, Inc. - NC PRE-KINDERGARTEN GRANT

| | | | |
|--|--|--------------------------------|-----|
| FY 17/18 Projected Revenues | | Fiscal Year 2017 / 2018 | |
| \$ 8,073,765 | NC Pre-k Grant Payments to Providers | | |
| \$ - | New Quality Funds | | |
| \$ 336,407 | 4% Administrative Fee | | |
| \$ 8,410,172 | Total NC Pre-k Grant | | |
| \$ 8,410,172 | Total Available for NC Pre-k Admin. & Services | | |
| | | as of October 31, 2017 | |
| | | SHOULD BE | |
| | | 33% | 67% |

| FUND | Activity | FY 17/18 Budget 8/1/2017 | August | September | October | Y-T-D | Remaining Budget | % of Budget Expended | % of Available Funds |
|------|--|--------------------------------|--------------|---------------|---------------|---------------|---------------------|----------------------------|----------------------------|
| 211 | 9100-999 Administrative Operations | \$ 152,161.00 | \$ 7,559.29 | \$ 12,165.89 | \$ 8,381.14 | \$ 35,722.41 | \$ 116,438.59 | 23% | 77% |
| 211 | 3104-001 CCR&R - Core | \$ 62,308.00 | \$ 5,000.92 | \$ 5,570.92 | \$ 5,880.69 | \$ 22,431.49 | \$ 39,876.51 | 36% | 64% |
| | 3323-017 NC Pre-k Coordination (In-Direct) | \$ 121,938.00 | \$ 14,012.56 | \$ 13,520.84 | \$ 15,437.73 | \$ 52,533.70 | \$ 69,404.30 | 43% | 57% |
| | Services Sub-Total | \$ 184,246.00 | \$ 19,013.48 | \$ 19,091.76 | \$ 21,318.42 | \$ 74,965.19 | \$ 109,280.81 | 41% | 59% |
| 206 | 2342-015 NC Pre-k Subsidy (Direct - Child Reimbursement) - State Funds | \$ 6,862,700.00 | \$ 0.00 | \$ 120,390.00 | \$ 348,950.00 | \$ 469,340.00 | \$ 6,393,360.00 | 7% | 93% |
| | 2348-015 NC Pre-K Non-TANF/CCDF - State Funds | \$ 1,211,065.00 | \$ 0.00 | \$ 0.00 | \$ 83,900.00 | \$ 83,900.00 | \$ 1,127,165.00 | 7% | 93% |
| | Fund 206 Sub-Total | \$ 8,073,765.00 | \$ 0.00 | \$ 120,390.00 | \$ 432,850.00 | \$ 553,240.00 | \$ 7,520,525.00 | 7% | 93% |
| 319 | 2342-015 NC Pre-k Subsidy TANF (Direct - Child Reimbursement) - Federal Funds | \$ - | \$ 0.00 | \$ 0.00 | \$ 0.00 | \$ 0.00 | \$ 0.00 | #DIV/0! | #DIV/0! |
| | 2348-015 NC Pre-K Non-TANF/CCDF - Federal Funds | \$ - | \$ 0.00 | \$ 0.00 | \$ 0.00 | \$ 0.00 | \$ 0.00 | #DIV/0! | #DIV/0! |
| | 3323-017 NC Pre-K New Quality Funds - Federal Funds | \$ - | \$ 0.00 | \$ 0.00 | \$ 0.00 | \$ 0.00 | \$ 0.00 | #DIV/0! | #DIV/0! |
| | Fund 319 Sub-Total | \$ - | \$ 0.00 | \$ 0.00 | \$ 0.00 | \$ 0.00 | \$ 0.00 | #DIV/0! | #DIV/0! |

| | |
|-------------------------------|-----------------------|
| Total Budget Remaining | \$7,746,244.40 |
|-------------------------------|-----------------------|

| | | |
|--|--|--|
| Total NC Pre-K Grant | | \$ 8,410,172.00 |
| Unallocated NC Pre-k Revenues | | \$ - |
| Total NC Pre-k Grant Expended | | \$26,572.77 \$151,647.65 \$462,549.56 \$663,927.60 |
| Total State Funds | | \$8,410,172 |
| Total Federal Funds | | \$0 |
| Total NC Pre-K Grant (Does not include Expansion) | | \$8,410,172 |

Region 5 DCDEE Lead Agency Grant
Fiscal Year 2017 - 2018

Partnership for Children of Cumberland County, Inc.

TOTAL FY 2017 - 2018 REGION 5 LEAD AGENCY ALLOCATION **\$579,764.00**

FY 2017 - 2018 10% Overhead / Administration Allocation **\$52,351.00**

FY 2017 - 2018 Program/Services Allocation **\$527,413.00**

EXPENDITURES

| FY 2017 - 2018 Program/Services Allocation | | \$527,413.00 | EXPENDITURES | | | | | as of October 31, 2017 | | |
|---|-----|--------------|---------------|--------------|--------------|--------------|--------------|------------------------|----------------------|----------------------|
| | | | 07/01/17 | | | | | Remaining | 33% | 67% |
| Activity | | | Budget | August | September | October | Y-T-D | Budget | % of Budget Expended | % of Available Funds |
| | | | | | | | | | | |
| Region 5 Lead Agency - Core Services | | | \$ 228,965.00 | \$ 16,664.53 | \$ 13,952.47 | \$ 12,994.65 | \$ 56,013.52 | \$ 172,951.48 | 24% | 76% |
| Core Services - 10% Overhead/Administration for CCR&R | | | \$ 550.00 | \$ 49.81 | \$ 91.89 | \$ 197.36 | \$ 368.63 | \$ 181.37 | 67% | 33% |
| Core Services - 10% Overhead/Administration for Admin Ops | | | \$ 28,129.00 | \$ 364.69 | \$ 3,754.83 | \$ 1,017.66 | \$ 5,137.18 | \$ 22,991.82 | 18% | 82% |
| Contracts & Grants - Anson County | | | \$ 9,954.00 | \$ - | \$ - | \$ - | \$ - | \$ 9,954.00 | 0% | 100% |
| Contracts & Grants - Montgomery County | | | \$ 8,345.00 | \$ - | \$ - | \$ - | \$ - | \$ 8,345.00 | 0% | 100% |
| Contracts & Grants - Moore County | | | \$ 28,899.00 | \$ - | \$ - | \$ - | \$ - | \$ 28,899.00 | 0% | 100% |
| Contracts & Grants - Richmond County | | | \$ 14,528.00 | \$ - | \$ - | \$ - | \$ - | \$ 14,528.00 | 0% | 100% |
| | | | \$ 319,370.00 | \$ 17,079.03 | \$ 17,799.19 | \$ 14,209.67 | \$ 61,519.33 | \$ 257,850.67 | 19% | 81% |
| | | | | | | | | | | |
| Region 5 Infant Toddler Project | | | \$ 118,863.00 | \$ 8,407.59 | \$ 16,348.54 | \$ 10,404.81 | \$ 42,911.50 | \$ 75,951.50 | 36% | 64% |
| Infant Toddler - 10% Overhead/Administration for CCR&R | | | \$ 300.00 | \$ 25.07 | \$ 70.40 | \$ 118.40 | \$ 214.49 | \$ 85.51 | 71% | 29% |
| Infant Toddler - 10% Overhead/Administration for Admin Ops | | | \$ 11,586.00 | \$ - | \$ 3,154.54 | \$ 893.20 | \$ 4,047.74 | \$ 7,538.26 | 35% | 65% |
| | | | \$ 130,749.00 | \$ 8,432.66 | \$ 19,573.48 | \$ 11,416.41 | \$ 47,173.73 | \$ 83,575.27 | 36% | 64% |
| | | | | | | | | | | |
| Region 5 Healthy Social Behaviors Project | | | \$ 117,859.00 | \$ 3,976.54 | \$ 9,092.72 | \$ 9,292.14 | \$ 29,135.60 | \$ 88,723.40 | 25% | 75% |
| Healthy Social Behavior - 10% Overhead/Administration for CCR&R | | | \$ 400.00 | \$ 102.07 | \$ 60.34 | \$ 118.01 | \$ 281.04 | \$ 118.96 | 70% | 30% |
| Healthy Social Behavior - 10% Overhead/Administration for Admin Ops | | | \$ 11,386.00 | \$ - | \$ 1,821.31 | \$ 788.81 | \$ 2,610.12 | \$ 8,775.88 | 23% | 77% |
| | | | | | | | | | | |
| | | | \$ 129,645.00 | \$ 4,078.61 | \$ 10,974.37 | \$ 10,198.96 | \$ 32,026.76 | \$ 97,618.24 | 25% | 75% |
| Total Allocated DCD Funds Remaining | | | | | | | | \$ 439,044.18 | | |
| Summary for 10% Overhead / Administration | PFC | | \$ 52,351.00 | \$ 541.64 | \$ 8,953.31 | \$ 3,133.44 | \$ 12,659.20 | \$ 39,691.80 | 24% | 76% |

Partnership for Children of Cumberland County, Inc.

