

Public Engagement & Development (PED) Committee

Thursday, March 4, 2021 ▪ 9:00 – 11:00 a.m. ▪ Virtual Meeting Via Zoom

The PED Committee leads the Board's participation in public education and fund development. The PED Committee develops policies, plans, procedures, and schedules for Board involvement in public education and fund development. It helps educate Board directors about the importance of early childhood development (Corporation's program plans) and the resources needed to realize those plans. It can familiarize Board directors with fundraising skills and techniques for comfort in raising money. The PED Committee is the Board's central source of information about early childhood climate in general and about the status of the Corporation's fund development in particular. The PED Committee shall recommend guidelines for Board director contributions. It also plays a strong role in identifying, cultivating, and approaching major donors.

- 1. Determination of Quorum & Call to Order* 9:00 am – 9:10 am**
 - a. Welcome/Chair Comments
 - b. Update on staffing
- 2. Review and Approval of Minutes* 9:10 am – 9:20 am**
 - a. Jan. 7, 2021
- 3. President's Report^Δ 9:20 am – 9:35 am**
- 4. Community Engagement Team Updates^Δ 9:35 am – 10:00 am**
 - a. Community Engagement and Development Smart Start Funded Activity Quarterly Reporting (through Dec. 31, 2020)
 - b. Current Projects
 - c. Upcoming Projects
 - d. Family Connects Program
- 5. Grant Report^Δ 10:15 am – 10:30 am**
- 6. Other business 10:30 am – 11:00 am**
- 7. Adjournment***

FY 20/21 Meeting dates: Thursday, May 6, 2021.

All meetings are from 9:00 am – 11:00 am.

* Needs Action ^Δ Information Only / Possible Conflict of Interest (Recusals)



**Partnership for Children of Cumberland County, Inc.
Public Engagement and Development Committee
January 7, 2021**

MEMBERS PRESENT: Brian Jones (Chair), Robin Deaver, Meredith Gronski, Erica Little, Ayesha Neal, Cotina Jones			
MEMBERS ABSENT: Kenneth Lawhead, Chas Sampson, Jami McLaughlin, Sarah Subsara			
NON-VOTING ATTENDEES: Mary Sonnenberg (President), Sharon Moyer, Daniele Malvesti, Christina Miles, Elizabeth Simpler, Pamela Federline			
AGENDA ITEM	DISCUSSION & RECOMMENDATION	ACTION	FOLLOW-UP
I. Call to Order	<p>The scheduled meeting of the PED committee was held via Zoom, on January 7, 2021, beginning 9:04 am pursuant to prior written notice to each Committee member. Brian Jones, Chair of PED, determined that quorum was present and called the meeting to order. Sharon Moyer served as Secretary and recorded the minutes.</p> <p>Brian welcomed the committee members by wishing all a happy new year and welcoming new Community Engagement staff member, Christina Miles who was hired to fill the vacancy of the position, Visual Communications Designer.</p>	Called to Order	None
II. Approval of Meeting Minutes	The minutes of the October 1, 2020 PED committee meeting were distributed and reviewed by the committee members. Ayesha Neal motioned to approve the minutes, Erica Little seconded. The motion passed unanimously.	Minutes Approved	None
III. Community Engagement Update	<p>Community Engagement and Development Smart Start Funded Activity Quarterly Reporting (through Sept. 30, 2020)</p> <p>Sharon Moyer reminded the committee that this is our Smart Start Funded activity and the funded name is Community Engagement and Development (CED) and our department name is Community Engagement for clarification. The CAD (Community Activity Description) was shared via zoom along with what we are measured against as it relates to the activity description. CE Staff member, Daniele Malvesti shared with the committee:</p> <p>Targets (provided in the committee packet with data):</p>	None	None



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	<ul style="list-style-type: none"> • 4.1_# of community outreach events, activities, fairs, and celebrations coordinated, attended or participated (TRGT1913) • 4.1_# of Organizations Represented in SOAR Collaborative (TRGT1275), • 4.1_SBO Systems Building:_# of EC Profile Indicators Working to Improve Through Collective Efforts (FS20-DPIL & FS30-SOAR) (TRGT1793) • 4.1_SBO Systems Building:_# of Meetings Lead by Other Organizations where Local Partnership Raised Issues About One or More EC Profile Indicators (TRGT1792) • 4.1_SBO Systems Building:_# of Meetings the Local Partnership Convened with Outside Organizations to Address One or More of the EC Profile Indicators (TRGT1791) • 4.2_# of Projects for Service Providers (Internal and External) (TRGT1785) • 4.3_# of Community Presentations or Briefings to Community Partners, Civic Clubs, and/or Organizations Given or Facilitated (TRGT452) • 4.3_# of New Subscribers to Newsletter (TRGT1790) • 4.3_# of Newsletters Produced (TRGT1789) • 4.3_# of Users to the ccpfc.org Page (TRGT1795) • 4.3_Total Number of Volunteers (TRGT1694) • 4.3_Total Number of Volunteers Hours (TRGT1691) • 4.3_Total Value of Volunteers (TRGT1692) <p>Discussion regarding the impact of COVID19 on reaching target goals and movement and strategy towards reaching targets was shared with the committee. CE is tracking along with achieving our target goals even in the face of the impacts of COVID19.</p> <p>Social Media Engagement (audience reach): Christina Miles provided an overview of our impact and engagement through social media strategies to include: Social Media (Facebook) from 12/8/2020 – 1/4/2021:</p> <ol style="list-style-type: none"> 1. Likes: Up 72% 2. Followers: Up 72% 3. Post Reach: Up 25% 		
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**Partnership for Children of Cumberland County, Inc.
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	<ol style="list-style-type: none"> 4. Post Engagement: Up 42% 5. Video viewing: Down 24% 6. Page Preview: N/A This data was not available 7. Time majority of fans online: 3pm-6pm but it has been pretty consistent over the course of the day, beginning at 5am with a sharp decline at 10pm. 8. Fans online: Any day of the week 5100+ of our fans are online. The highest days are Thursday and Sunday. 9. Page Ranking: Among the pages we compare ourselves to, we are still ranked #1, and that is even above NCPC's page 10. Report on the staff Smart Start and plans to move forward with board and staff "why PFC" posts. <p>Content Club: Daniele Malvesti discussed the impact of COVID on guest authors and shared the interim strategies of sharing existing pieces on our blog that are pertinent to our audience.</p> <p>Volunteer Engagement: Daniele Malvesti discussed this area is one of the hardest hits due to the pandemic as up until this point we have not been able to offer our volunteers our typical opportunities. Prior to the shutdown we have always had a solid group of core volunteers. However, we will slowly have opportunities for the community to begin engaging through volunteerism. We will take safety precautions with temperature checks, health screenings, masks, washing hands, distancing, and keeping groups that come together in the same areas to lessen contact with others. Upcoming opportunities are the Diaper Drive-Thru and NC Pre-K Application Days, and inventory of book donations. Important to note that even though we have not had opportunities to provide up to this point, the community is still reaching out and asking to volunteer and filling out volunteer interest forms. **This stresses the importance of documenting of your time as a committee member for in-kind purposes.</p> <p>Donations/Books: Daniele Malvesti discussed Barnes and Noble Book Drive and Second n Charles, along with the private citizens who donated over 