All Funding Sources

Fiscal Year 2017 - 2018

| FUND CODE | | July 1, 2017 Beginning Cash Balance | Receipts | | | | Expenditures | | | | Ending Cash Balance |
|-------------------------------------|---|---|------------------|---------------|---------------|-----------------|---------------|---------------|---------------|---------------|------------------------|
| | | | August | September | October | YTD | August | September | October | YTD | |
| | | | RESTRICTED FUNDS | | | | | | | | |
| 206 | NC Pre-K Grant - State Funds (per child) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | CASH ADVANCE from DCDEE -NC Pre-K Grant | \$ - | \$ - | \$ 807,377.00 | \$ - | \$ 807,377.00 | \$ - | \$ 120,390.00 | \$ 432,850.00 | \$ 553,240.00 | \$ 254,137.00 |
| 211 | NC Pre-K Grant - 4% Admin Fees | \$ - | \$ - | \$ 23,223.20 | \$ - | \$ 23,223.20 | \$ 26,572.77 | \$ (2,382.35) | \$ 29,699.56 | \$ 77,047.60 | \$ (53,824.40) |
| | CASH ADVANCE from DCDEE -NC Pre-K Grant | \$ - | \$ - | \$ 33,640.00 | \$ - | \$ 33,640.00 | \$ - | \$ 33,640.00 | \$ - | \$ 33,640.00 | \$ - |
| 319 | NC Pre-K Grant (per slot) - Federal Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | CASH ADVANCE from DCDEE -NC Pre-K Grant | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Sub-total for NC Pre-K | \$ - | | | | | | | | Sub-total | \$ 200,312.60 |
| 301 | Family CareGivers Program | \$ 120.00 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 901.56 | \$ 1,021.56 | \$ (901.56) |
| 307 | DCD Grant - SWCDC | \$ - | \$ - | \$ - | \$ 47,198.71 | \$ 47,198.71 | \$ 17,079.02 | \$ 17,799.18 | \$ 14,209.66 | \$ 61,519.29 | \$ (14,320.58) |
| 312 | Region 5 - Infant/Toddler Project | \$ 55,958.94 | \$ - | \$ - | \$ 35,756.89 | \$ 35,756.89 | \$ 8,432.66 | \$ 19,573.48 | \$ 11,541.41 | \$ 103,257.67 | \$ (11,541.84) |
| 313 | Region 5 - Healthy Social Behavior | \$ - | \$ - | \$ - | \$ 21,827.80 | \$ 21,827.80 | \$ 4,078.60 | \$ 10,974.36 | \$ 10,198.95 | \$ 32,026.72 | \$ (10,198.92) |
| 807 | Region 5 - Program Income | \$ - | \$ 125.00 | \$ 1,315.00 | \$ 230.00 | \$ 1,775.00 | \$ - | \$ - | \$ - | \$ 15.11 | \$ 1,759.89 |
| | Sub-total for Other Restricted | \$ 56,078.94 | | | | | | | | Sub-total | \$ (35,203.01) |
| 139 | Smart Start - Admin. (FY 15/16) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (117.39) | \$ - | \$ - | \$ (117.39) | \$ 117.39 |
| 140 | Smart Start - Services (FY 15/16) | \$ 3,600.00 | \$ - | \$ - | \$ - | \$ - | \$ (344.91) | \$ - | \$ - | \$ 3,255.09 | \$ 344.91 |
| 141 | Smart Start - Admin. (FY 16/17) | \$ 4.84 | \$ - | \$ - | \$ - | \$ - | \$ (32.80) | \$ - | \$ - | \$ (253.38) | \$ 258.22 |
| 142 | Smart Start - Services (FY 16/17) | \$ 55,981.42 | \$ - | \$ - | \$ - | \$ - | \$ 347.83 | \$ - | \$ - | \$ 54,067.60 | \$ 1,913.82 |
| 143 | Smart Start - Admin. (FY 17/18) | \$ - | \$ 26,608.00 | \$ 27,217.00 | \$ 26,052.00 | \$ 119,852.00 | \$ 24,498.78 | \$ 34,392.42 | \$ 36,065.18 | \$ 118,412.27 | \$ 1,439.73 |
| 144 | Smart Start - Services (FY 17/18) | \$ - | \$ 281,523.00 | \$ 306,188.00 | \$ 280,709.00 | \$ 1,291,369.00 | \$ 232,933.37 | \$ 280,922.07 | \$ 305,890.86 | \$ 973,042.68 | \$ 318,326.32 |
| 201 | MAC SS Grant (Accting/Contracting) | \$ 101.93 | \$ 12,385.16 | \$ - | \$ - | \$ 12,385.16 | \$ 4,838.16 | \$ 6,164.03 | \$ 4,679.59 | \$ 20,536.53 | \$ (8,049.44) |
| 801 | Program Income (SS Related) | \$ 96,952.64 | \$ 8,500.06 | \$ 8,040.80 | \$ 6,419.72 | \$ 27,255.59 | \$ 2,428.08 | \$ 4,374.20 | \$ 4,042.95 | \$ 14,788.65 | \$ 109,419.58 |
| 804 | GEMS Shared Services (PI SS Related) | \$ 14,178.12 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 8,480.00 | \$ 5,698.12 |
| 902 | COBRA - Employee Insurance Withholdings | \$ (137.96) | \$ 2,062.34 | \$ 1,062.34 | \$ 1,062.34 | \$ 4,249.36 | \$ 964.43 | \$ - | \$ 1,928.86 | \$ 3,857.72 | \$ 253.68 |
| Sub-total for Smart Start & Related | | \$ 170,680.99 | | | | | | | | Sub-total | \$ 429,722.33 |

Partnership for Children of Cumberland County, Inc.

All Funding Sources

Fiscal Year 2017 - 2018

| FUND CODE | | July 1, 2017 Beginning Cash Balance | Receipts | | | | Expenditures | | | | Ending Cash Balance |
|--------------|--|---|--------------|--------------|-------------|--------------|--------------|----------------|---------------|----------------|------------------------|
| | | | August | September | October | YTD | August | September | October | YTD | |
| | UNRESTRICTED FUNDS | | | | | | | | | | |
| 208 | Unrestricted State Revenues - For Operating Purposes | \$ (34,153.21) | \$ - | \$ - | \$ - | \$ - | \$ 4,253.60 | \$ (28,782.32) | \$ (506.80) | \$ (45,928.88) | \$ 11,775.67 |
| | Unrestricted State Revenues - Invested in CDs and Money Market Account | \$ 563,322.79 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 22,000.00 | \$ 1,626.82 | \$ 49,626.82 | \$ 513,695.97 |
| 501 | Individual Gifts & Donations | \$ 19,816.78 | \$ 234.68 | \$ 684.93 | \$ 1,237.01 | \$ 2,372.73 | \$ 253.00 | \$ - | \$ 71.13 | \$ 324.13 | \$ 21,865.38 |
| 515 | Vending Machine Commissions | \$ 1,730.10 | \$ 41.73 | \$ 77.61 | \$ 38.39 | \$ 199.02 | \$ 686.63 | \$ 538.78 | \$ - | \$ 1,225.41 | \$ 703.71 |
| 518 | Kohl's Corporate Grants | \$ 5,510.44 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,775.00 | \$ (2,775.00) | \$ - | \$ 5,510.44 |
| 526 | Unrestricted Private Funds | \$ 4,467.73 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 134.00 | \$ 134.00 | \$ 4,333.73 |
| 531 | PFC Annual Engagements | \$ 1,080.00 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 383.96 | \$ 383.96 | \$ 696.04 |
| 535 | Cumberland Community Foundation - Grandparents Support Grant | \$ 7,426.80 | \$ - | \$ 10,000.00 | \$ - | \$ 10,000.00 | \$ (30.00) | \$ 45.00 | \$ 800.00 | \$ 815.00 | \$ 16,611.80 |
| 802 | PFCRC II (Non-Smart Start) | \$ 112,969.76 | \$ 10,707.59 | \$ 6,356.16 | \$ 7,898.66 | \$ 28,950.05 | \$ 35,329.50 | \$ 6,890.55 | \$ 5,534.99 | \$ 53,581.41 | \$ 88,338.40 |
| 806 | Forward March Conference | \$ 10,676.98 | \$ 1,667.00 | \$ 1,000.00 | \$ 3,000.00 | \$ 18,167.00 | \$ - | \$ 150.31 | \$ 2,803.74 | \$ 2,954.05 | \$ 25,889.93 |
| 812 | PFCRC II - Administration | \$ - | \$ 4,166.66 | \$ 4,166.66 | \$ 4,166.66 | \$ 16,666.64 | \$ 3,860.76 | \$ 5,791.15 | \$ 3,860.75 | \$ 17,373.41 | \$ (706.77) |
| 815 | Hoke - Contracted Eval (not program income) | \$ 14,925.04 | \$ - | \$ - | \$ - | \$ - | \$ 2,647.58 | \$ 2,259.03 | \$ 225.59 | \$ 8,312.20 | \$ 6,612.84 |
| 816 | Contracted Data Services | \$ 26,371.83 | \$ 2,600.00 | \$ 1,950.00 | \$ - | \$ 10,400.00 | \$ 3,180.00 | \$ - | \$ - | \$ 18,870.00 | \$ 17,901.83 |
| 820 | Fundraising - PFC Annual Soiree | \$ 76,197.65 | \$ - | \$ - | \$ 50.00 | \$ 50.00 | \$ 488.54 | \$ 450.00 | \$ 1,403.55 | \$ 2,361.63 | \$ 73,886.02 |
| 822 | Fundraising - PFC Annual Soiree - Kidstuff | \$ 15,074.46 | \$ - | \$ - | \$ - | \$ - | \$ 675.00 | \$ - | \$ - | \$ 675.00 | \$ 14,399.46 |
| 824 | Fundraising - PFC Annual Soiree - Administrative Allocation | \$ 3,609.29 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 3,609.29 |
| 825 | Capital Projects Fund | \$ 21,578.00 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 21,578.00 |
| 827 | Fundraising - Mission Moments | \$ 9,170.00 | \$ - | \$ - | \$ - | \$ - | \$ 7,004.54 | \$ 2,165.46 | \$ - | \$ 9,170.00 | \$ - |
| 828 | Fundraising - Early Care & Education Initiatives | \$ 5,000.00 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 100.00 | \$ - | \$ 100.00 | \$ 4,900.00 |
| 897 | Sales Tax | \$ (13,362.26) | \$ 13,362.26 | \$ - | \$ - | \$ 13,362.26 | \$ 1,714.84 | \$ 1,166.78 | \$ 950.19 | \$ 4,108.90 | \$ (4,108.90) |
| 899 | Interest Income (from Investment Funds) | \$ 16,094.22 | \$ 40.50 | \$ 37.91 | \$ 41.85 | \$ 160.75 | \$ 54.00 | \$ - | \$ - | \$ 54.00 | \$ 16,200.97 |
| 904 | Forfeited FSA | \$ 148.62 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 148.62 |
| | Sub-total for Unrestricted Funds | \$ 867,655.02 | | | | | | | | Sub-total | \$ 843,842.43 |

Partnership for Children of Cumberland County, Inc.

All Funding Sources

Fiscal Year 2017 - 2018

| FUND CODE | | July 1, 2017 Beginning Cash Balance | Receipts | | | | Expenditures | | | | Ending Cash Balance |
|--------------------------------------|--|---|--------------|--------------|-------------|--------------|--------------|-------------|-------------|--------------|------------------------|
| | | | August | September | October | YTD | August | September | October | YTD | |
| | INFORMATION TECHNOLOGY | | | | | | | | | | |
| 992 | PFC IT Management | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 112.96 | \$ 222.05 | \$ 192.77 | \$ 777.73 | \$ (777.73) |
| 993 | IT - Core | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 0.01 | \$ (0.10) | \$ - | \$ (0.09) | \$ 0.09 |
| 994 | IT - Outside Agencies | \$ 27,897.16 | \$ 18,305.72 | \$ 20,318.76 | \$ 9,296.07 | \$ 55,019.17 | \$ 10,339.58 | \$ 8,860.14 | \$ 8,657.13 | \$ 33,812.17 | \$ 49,104.16 |
| 995 | IT - PFC Enhanced | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,458.05 | \$ 1,211.03 | \$ 332.95 | \$ 5,583.10 | \$ (5,583.10) |
| 996 | IT - PFC Regular | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Sub-total for Information Technology | | \$ 27,897.16 | | | | | | | | Sub-total | \$ 42,743.42 |
| | OTHER FUNDS | | | | | | | | | | |
| 599 | Cumberland Community Foundation Endowment | \$ 31,384.00 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 31,384.00 |
| | Sub-total for Other Funds | \$ 31,384.00 | | | | | | | | Sub-total | \$ 31,384.00 |
| | | | | | | | | | | | |
| | TOTAL | \$ 1,153,696.11 | | | | | | | | TOTAL | \$ 1,512,801.77 |

| ADDITIONAL SUMMARIZED INFORMATION |
|---|
| USR |
| Operating Cash 11,775.67 |
| Investments 513,695.97 |
| \$ 525,471.64 |

| NCPK |
|-------------------------------|
| Operating Cash (53,824.40) |
| Cash Advance 254,137.00 |
| \$ 200,312.60 |

Partnership for Children of Cumberland County, Inc. - UNRESTRICTED STATE REVENUES

| | | | | | | | Fiscal Year 2017 / 2018 | | |
|--|--|--------------------|---------------|-------------------|-----------------------|--|---|----------------------------|--------------------|
| | | | | | | | SHOULD BE: | 33% | 67% |
| Activity | FY 17/18 Budget Effective 10/31/2017 | August | September | October | Expenditures Y-T-D | Unspent Allocated Budget Amount | % of Budget Expended | % of Available Funds | |
| Administrative Operations | \$ 12,850.00 | \$ 4,567.01 | \$ (6,782.32) | \$ 1,149.49 | \$ 3,973.33 | \$ 8,876.67 | 31% | 69% | |
| CC&R - Core (in case of Federal shutdown) | \$ 50,000.00 | \$ - | \$ - | \$ - | \$ - | \$ 50,000.00 | 0% | 100% | |
| Government & Military Affairs | \$ - | \$ (13.40) | \$ - | \$ (29.47) | \$ - | \$ - | #DIV/0! | #DIV/0! | |
| NCPK - Subsidy - TANF (to be reimbursed) | \$ (300.00) | \$ (300.00) | \$ - | \$ - | \$ (300.00) | \$ - | 100% | 0% | |
| Sub-Total | \$ 49,700.00 | \$ (313.40) | \$ - | \$ (29.47) | \$ (300.00) | \$ 50,000.00 | -1% | 101% | |
| Total Allocated Budget for FY17-18 | | | | | | | 62,550.00 | | |
| Allocated Budget Amount SPENT | | | | | | | \$ 4,253.61 | \$ (6,782.32) | \$ 1,120.02 |
| Allocated Budget Amount UNSPENT | | | | | | | \$ 58,876.67 | | |
| SUMMARY OF CASH AND INVESTMENTS | | | | | | | | | |
| July 1 - Total Cash Carryover including Investments | | | | | | | \$ 529,169.58 | | |
| Unallocated Unrestricted State Revenues at the month end (see investment note below) | | | | | \$ (96,727.84) | <---- Cash of \$(34,153.21) in GL 1113 at 07-01-17 less the FY 17-18 budget amount | | | |
| Funds Held for Others at the month end (Payroll Withholdings) | | | | | \$ 0.02 | | | | |
| Unspent Budget for FY17-18 at the month end | | | | | \$ 58,876.67 | | | | |
| Subtotal (cash in GL 1113 at the month end to be used for operating funds) | | \$ 22,000.00 | | \$ 1,626.82 | | \$ 11,775.67 | | | |
| Investments at month end (Includes money market account and certificates of deposits, if applicable) ON 11-9-2017, \$429,000 OF USR FUNDS FROM THE PFC MAIN CHECKING ACCOUNT WAS TRANSFERRED TO THE PNC MONEY MARKET ACCOUNT UNTIL INVESTMENT DECISIONS ARE MADE. THE CURRENT USR FUNDS IN THE PNC MONEY MARKET ACCOUNT IS \$84,695.97 PLUS \$429,000.00 = \$513,695.97. | \$563,322.79 | \$ (22,000.00) | \$ - | \$ (1,626.82) | | \$ 513,695.97 | <----- \$200,000 of the investments may be redeemed and used for operating funds if needed. | | |
| CURRENT TOTAL OF CASH AND INVESTMENTS AT THE MONTH END | | | | | | \$ 525,471.64 | | | |

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

Cash & In-Kind Contributions Report Fiscal Year 2017/2018

Total Smart Start Allocation: \$ 6,598,689.00
 Target Cash & In-Kind Required (19%): \$ 1,253,750.91
 Target Cash Required (≥13%): \$ 857,829.57
 Target In-Kind Required (±6%): \$ 395,921.34

1

| CASH DONATIONS | | August | September | October | Y-T-D |
|--|----------|---------------------|---------------------|---------------------|---------------------|
| Cash Donations - In-House | | | | | |
| Board & Committee Donations | 501-4410 | \$ 160.00 | \$ 90.00 | \$ 325.00 | \$ 575.00 |
| Staff Donations | 501-4410 | \$ - | \$ - | \$ - | \$ - |
| Donations - General Admin Operations | 501-4410 | \$ 74.68 | \$ 194.93 | \$ 1,312.01 | \$ 1,797.73 |
| Donations - General CCR&R | 501-4410 | \$ - | \$ 400.00 | \$ - | \$ 400.00 |
| Donations - Reach Out & Read | 501-4410 | \$ - | \$ - | \$ - | \$ - |
| Donations - General PD&C | 501-4410 | \$ - | \$ - | \$ - | \$ - |
| Donations - General PFCRC | 501-4410 | \$ - | \$ - | \$ - | \$ - |
| Donations - PD&C KidStuff | 501-4410 | \$ - | \$ - | \$ - | \$ - |
| Donations - CCR&R Angel Tree | 501-4410 | \$ - | \$ - | \$ - | \$ - |
| Donations - Vending Machine Proceeds | 515-4410 | \$ 41.73 | \$ 77.61 | \$ 38.39 | \$ 199.02 |
| Donations - PFC Annual Engagements | 531-4410 | \$ - | \$ - | \$ - | \$ - |
| Donations - Forward March Conference | 806-4830 | \$ 1,667.00 | \$ 1,000.00 | \$ 2,100.00 | \$ 17,267.00 |
| Donations - Fundraising Events 2017 | 820-4611 | \$ - | \$ - | \$ - | \$ - |
| Donations - Fundraising Events 2018 | 820-4611 | \$ - | \$ - | \$ 50.00 | \$ 50.00 |
| Donations - Fundraising Event Sales 2017 | 820-4601 | \$ - | \$ - | \$ - | \$ - |
| Donations - Fundraising Event Sales 2018 | 820-4601 | \$ - | \$ - | \$ - | \$ - |
| Program Income - Rent from Resource Center I | 801-4824 | \$ 4,041.15 | \$ 4,347.14 | \$ 3,123.10 | \$ 14,683.54 |
| Program Income - Conference Room Rental RCI | 801-4762 | \$ - | \$ 350.00 | \$ 50.00 | \$ 400.00 |
| Program Income - Nurturing Parenting Workshop Fc | 801-4836 | \$ - | \$ - | \$ - | \$ - |
| Program Income - Tenant Copier Fees | 801-5311 | \$ 10.00 | \$ 76.65 | \$ 218.10 | \$ 402.45 |
| Program Income - CCR&R Workshop Fees | 801-4823 | \$ 2,105.00 | \$ 1,795.00 | \$ 1,895.00 | \$ 5,815.00 |
| Program Income - CCR&R Resource Library Fees | 801-4823 | \$ 609.95 | \$ 169.70 | \$ 107.66 | \$ 921.21 |
| Program Income - PDCC IACET Workshop Fees | 801-4822 | \$ 500.00 | \$ 410.00 | \$ 175.00 | \$ 1,085.00 |
| Program Income - PD&C Services | 801-4834 | \$ - | \$ - | \$ - | \$ - |
| Program Income - PD&C KidStuff | 801-4834 | \$ - | \$ - | \$ - | \$ - |
| Program Income - Summer Camp Expo | 801-4833 | \$ - | \$ - | \$ - | \$ - |
| Program Income - Other | 801-4827 | \$ - | \$ - | \$ - | \$ - |
| Program Income - Rent from Resource Center II | 812-4761 | \$ 4,166.66 | \$ 4,166.66 | \$ 4,166.66 | \$ 16,666.64 |
| Cost Reduction - Car Seat Program Parent Fees | 144-6902 | \$ 620.00 | \$ 400.00 | \$ 320.00 | \$ 1,340.00 |
| Quality Enhancement - Cash Matches | 144-6904 | \$ - | \$ - | \$ - | \$ - |
| Cost Reduction - Unlimited Online Learning | 144-5317 | \$ - | \$ - | \$ - | \$ - |
| Total Cash Donations - In-House | | \$ 13,996.17 | \$ 13,477.69 | \$ 13,880.92 | \$ 61,602.59 |

| | | | | | |
|--|--|-------------|---------------------|-------------|---------------------|
| Cash Donations - Direct Service Providers | | | | | |
| 1st Quarter (July - September) | | | \$ 26,089.67 | | \$ 26,089.67 |
| 2nd Quarter (October - December) | | | | | \$ - |
| 3rd Quarter (January - March) | | | | | \$ - |
| 4th Quarter (April - June) | | | | | \$ - |
| Total Cash Donations - Direct Service Providers | | \$ - | \$ 26,089.67 | \$ - | \$ 26,089.67 |

| | | | | |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|
| TOTAL CASH DONATIONS | \$ 13,996.17 | \$ 39,567.36 | \$ 13,880.92 | \$ 87,692.26 |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|

2

| | | | | | |
|---|----------|-------------|---------------------|-------------|---------------------|
| GRANTS | | | | | |
| WalMart Foundation (100% Private Grants) | 533-4423 | \$ - | \$ - | \$ - | \$ - |
| Raising A Reader (100% Private Grants) | 534-4420 | \$ - | \$ - | \$ - | \$ - |
| Kohl's Corporate Grants (100% Private Grants) | 518-4420 | \$ - | \$ - | \$ - | \$ - |
| Cumberland Community Foundation (100% Private | 535-4425 | \$ - | \$ 10,000.00 | \$ - | \$ 10,000.00 |
| TOTAL GRANTS | | \$ - | \$ 10,000.00 | \$ - | \$ 10,000.00 |

1.5%

| | | | | | |
|---|--|--------------------|--------------------|---------------------|----------------------|
| IN-KIND DONATIONS | | | | | |
| In-Kind Donations - In-House | | | | | |
| In-Kind Donations - Volunteer Time | | \$ 7,480.56 | \$ 4,663.28 | \$ 6,816.00 | \$ 24,906.80 |
| Discounts on Materials - Kaplan | | \$ - | \$ - | \$ 152.52 | \$ 152.52 |
| Discounts on Materials - Brame | | \$ - | \$ - | \$ - | \$ - |
| Discounts on Materials - Discount School Supply | | \$ - | \$ - | \$ 161.58 | \$ 161.58 |
| Discounts on Materials - Lakeshore | | \$ - | \$ - | \$ 109.96 | \$ 109.96 |
| Discounts on Software - Techsoup Stock | | \$ - | \$ - | \$ 85,863.00 | \$ 85,863.00 |
| Donations - Other In-Kind | | \$ - | \$ - | \$ 968.00 | \$ 968.00 |
| PFC Staff Donations - Supplies and Mileage | | \$ - | \$ - | \$ 21.20 | \$ 21.20 |
| PFC Board Member Donations - Supplies and Mileage | | \$ - | \$ - | \$ - | \$ - |
| PFC Child Care Subsidy Parent Fees | | \$ - | \$ - | \$ - | \$ - |
| Total In-Kind Donations - In-House | | \$ 7,480.56 | \$ 4,663.28 | \$ 94,092.26 | \$ 112,183.06 |

| | | | | | |
|---|--|------|---------------------|--|---------------------|
| In-Kind Donations - Direct Service Providers | | | | | |
| 1st Quarter (July - September) | | \$ - | \$ 17,499.06 | | \$ 17,499.06 |
| 2nd Quarter (October - December) | | | | | \$ - |
| 3rd Quarter (January - March) | | | | | \$ - |
| 4th Quarter (April - June) | | | | | \$ - |
| Total In-Kind Donations - Direct Service Providers | | | \$ 17,499.06 | | \$ 17,499.06 |

| | | | | |
|--------------------------------|--------------------|---------------------|---------------------|----------------------|
| TOTAL IN-KIND DONATIONS | \$ 7,480.56 | \$ 22,162.34 | \$ 94,092.26 | \$ 129,682.12 |
|--------------------------------|--------------------|---------------------|---------------------|----------------------|

2.0%

3

| | | | | |
|--------------------|---------------------|---------------------|----------------------|----------------------|
| GRAND TOTAL | \$ 21,476.73 | \$ 71,729.70 | \$ 107,973.18 | \$ 227,374.38 |
|--------------------|---------------------|---------------------|----------------------|----------------------|

3.4%

- 1 - Current Month Reporting
- 2 - YTD Cash Reported
- 3 - YTD In-Kind Reported
- 4 - Amount remaining to reach target

TARGET REMAINING

\$ (1,026,376.53)

4



OF CUMBERLAND COUNTY

351 Wagoner Drive, Suite 200
Fayetteville, NC 28303
P 910-867-9700 / F 910-867-7772
ccpfc.org

MEMORANDUM

Date: November 13, 2017
To: Marie Clark, Chief Operating Officer
From: Rebecca Beck, Vice President of Information Technology
Subject: Contingency Reversion Request

On November 8, 2017, Candy Scott, Carole Mangum, Marie Lilly, and Linda Blanton agreed to move forward with the submission of a joint proposal to request unallocated Smart Start funds, which will cover upgrades of our critically outdated network infrastructure (hardware), utilized for data and communications by all PFC staff.

The total estimated expense for this project to be completed prior to June 30, 2018, is \$28,000. Below, is a breakdown summary of the items needed for purchase:

1. Obsolete network firewall (Sonicwall NSA 4500 Series, purchased May 2012) which is currently in "Limited Retirement Mode" (only update services available and no renewals of technical support contracts are allowed). This product will be fully retired by the vendor during this fiscal year, on 5/14/2018. (<https://www.sonicwall-sales.com/help-and-advice/sonicwall-product-life-cycle-tables.html>)
Projected replacement cost: approx. \$14,000 [General Ledger Code 5640 – Computer Equipment, \$500+]
2. Replace outdated, inadequate network switches (HP Procurve 5400ZL, purchased between October-December 2007) This product was marked obsolete many years prior to today's date and all serial number references pertaining to product support have been purged from HP's database.
Projected replacement: approx. \$8,000 [General Ledger Code 5640 – Computer Equipment, \$500+]
3. Additional network switches and additional GBIC's (network connectors for building-wide access) needed to provide network expansion coverage for PFCFRC
Projected cost: \$6,000 [General Ledger Code 5650 – Equipment under \$500]

Based on a discussion with our Leadership Team and finance staff, it has been determined that \$16,800.00 of Smart Start-allowable expenses can be requested from the existing \$17,670.00 of unallocated funds for the network project. The remaining \$870.00 of unallocated Smart Start funds will be requested by CCR&R for other allowable expenditures with a projected need through yearend.

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



Be the Driving Force.

Amended budgets / narratives will be submitted by the in-house service activities who are requesting the following funds.

| | |
|--|--------------------|
| CCR&R | \$4,480.00 |
| QEG | 2,240.00 |
| PDCC | 1,960.00 |
| HQM | 1,960.00 |
| P&E | 6,160.00 |
| TOTAL | \$16,800.00 |
| REMAINING UNALLOCATED FUNDS TO CCR&R | 870.00 |
| TOTAL UNALLOCATED FUNDS REQUESTED | \$17,670.00 |

The \$3,640.00 portion of the project allocated to Administration is also reflected in a revised budget / narrative.

The remaining \$7,560.00 of expenses for this project will be allocated to departmental budgets, where existing, non-Smart Start funds are currently available to cover these costs.

Thank you for your consideration of this request.

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



Be the Driving Force.



**Partnership for Children of Cumberland County, Inc.
Contingency Reversion Plan
FY 17/18**

| Reversions or Reserved Funds | | | | | | | |
|---------------------------------|--|---|--------------|--|----------|-----------------------------------|--------------|
| Direct Service Provider | Activity | Description/Comments | Amount | Approval or Recommendation | Date | Description/Comments | Amount |
| PFC | | Unallocated Smart Start funds | \$49,750 | Finance Recommended to Exec Cmte acting as Board to be placed on CR Plan | 10/26/17 | Approved by Executive on 10/26/17 | \$49,750 |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | \$49,750 | Total Reverted/Received | | \$ 49,750.00 | |
| Requests for Additional Funding | | | | | | | |
| KH | Kindermusik/Music Therapy | Serve an additional 7 classrooms in Cumberland County Schools, approximately 112 children and 14 teachers will be reached through additional services. Also serve the NC Pre-K Class at Dorothy Spainhour for 10 weeks (18 children, 2 teachers) with Music Therapy. Includes cost of kits for children and teachers. | \$9,694 | Submitted to Exec Cmte acting as Board for approval | 10/26/17 | Approved by Executive on 10/26/17 | \$ 9,694.00 |
| ASCC | Autism Outreach & Resource Services | Requesting additional funding to support child care during Circle of Parent meetings to increase the number of families served and meet COP/PCANC requirements. Additionally, requesting funding to allow staff members to attend the 2018 Autism Society of NC annual conference. | \$1,100 | Submitted to Exec Cmte acting as Board for approval | 10/26/17 | Approved by Executive on 10/26/17 | \$ 1,100.00 |
| ESUCP | Spainhour/Child Play | To serve 5 additional children for 8 months, November through June. | \$15,286 | Submitted to Exec Cmte acting as Board for approval | 10/26/17 | Approved by Executive on 10/26/17 | \$ 15,286.00 |
| PFC | The PFC Resource Center | Repairs and maintenance in Suite 200 lobby | \$6,000 | Submitted to Exec Cmte acting as Board for approval | 10/26/17 | Approved by Executive on 10/26/17 | \$ 6,000.00 |
| PFC | Child Care Resource & Referral (CCR&R) | Allocated portion of network upgrade costs. | \$4,480 | Submitted to Board for approval | 11/30/17 | | \$ 4,480.00 |
| PFC | Quality Enhancement Grant (QEG) | Allocated portion of network upgrade costs. | \$2,240 | Submitted to Board for approval | 11/30/17 | | \$ 2,240.00 |
| PFC | Professional Development Career | Allocated portion of network upgrade costs. | \$1,960 | Submitted to Board for approval | 11/30/17 | | \$ 1,960.00 |
| PFC | High Quality Maintenance (HQM) | Allocated portion of network upgrade costs. | \$1,960 | Submitted to Board for approval | 11/30/17 | | \$ 1,960.00 |
| PFC | Evaluation, Planning & Accountability | Allocated portion of network upgrade costs. | \$6,160 | Submitted to Board for approval | 11/30/17 | | \$ 6,160.00 |
| PFC | Child Care Resource & Referral (CCR&R) | To cover the costs of Smart Start allowable expenditures with a projected need through yearend. | \$870 | Submitted to Board for approval | 11/30/17 | | \$ 870.00 |
| | | | \$ 49,750.00 | Total Allocated | | \$ 49,750.00 | |
| | | | | Balance Left to Allocate | | \$ - | |

**Partnership for Children of Cumberland County, Inc.
In-House Activity Budget Revision/Amendment Request**

| Unit: | | Partnership for Children of Cumberland County, Inc. | | Activity Name: Smart Start Administration | |
|--------|--|---|----------------|---|--|
| | | | | Requested Effective Date: 12/15/2017 | |
| Line # | Description | Budget Effective 07/01/17 | Amount Changed | Budget Effective 12/15/17 | Explanation |
| 11 | Personnel | \$ 239,059.00 | \$ (6,350.00) | \$ 232,709.00 | The decrease to personnel costs is to align expenditures in the line items reflected below. Funds already allocated in the MAC funding stream will be used to cover this decrease since there are lapse salaries and benefits in MAC due to the staff person working part-time for the past five months of this fiscal year. |
| 12 | Contracted Professional Services | \$ 20,000.00 | | \$ 20,000.00 | |
| 14 | Office Supplies & Materials | \$ 6,740.00 | | \$ 6,740.00 | |
| 15 | Service Related Supplies | \$ - | \$ 200.00 | \$ 200.00 | The increase is for the allocated portion of automotive expenses coded under this classification in GL Code 5383. |
| 17 | Travel | \$ 3,800.00 | | \$ 3,800.00 | |
| 18 | Communications & Postage | \$ 9,500.00 | | \$ 9,500.00 | |
| 19 | Utilities | \$ 5,400.00 | | \$ 5,400.00 | |
| 20 | Printing and Binding | \$ 500.00 | \$ 300.00 | \$ 800.00 | The increase is for the printing of purchase orders stock and for the allocated portions of stationary with the new logos once the current inventory is depleted. |
| 21 | Repair and Maintenance | \$ 7,000.00 | | \$ 7,000.00 | |
| 22 | Meeting/Conference Expense | \$ 4,000.00 | | \$ 4,000.00 | |
| 23 | Employee Training (no travel) | \$ 2,100.00 | | \$ 2,100.00 | |
| 24 | Advertising and Outreach | \$ 500.00 | | \$ 500.00 | |
| 25 | Board Member Expense | \$ 2,500.00 | | \$ 2,500.00 | |
| 27 | Office Rent (Land, Buildings, Etc.) | \$ - | | \$ - | |
| 28 | Furniture Rental | \$ - | | \$ - | |
| 29 | Equipment Rental (Phones, Computers, etc.) | \$ 3,200.00 | | \$ 3,200.00 | |
| 30 | Vehicle Rental | \$ - | | \$ - | |
| 31 | Dues, Subscriptions and Fees | \$ 3,000.00 | | \$ 3,000.00 | |
| 32 | Insurance & Bonding | \$ 10,300.00 | | \$ 10,300.00 | |
| 33 | Book/Library Reference Materials | \$ 100.00 | | \$ 100.00 | |
| 34 | Mortgage Interest/Bank Fees | \$ 600.00 | | \$ 600.00 | |
| 35 | Other Expenses | \$ - | | \$ - | |
| 39 | Furniture/Non-Computer Eqpt. \$500+ per item | \$ 500.00 | | \$ 500.00 | |
| 40 | Computer Equipment/Printers, \$500+ per item | \$ 500.00 | \$ 4,860.00 | \$ 5,360.00 | The increase is due to a shortfall of the amount needed for a new computer for an Admin staff that was not previously budgeted [\$1,000]; plus the allocated portion of the \$28,000 network infrastructure project [\$2,860] needed in this line item; plus an additional \$1,000 needed for the replacement of a computer system for the COO due to its critical stage on the life-cycle replacement list provided by our IT Department. |
| 41 | Furniture/Eqpt. under \$500 per item | \$ 500.00 | \$ 990.00 | \$ 1,490.00 | The increase is due to a shortfall currently budgeted for UPS backups for Admin staff and other allocated portions of technology equipment [\$210]; plus the allocated portion of the \$28,000 network infrastructure project needed in this line item [\$780]. |
| 43 | Purchases of Services | \$ - | | \$ - | |
| 45 | Stipends/Scholarships | \$ - | | \$ - | |
| 46 | Cash Grants and Awards | \$ - | | \$ - | |
| 47 | Non-Cash Grants and Awards | \$ - | | \$ - | |
| | | | | | |
| | Total | \$ 319,799.00 | \$ - | \$ 319,799.00 | |

Department Manager Signature _____

Date _____

Fiscal Year 2017/2018

**Partnership for Children of Cumberland County, Inc.
In-House Activity Budget Revision/Amendment Request**

| | | | | | |
|--------|---|----------------------|---------------------------|----------------------|--|
| | Partnership for Children of Cumberland County, Inc. | | | Activity Name: | Evaluation, Planning and Accountability |
| Unit: | | | Requested Effective Date: | | 11/16/2017 |
| | | Budget | Amount | Budget | |
| Line # | Description | Effective | Changed | Effective | Explanation |
| | | | | | |
| 11 | Personnel | \$172,265.00 | | \$ 172,265.00 | |
| 12 | Contracted Professional Services | \$77,526.00 | \$ (2,000.00) | \$ 75,526.00 | |
| | | | | | |
| 14 | Office Supplies & Materials | \$8,651.00 | | \$ 8,651.00 | |
| 15 | Service Related Supplies | \$0.00 | | \$ - | |
| 17 | Travel | \$1,000.00 | | \$ 1,000.00 | |
| 18 | Communications & Postage | \$10,500.00 | | \$ 10,500.00 | |
| 19 | Utilities | \$6,000.00 | | \$ 6,000.00 | |
| 20 | Printing and Binding | \$750.00 | | \$ 750.00 | |
| | | | | | |
| 21 | Repair and Maintenance | \$10,000.00 | | \$ 10,000.00 | |
| 22 | Meeting/Conference Expense | \$0.00 | | \$ - | |
| 23 | Employee Training (no travel) | \$750.00 | | \$ 750.00 | |
| 24 | Advertising and Outreach | \$1,000.00 | | \$ 1,000.00 | |
| 25 | Board Member Expense | \$0.00 | | \$ - | |
| 27 | Office Rent (Land, Buildings, Etc.) | \$0.00 | | \$ - | |
| 28 | Furniture Rental | \$0.00 | | \$ - | |
| 29 | Equipment Rental (Phones, Computers, etc.) | \$8,000.00 | | \$ 8,000.00 | |
| 30 | Vehicle Rental | \$0.00 | | \$ - | |
| 31 | Dues, Subscriptions and Fees | \$33,229.00 | | \$ 33,229.00 | |
| 32 | Insurance & Bonding | \$0.00 | | \$ - | |
| 33 | Book/Library Reference Materials | \$0.00 | | \$ - | |
| 34 | Mortgage Interest/Bank Fees | \$0.00 | | \$ - | |
| 35 | Other Expenses | \$0.00 | | \$ - | |
| 39 | Furniture/Non-Computer Eqpt. \$500+ per item | \$0.00 | | \$ - | |
| 40 | Computer Equipment/Printers, \$500+ per item | \$0.00 | \$ 5,500.00 | \$ 5,500.00 | Replace outdated, inadequate network switches & obsolete network firewall |
| 41 | Furniture/Eqpt. under \$500 per item | \$0.00 | \$ 2,660.00 | \$ 2,660.00 | 2 systems are in the "critical" stage of replacement ; Replace outdated, inadequate network switches & obsolete network firewall |
| 43 | Purchases of Services | \$0.00 | | \$ - | |
| 45 | Stipends/Scholarships | \$0.00 | | \$ - | |
| 46 | Cash Grants and Awards | \$0.00 | | \$ - | |
| 47 | Non-Cash Grants and Awards | \$0.00 | | \$ - | |
| | Total | \$ 329,671.00 | \$ 6,160.00 | \$ 335,831.00 | |

Department Manager Signature

Date

Fiscal Year 2015/2016

| SUMMARY OF CCR&R AMENDMENTS | |
|--|-----------------|
| <i>EFFECTIVE DECEMBER 15, 2017</i> | |
| | |
| BUDGET | AMOUNT |
| Child Care Resource & Referral | \$5,350 |
| Quality Enhancement Grants | \$2,240 |
| Professional Development Career Center | \$1,960 |
| High Quality Maintenance | <u>\$1,960</u> |
| Total Requested: | \$11,510 |

Partnership for Children of Cumberland County, Inc.
In-House Activity
Budget Revision/Amendment Request

| Partnership For Children of Cumberland County, Inc. | | | Activity Name: Child Care Resource & Referral (CCR&R) | | |
|---|--|---------------------------|---|---------------------------|---|
| | | | Requested Effective Date: 12/15/2017 | | |
| Line # | Description | Budget Effective 11/15/17 | Amount Changed | Budget Effective 12/15/17 | Explanation |
| 11 | Personnel | \$ 520,716.00 | \$ - | \$ 520,716.00 | |
| 12 | Contracted Professional Services | \$ 166,553.00 | \$ - | \$ 166,553.00 | |
| 14 | Office Supplies & Materials | \$ 5,403.00 | \$ - | \$ 5,403.00 | |
| 15 | Service Related Supplies | \$ 5,000.00 | \$ (650.00) | \$ 4,350.00 | Decreased to anticipated need thru year-end |
| 17 | Travel | \$ 8,000.00 | \$ - | \$ 8,000.00 | |
| 18 | Communications & Postage | \$ 11,000.00 | \$ - | \$ 11,000.00 | |
| 19 | Utilities | \$ 15,000.00 | \$ (1,400.00) | \$ 13,600.00 | Decreased to anticipated need thru year-end |
| 20 | Printing and Binding | \$ 925.00 | \$ - | \$ 925.00 | |
| 21 | Repair and Maintenance | \$ 23,000.00 | \$ (1,000.00) | \$ 22,000.00 | Decreased to anticipated need thru year-end |
| 22 | Meeting/Conference Expense | \$ 1,000.00 | \$ - | \$ 1,000.00 | |
| 23 | Employee Training (no travel) | \$ 7,000.00 | \$ - | \$ 7,000.00 | |
| 24 | Advertising and Outreach | \$ 2,000.00 | \$ - | \$ 2,000.00 | |
| 25 | Board Member Expense | \$ - | \$ - | \$ - | |
| 27 | Office Rent (Land, Buildings, Etc.) | \$ - | \$ - | \$ - | |
| 28 | Furniture Rental | \$ - | \$ - | \$ - | |
| 29 | Equipment Rental (Phones, Computers, etc.) | \$ 5,000.00 | \$ - | \$ 5,000.00 | |
| 30 | Vehicle Rental | \$ 2,000.00 | \$ - | \$ 2,000.00 | |
| 31 | Dues, Subscriptions and Fees | \$ 1,000.00 | \$ - | \$ 1,000.00 | |
| 32 | Insurance & Bonding | \$ 2,200.00 | | \$ 2,200.00 | |
| 33 | Book/Library Reference Materials | \$ - | \$ - | \$ - | |
| 34 | Mortgage Interest/Bank Fees | \$ - | \$ - | \$ - | |
| 35 | Other Expenses | \$ - | \$ - | \$ - | |
| 39 | Furniture/Non-Computer Eqpt. \$500+ per item | \$ 500.00 | | \$ 500.00 | |
| 40 | Computer Equipment/Printers, \$500+ per item | \$ 1,400.00 | \$ 7,270.00 | \$ 8,670.00 | Increased to reflect projected allocated costs for PFC network firewall replacement (\$1,600) and network switches replacement (\$2,400); 6 additional PCs (\$2,400) identified by the IT dept. in need of replacement. |
| 41 | Furniture/Eqpt. under \$500 per item | \$ 500.00 | \$ 1,130.00 | \$ 1,630.00 | Increased to reflect projected allocated costs (\$480)for PFC additional network switches/connectors for building-wide access; additional (\$650)small equipment/furniture needs through year-end. |
| 43 | Purchases of Services | \$ - | \$ - | \$ - | |
| 45 | Stipends/Scholarships | \$ - | \$ - | \$ - | |
| 46 | Cash Grants and Awards | \$ - | \$ - | \$ - | |
| 47 | Non-Cash Grants and Awards | \$ 15,600.00 | \$ - | \$ 15,600.00 | |
| | Total | \$ 793,797.00 | \$ 5,350.00 | \$ 799,147.00 | |

Partnership for Children of Cumberland County, Inc.
In-House Activity Budget Revision/Amendment Request

| Unit: Partnership for Children of Cumberland County, Inc. | | Activity Name: Quality Enhancement Grant (QEG) | | | |
|--|--|---|--------------------|------------------------------|--|
| | | Requested Effective Date: 12/15/2017 | | | |
| Line # | Description | Budget Effective 07/01/17 | Amount Changed | Budget Effective 12/15/17 | Explanation |
| 11 | Personnel | \$ 146,642.00 | | \$ 146,642.00 | |
| 12 | Contracted Professional Services | \$ 250.00 | | \$ 250.00 | |
| 14 | Office Supplies & Materials | \$ 7,900.00 | \$ 450.00 | \$ 8,350.00 | Increased to reflect allocated software licensure costs - TechSoup & Carbonite (network external data hosting). |
| 15 | Service Related Supplies | \$ 250.00 | | \$ 250.00 | |
| 17 | Travel | \$ 6,000.00 | \$ (2,550.00) | \$ 3,450.00 | Reduced to reflect anticipated need thru year-end. |
| 18 | Communications & Postage | \$ 3,000.00 | | \$ 3,000.00 | |
| 19 | Utilities | \$ - | | \$ - | |
| 20 | Printing and Binding | \$ 100.00 | | \$ 100.00 | |
| 21 | Repair and Maintenance | \$ 125.00 | | \$ 125.00 | |
| 22 | Meeting/Conference Expense | \$ 500.00 | | \$ 500.00 | |
| 23 | Employee Training (no travel) | \$ 3,000.00 | | \$ 3,000.00 | |
| 24 | Advertising and Outreach | \$ 200.00 | | \$ 200.00 | |
| 25 | Board Member Expense | \$ - | | \$ - | |
| 27 | Office Rent (Land, Buildings, Etc.) | \$ - | | \$ - | |
| 28 | Furniture Rental | \$ - | | \$ - | |
| 29 | Equipment Rental (Phones, Computers, etc.) | \$ 1,750.00 | | \$ 1,750.00 | |
| 30 | Vehicle Rental | \$ - | | \$ - | |
| 31 | Dues, Subscriptions and Fees | \$ 925.00 | | \$ 925.00 | |
| 32 | Insurance & Bonding | \$ 575.00 | | \$ 575.00 | |
| 33 | Book/Library Reference Materials | \$ - | | \$ - | |
| 34 | Mortgage Interest/Bank Fees | \$ - | | \$ - | |
| 35 | Other Expenses | \$ - | | \$ - | |
| 39 | Furniture/Non-Computer Eqpt. \$500+ per item | \$ - | | \$ - | |
| 40 | Computer Equipment/Printers, \$500+ per item | \$ 400.00 | \$ 3,450.00 | \$ 3,850.00 | Increased to reflect projected allocated costs for PFC network firewall replacement (\$800), network switches replacement (\$1,200); (2) PCs identified by the IT dept. in need of replacement. |
| 41 | Furniture/Eqpt. under \$500 per item | \$ 200.00 | \$ 890.00 | \$ 1,090.00 | Increased to reflect projected allocated costs (\$240)for PFC additional network switches/connectors for building-wide access; miscellaneous additional (\$650)small equipment/furniture needs through year-end. |
| 43 | Purchases of Services | \$ - | | \$ - | |
| 45 | Stipends/Scholarships | \$ 16,000.00 | | \$ 16,000.00 | |
| 46 | Cash Grants and Awards | \$ - | | \$ - | |
| 47 | Non-Cash Grants and Awards | \$ 500.00 | \$ - | \$ 500.00 | |
| | | | | | |
| | Total | \$ 188,317.00 | \$ 2,240.00 | \$ 190,557.00 | |

**Partnership for Children of Cumberland County, Inc.
In-House Activity Budget Revision/Amendment Request**

| | | | | |
|--------------|--|--|----------------------------------|--|
| | Partnership for Children of Cumberland County, Inc. | | Activity Name: | Professional Development Career Center (PDCC) |
| Unit: | | | Requested Effective Date: | 12/15/2017 |

| Line # | Description | Budget Effective 07/01/17 | Amount Changed | Budget Effective 12/15/17 | Explanation |
|--------|--|------------------------------|--------------------|------------------------------|--|
| 11 | Personnel | \$ 132,613.00 | \$ - | \$ 132,613.00 | |
| 12 | Contracted Professional Services | \$ 33,000.00 | \$ - | \$ 33,000.00 | |
| 14 | Office Supplies & Materials | \$ 1,100.00 | \$ - | \$ 1,100.00 | |
| 15 | Service Related Supplies | \$ 700.00 | \$ - | \$ 700.00 | |
| 17 | Travel | \$ 900.00 | \$ - | \$ 900.00 | |
| 18 | Communications & Postage | \$ 2,000.00 | \$ - | \$ 2,000.00 | |
| 19 | Utilities | \$ - | \$ - | \$ - | |
| 20 | Printing and Binding | \$ 100.00 | \$ - | \$ 100.00 | |
| 21 | Repair and Maintenance | \$ 100.00 | \$ - | \$ 100.00 | |
| 22 | Meeting/Conference Expense | \$ 1,000.00 | \$ - | \$ 1,000.00 | |
| 23 | Employee Training (no travel) | \$ 1,200.00 | \$ - | \$ 1,200.00 | |
| 24 | Advertising and Outreach | \$ 300.00 | \$ - | \$ 300.00 | |
| 25 | Board Member Expense | \$ - | \$ - | \$ - | |
| 27 | Office Rent (Land, Buildings, Etc.) | \$ - | \$ - | \$ - | |
| 28 | Furniture Rental | \$ - | \$ - | \$ - | |
| 29 | Equipment Rental (Phones, Computers, etc.) | \$ 3,530.00 | \$ - | \$ 3,530.00 | |
| 30 | Vehicle Rental | \$ 1,500.00 | \$ - | \$ 1,500.00 | |
| 31 | Dues, Subscriptions and Fees | \$ 1,360.00 | \$ - | \$ 1,360.00 | |
| 32 | Insurance & Bonding | \$ 550.00 | \$ - | \$ 550.00 | |
| 33 | Book/Library Reference Materials | \$ - | \$ - | \$ - | |
| 34 | Mortgage Interest/Bank Fees | \$ - | \$ - | \$ - | |
| 35 | Other Expenses | \$ - | \$ - | \$ - | |
| 39 | Furniture/Non-Computer Eqpt. \$500+ per item | \$ - | \$ - | \$ - | |
| 40 | Computer Equipment/Printers, \$500+ per item | \$ - | \$ 1,750.00 | \$ 1,750.00 | Increased to reflect projected allocated costs for PFC network firewall replacement (\$700) and network switches replacement |
| 41 | Furniture/Eqpt. under \$500 per item | \$ 500.00 | \$ 210.00 | \$ 710.00 | Increased to reflect projected allocated costs for PFC additional network switches/connectors for building-wide access. |
| 43 | Purchases of Services | \$ - | \$ - | \$ - | |
| 45 | Stipends/Scholarships | \$ - | \$ - | \$ - | |
| 46 | Cash Grants and Awards | \$ - | \$ - | \$ - | |
| 47 | Non-Cash Grants and Awards | \$ 88,000.00 | \$ - | \$ 88,000.00 | |
| | Total | \$ 268,453.00 | \$ 1,960.00 | \$ 270,413.00 | |

**Partnership for Children of Cumberland County, Inc.
In-House Activity Budget Revision/Amendment Request**

| | | | | | |
|---|--|------------------------------|----------------|--------------------------------|--|
| Unit: Partnership for Children of Cumberland County, Inc. | | Activity Name: | | High Quality Maintenance (HQM) | |
| | | Requested Effective Date: | | 12/15/2017 | |
| Line # | Description | Budget Effective 07/01/17 | Amount Changed | Budget Effective 12/15/17 | Explanation |
| 11 | Personnel | \$ 216,405.00 | \$ - | \$ 216,405.00 | |
| 12 | Contracted Professional Services | \$ 250.00 | \$ - | \$ 250.00 | |
| 14 | Office Supplies & Materials | \$ 15,220.00 | \$ - | \$ 15,220.00 | |
| 15 | Service Related Supplies | \$ 1,000.00 | \$ - | \$ 1,000.00 | |
| 17 | Travel | \$ 5,000.00 | \$ - | \$ 5,000.00 | |
| 18 | Communications & Postage | \$ 750.00 | \$ - | \$ 750.00 | |
| 19 | Utilities | \$ - | \$ - | \$ - | |
| 20 | Printing and Binding | \$ 125.00 | \$ - | \$ 125.00 | |
| 21 | Repair and Maintenance | \$ 125.00 | \$ - | \$ 125.00 | |
| 22 | Meeting/Conference Expense | \$ - | \$ - | \$ - | |
| 23 | Employee Training (no travel) | \$ 4,500.00 | \$ - | \$ 4,500.00 | |
| 24 | Advertising and Outreach | \$ 100.00 | \$ - | \$ 100.00 | |
| 25 | Board Member Expense | \$ - | \$ - | \$ - | |
| 27 | Office Rent (Land, Buildings, Etc.) | \$ - | \$ - | \$ - | |
| 28 | Furniture Rental | \$ - | \$ - | \$ - | |
| 29 | Equipment Rental (Phones, Computers, etc.) | \$ 300.00 | \$ - | \$ 300.00 | |
| 30 | Vehicle Rental | \$ 1,500.00 | \$ - | \$ 1,500.00 | |
| 31 | Dues, Subscriptions and Fees | \$ 200.00 | \$ - | \$ 200.00 | |
| 32 | Insurance & Bonding | \$ 200.00 | \$ - | \$ 200.00 | |
| 33 | Book/Library Reference Materials | \$ - | \$ - | \$ - | |
| 34 | Mortgage Interest/Bank Fees | \$ - | \$ - | \$ - | |
| 35 | Other Expenses | \$ - | \$ - | \$ - | |
| 39 | Furniture/Non-Computer Eqpt. \$500+ per item | \$ - | \$ - | \$ - | |
| 40 | Computer Equipment/Printers, \$500+ per item | \$ 100.00 | \$ 1,750.00 | \$ 1,850.00 | Increased to reflect projected allocated costs for PFC network firewall replacement (\$700) and network switches replacement (\$1,050); (6)additional PCs identified by the IT dept. in need of replacement. |
| 41 | Furniture/Eqpt. under \$500 per item | \$ - | \$ 210.00 | \$ 210.00 | Increased to reflect projected allocated costs for additional network switches/connectors for building-wide access |
| 43 | Purchases of Services | \$ - | \$ - | \$ - | |
| 45 | Stipends/Scholarships | \$ 4,000.00 | \$ - | \$ 4,000.00 | |
| 46 | Cash Grants and Awards | \$ - | \$ - | \$ - | |
| 47 | Non-Cash Grants and Awards | \$ 1,500.00 | \$ - | \$ 1,500.00 | |
| | | | | | |
| | Total | \$ 251,275.00 | \$ 1,960.00 | \$ 253,235.00 | |

Board of Directors Meeting – President’s Report

Thursday, November 30, 2017

A. North Carolina Partnership for Children (NCPC) Update / Legislative Update

1. CHIP and MIECHV funding still in limbo. Secretary Cohen reports that NC fine at this point, but will have to revisit status if Congress does not act in December.
2. Congressional Tax Reform Bills – NC Center for Nonprofits has done a comparison of the provisions affecting nonprofit organizations (https://www.ncnonprofits.org/sites/default/files/public_resources/Tax%20reform%20comparison.pdf). Some issues include:
 - a. Changes in tax rates
 - b. Child Tax Credit expansion with some restructuring
 - c. Incentives for charitable giving could be significantly impacted
 - d. Status of nonpartisanship of nonprofits
 - e. Unrelated business income tax
 - f. Private foundation excise tax, potential of taxing nonprofit endowments
 - g. Repeal of the individual mandate under the Affordable Care Act
3. B-3 Council members appointed: Sen. Chad Barefoot, Sen. Michael Lee, Rep. Craig Horn, Rep. Josh Dobson, Kevin Campbell (President, Smart Kids Child Development Center), Susan Gates (Special Advisor on Education, SAS Institute), Dr. Linda White (Director of Elementary Education and Title I, Edenton-Chowan Schools), Dr. Sharon Ritchie (Senior Research Scientist, FPG, Director of First School Project), Dr. Nancy Brown (Early Childhood Expert, Board Member, NCPC), Elisha Freeman (Executive Director, Children & Family Resource Center), Cindy Watkins (President, NCPC) and Tracy Zimmerman, Executive Director, NC Early Childhood Foundation). Susan Perry-Manning, Deputy Secretary for DHHS and a new Associate Superintendent for Early Childhood Education at DPI will co-chair the Council.
4. Plans underway for the 25th anniversary of Smart Start in 2018

B. Community Child Abuse Prevention Plan – Collaborative project with 25+ agencies, public and private partnerships. First community wide plan in the state.

- a. Presented at County Commissioners Meeting 11/20/2017. Resolution of support for plan unanimously given.
- b. Plans to present to School Board as well as other local government entities.

C. NC Diaper Bank – Mobile Unit for Cumberland County Update

- a. Next event December 2, 9:30 – 11:30 am
- b. Recruiting volunteers to assist with monthly distributions
- c. Working with local businesses to set up “hot spot” locations for diaper drop offs

- D. **Network for Southern Economic Mobility** –The first meeting was November 1-3 in Durham. The core team met on November 20 to debrief and move forward plans for the next two years. A coach is been assigned to the team to set goals and expand community input of supporting youth in Cumberland County in the career pipeline. There will be some overlap of work with the Pathways to Prosperity initiative.
- E. **NC Justice Center, Pathways to Prosperity** Forum, November 18. Over 220 community members attended. Information from the forum is on the Pathways to Prosperity website (www.pathwaysforprosperity.org).
 - a. The top five areas of focus were determined:
 - i. Workforce/Industry Alignment
 - ii. Parent Mentoring/Education
 - iii. Education K-12
 - iv. Early Childhood Education
 - v. Affordable Housing
 - b. Next Steps – Community Meetings will be set up for each area of focus in the next 30 days
- F. **Opportunities for Corporate Grants**
 - a. Staples 2 Million and Change Grant (inquiry stage – will be after first of year when next opportunity may be available)
 - b. CarMax Regional Grant from the CarMax Foundation (\$10,000, potentially up to 3 years; grant focus to augment planned Kindergarten transition work) – grant submitted. Should hear in December.
- G. **Annual Celebration Update** – Guest speaker Susan Perry-Manning, Deputy Secretary DHHS.
 - a. Attendance - 109
 - b. Driving Force Awards – Kevin Brooks (Gotcha' Back School Kickoff), Individual; PNC Bank, Corporate
 - c. Corporate Volunteer Awards – CarMax, Cintas, Kohl's of Fayetteville, Walmart Distribution Center
 - d. Special Driving Force Award for helping improve literacy in our community – Barnes & Noble
- H. **Forward March Conference**, October 24-25, 2017, Iron Mike Conference Center on Fort Bragg
 - a. Good attendance. Focus on behavioral health services; session on integrated medicine and best practices for integrated behavioral health and application in our community.
 - b. VIP dinner hosted here at PFC.
 - c. Requests for Family Focus Guides and listings of behavioral and medical providers.
 - d. Tentative dates for next year: November 1-2, 2018

351 Wagoner Drive, Suite 200
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ccpfc.org

- I. **PFC United Way Campaign** – Our campaign ended November 20th
 - a. Surpassed Campaign Goal of \$8,000. Raised a total of \$10,205.71
 - b. Penny Wars raised a total of \$955.35 towards this goal
 - c. Collected 4,267 canned goods/food that was contributed to Fayetteville Urban Ministry
 - d. Lively Amazing Race competition to build comradery and momentum for campaign
- J. **ESSA (Every Student Succeeds Act) Regional Meetings**
 - a. The Department of Public Instruction is partnering with the NC Early Childhood Foundation to support LEAs and early childhood community leaders to develop the early learning components of their plans.
 - b. Fayetteville meeting – January 23, 2018
 - c. District Teams – must include Head Start Director, Title 1 Director or representative, Smart Start Local Partnership representative, Superintendent or representative from Superintendent's office. May include two additional members (i.e. principal, Child Care Administrator or teacher, NC Pre-K Committee, family member, higher education, etc.)



Partnership for Children of Cumberland County, Inc.
Board of Directors Meeting Minutes
July 27, 2017 (12:19 pm to 1:46 pm)
Charles Morris Conference Room



MEMBERS PRESENT: Dr. Tamara Brothers, Amy Cannon, Lisa Childers, Angela Crosby, Patricia Crouch (D), Robin Deaver, Jim Grafstrom, Sandee Gronowski, Van Gunter, Michael Hardin, Marcus Hedgepeth, Alana Hix (D), Karen McDonald, Sarah Pitts, Tawnya Rayman, Chris Rey, Chas Sampson, Deborah Sledge, Betty Jo Smith and Wanda Wesley
MEMBERS ABSENT: Christiana Adeyemi, Julie Aul, Hank Debnam, Robert Hines, Brenda Reid Jackson, Tim Kinlaw, Angie Malave and Perry Melton
NON-VOTING ATTENDEES: Rebecca Beck, Linda Blanton, Marie Clark, Belinda Gainey, Anna Hall, Anthony Howell, Marie Lilly, Carole Mangum, Candy Scott, Mary Sonnenberg and Mike Yeager

| TOPIC | DISCUSSION, CONCLUSION, RECOMMENDATION, EVALUATION | ACTION | FOLLOW-UP PERSON |
|--|--|--------|------------------|
| I. Networking and Lunch | | None | None |
| II. Introductions | <i>Introductions took place after the Board Meeting started.</i> | | |
| A. Fiscal Year (FY) 2017/2018 Board Officers | | | |
| 1. Chris Rey – Chair | A. All Partnership for Children (PFC) Board Officers introduced themselves to the board. | None | None |
| 2. Jim Grafstrom – Vice-Chair | <i>Van Gunter arrived at 12:32pm. Van did not attend the NC Pre-K Committee meeting.</i> | | |
| 3. Van Gunter – Secretary | B. Mary Sonnenberg introduced herself to the new board members. | None | None |
| 4. Marcus Hedgepeth – Treasurer | C. Chris Rey asked all new board members to introduce themselves to the board. | None | None |
| B. PFC President – Mary Sonnenberg | | | |
| C. New Board Members | | | |
| 1. Dr. Tamara Brothers | | | |
| 2. Robin Deaver | | | |
| 3. Sandee Gronowski | | | |
| 4. Michael Hardin | | | |
| 5. Tim Kinlaw | | | |
| 6. Karen McDonald | | | |
| 7. Tawnya Rayman | | | |
| 8. Chas Sampson | | | |
| 9. Betty Jo Smith | | | |
| 10. Wanda Wesley | | | |
| III. Determination of NC Pre-K Quorum & Call to Order | <i>The NC Pre-K Committee met before the prior introductions.</i> | None | None |
| IV. Adjourn NC Pre-K | | None | None |
| V. Determination of Quorum & Call to Order – Chris Rey, Chair | The meeting of the Board of Directors was held at the Partnership for Children Resource Center, 351 Wagoner Drive, Fayetteville, NC, on July 27, 2017 beginning at 12:19 pm pursuant to prior written notice to each Board member. Chris Rey, Chair, determined that a quorum was present and called the meeting to order. Belinda Gainey, Executive Specialist, was Secretary for the meeting and recorded the minutes. | None | None |
| A. Volunteer Forms | A. Chris Rey asked each board member to complete the volunteer form located with their packet if they reviewed the packet prior to the meeting. Belinda Gainey stated that the time for attending the meeting is to be placed on the sign-in sheet located on the table outside the door. | | |
| B. FY 2017/2018 Required Documents | B. Belinda Gainey asked all board members to complete the FY 2017/2018 required documents that were emailed previously for their completion. These documents are required to be completed annually. | | |
| C. Board Donations | C. Chris stated that all board members are to provide a donation to the partnership. Most grants applied for by PFC requires all board members provide a donation before they can be awarded. | | |
| VI. Approval of Minutes* | A. The minutes of the June 29, 2017 Board of Directors meeting were previously distributed and reviewed by the board members. | | |



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| TOPIC | DISCUSSION, CONCLUSION, RECOMMENDATION, EVALUATION | ACTION | FOLLOW-UP PERSON |
|---|---|---|-------------------------|
| <ul style="list-style-type: none"> A. June 29, 2017 – Open Session B. June 29, 2017 – Closed Session | <p>Betty Jo Smith moved to accept the June 29, 2017 Board Meeting minutes, as presented. Van Gunter seconded the motion. Hearing no further discussion, the Chair put the motion to a vote. All votes were unanimous. There were no abstentions. The motion carried.</p> <p>B. The minutes of the June 29, 2017 Closed Session of the Board meeting were distributed at the meeting by Marie Clark and reviewed by the board members. Van Gunter moved to accept the June 29, 2017 Closed Session Board Meeting as presented. Wanda Wesley seconded the motion. Hearing no further discussion, the Chair put the motion to a vote. All votes were unanimous. There were no abstentions. The motion carried.</p> | <p>Motion Carried</p> <p>Motion Carried</p> | <p>None</p> <p>None</p> |
| <p>VII. Establishing a Strategic Direction for the Future</p> <ul style="list-style-type: none"> A. Board Development <ul style="list-style-type: none"> 1. New Board Orientation ^Δ – August 18, 2017 B. Infographics ^Δ | <p>A.1. Jim Grafstrom stated that the New Board Orientation will take place at PFC on August 18, 2017 from 8:30 am – 11:00 am in the Charles Morris Conference Room. All board members are invited to attend.</p> <p>B. Linda Blanton provided an overview of the infographics that were previously distributed. One of the infographics contained information collected from the 2016/2017 Family Needs Assessment. The other contains information related to the services of PFC, including the PFC vision and mission. This provides preliminary data from 2016/2017. PFC is currently touching 47 out of 100 counties in NC.</p> | <p>None</p> <p>None</p> | <p>None</p> <p>None</p> |
| <p>VIII. Ensuring Adequate Resources & Engagement</p> <ul style="list-style-type: none"> A. Financial Reports: June 2017^Δ <ul style="list-style-type: none"> 1. Smart Start 2. NC Pre-Kindergarten 3. DCDEE – Region 5 4. All Funding Sources 5. Unrestricted State Revenues 6. Cash and In-Kind Report B. Human Resource Policy Section 420b – Educational Assistance - Funder Requirements* C. North Carolina Partnership for Children (NCPC) Monitoring Update^Δ D. Lease Application* <ul style="list-style-type: none"> 1. Immersion for Spanish Language Acquisition (HUGS Program) E. Soirée, March 10, 2018^Δ | <p>A.1.-A.5. Marie Lilly provided an overview of the June 2017 financial reports.</p> <p>A.6. Anna Hall provided an overview of the Cash and In-Kind Report and explained what is reported to the new board members and what can be used to assist with meeting the match. Mary Sonnenberg stated that the penalty for not meeting the Smart Start match last fiscal year was that partnerships could not apply for any grants provided by Smart Start and the partnerships could not apply for any excess money (such as for subsidy); this year the penalty for partnerships is that they will be eligible for grants but not for any additional funding.</p> <p>B. Marie Clark provided an overview of the Human Resource Policy Section 420B – Educational Assistance – Funder Requirements. Due to the new requirements from NCPC, Smart Start funded Technical Assistance Practitioners must hold a BA degree in early care and education or a related field beginning July 1, 2017 and must have an Early Education Certification of 11 or higher on the Early Care and Education (ECE) Scale or School Age (SA) Scale. As a result of this, the policy was developed. This will allow PFC to pay for classes when the requirements come from the funder. As of now, this would apply to four current staff. The maximum amount to spend is \$6,000.</p> | <p>None</p> <p>None</p> | <p>None</p> <p>None</p> |



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|--|--|---|---|
| | <p>Karen McDonald moved to accept Human Resource Policy Section 420B – Educational Assistance - Funder Requirements as presented. Alana Hix seconded the motion. Hearing no further discussion, the Chair put the motion to a vote. The motion carried.</p> <p>Recusals: Dr. Tamara Brothers, Robin Deaver and Betty Jo Smith</p> <p>C. Marie Clark provided the NCPC Monitoring update to the board. An issue reported was that during the fiscal year ended June 30, 2016, the Partnership used Smart Start funds totaling \$3,600 to pay a contractor who provided school-aged trainings to child care providers, which is outside the scope of Smart Start legislation. PFC reclassified the prior year's expenditure of \$3,600 to a source of funds other than Smart Start and reverted the funds to NCPC. There was also an issue with a conflict of interest at board meetings and this was placed in the management letter. In March, the professional development career center received funding to cover the costs of teachers furthering their education. Wendy Lowery voted on the distribution of these funds, but since she worked at UNCP it was thought to be a conflict.</p> <p>D. Mike Yeager reported that Immersion for Spanish Language Acquisition (HUGS Program) is seeking tenancy at the resource center. This company targets children 1-4 years of age. As of now, there will be one employee in the office. A background check has been completed. They are asking to lease a 124 square foot office which would generate approximately \$2,050 in annual income beginning in August 2017.</p> <p>Chas Sampson moved to accept Immersion for Spanish Language Acquisition (HUGS) Program as a tenant as presented. Van Gunter seconded the motion. Hearing no further discussion, the Chair put the motion to a vote. All votes were unanimous. The motion carried.</p> <p>E. Mary Sonnenberg reported that the Soiree date is March 10, 2018. The theme is The Soiree Studio 25 (with a Disco twist!). This will relate to the 25th anniversary of Smart Start in 2018. The event is being held at the Crown Arena. The Soiree logo was presented to the board.</p> <p>All board members were asked to contribute two bottles of wine for the "Wine Pull", one bottle of white wine and one bottle of red wine. The Soiree committee hopes to collect all the wine by October 25, 2107.</p> <p>Patricia Crouch is leading the décor team and asked for volunteers.</p> | <p>Motion Carried</p> <p>None</p> <p>Motion Carried</p> <p>None</p> | <p>None</p> <p>None</p> <p>None</p> <p>None</p> |
| IX. PRESIDENT'S REPORT A. NCPC Update / Legislative Update B. NCPC Monitoring C. NC Diaper Bank – Mobile Unit for Cumberland County Update | <p>Mary Sonnenberg gave the President's Report;</p> <p>A. North Carolina Partnership for Children (NCPC) Update / Legislative Update/Contract updates</p> <ol style="list-style-type: none"> Legislature out of session. Special session in August. State Plan Draft for Every Student Succeeds Act (ESSA) is under review. The | <p>None</p> | <p>None</p> |



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| D. PFC Annual Celebration, October 5, 2017, Snyder Memorial Baptist Church E. Driving Force Awards F. Allocation G. NC Justice Center; Community Revitalization Project – Public Forum November 18, 2017 H. Greater Fayetteville United – Social Capital Survey; Community Forum September 19, 2017 I. NCSU Institute for Emerging Issues Kidonomics; Cradle to Career Workshops – Summer sessions TBD | <p>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.</p> <p>3. Our NCPC contract has been executed.</p> <p>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)</p> <p>B. NCPC Monitoring – Visit completed. Final report and close-out session conducted this morning, 7/27/2017.</p> <p>1. Management letter citing Conflict of Interest</p> <p>2. Reversion of \$3,600 for FY 15/17 for BSAC (school age child care training).</p> <p>C. NC Diaper Bank – Truckload of Hope Mobile Diaper Bank Unit; monthly distributions in Cumberland County; hosted at PFC</p> <p>1. Registration link is on the PFC website. Registration opens each month on the 15th.</p> <p>2. Targeting military families</p> <p>3. Press coverage – Huffington Post filmed at the July 8 event</p> <p>4. Next event – August 5</p> <p>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.</p> <p>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.</p> <p>D. PFC Annual Celebration, October 5, 2017, Snyder Memorial Church</p> <p>E. Driving Force Awards – Individual and Agency/Organization nominations for FY 16/17.</p> <p>1. Posted on website. Extending nominations to August 30, 2017.</p> <p>2. Will be available through a Survey Monkey survey linked from Facebook page and website.</p> <p>3. To be awarded at Annual Celebration.</p> <p>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</p> | | |



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|--|---|--------|------------------|
| | <p>Smart Start funding begins in the fall.</p> <ol style="list-style-type: none"> We will need volunteers to be on allocation committees. 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. <p>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.</p> <p>H. Greater Fayetteville United – Community Social Capital Survey. Community Forum September 19, 2017 (evening).</p> <p>I. NCSU Institute for Emerging Issues Kidonomics: Cradle to Career Workshops – Summer sessions TBD. Focusing on the economic importance of strong birth-eight programing to communities. Working to coordinate hosting one of these sessions in Cumberland County.</p> <p>J. Soiree – The theme for the upcoming Soiree is The Soiree Studio 25 (with a Disco twist!). This is a take on our 25th anniversary in 2018. Save the date: March 10, 2018 5:30-10:00 pm at the Crown Arena.</p> <ol style="list-style-type: none"> Don't forget to contribute one bottle of white wine and one bottle of red wine for the "Wine Pull". More to come with requests for Dessert Dash items, auction items and ticket sales. <p><i>Not on agenda:</i> Mary started that the reason why PFC and the board are here is to make sure the children have a good start. Meeting the 19% cash and in-kind match helps PFC to reach more children.</p> | | |
| X. Adjournment – Chris Rey, Chair | As there was no further business, the meeting was adjourned at 1:46 pm. | | |

Submittal: The minutes of the above stated meeting are submitted for approval. _____
Secretary of Meeting Date

Approval: Based on Committee consensus, the minutes of the above stated meeting are hereby approved as presented and/or corrected. _____
Committee Chair Date

Human Resource Committee Meeting of November 8, 2017

RECOMMENDATIONS

- A. The Human Resource Committee recommends accepting the following job description as presented.
 - 1. Accounting Specialist CCR&R (Revised)
 - a. The job description was revised to better reflect the current duties and responsibilities of this position. This position was re-graded by Mike Womble; it was determined there was no change on salary grade (Effective December 1, 2017).
- B. The Human Resource Committee recommends accepting the following Human Resource policy as presented.
 - 1. HR Policy 4405 – Sick Leave (Revised)
 - a. The policy was revised to allow new employees, within their 90-day introductory period, to use accrued sick leave (Effective November 1, 2017).

Public Engagement & Development Committee Information

Meeting of November ,

Recommendations

A. Strategic Focus

a. Engagement

Continue attending regularly held cross-organizational meetings

- **Connect with others at the meetings**
- **Follow-up with those connections after the meeting**
- **Look for additional meetings to attend and network**
- **Present at these meetings**

b. Marketing

- **Provide PFC brochures**
- **Family Focus Guides**
- **Flyers and event cards**
- **Offer Board members PFC shirts to wear (logo polo style shirts) for brand recognition purposes**
- **Continue to collect stories of how PFC has affected people in the community.**
- **Social Media Campaign to gather additional stories. Create a form of no more than 3-4 questions to obtain needed information to tell the story.**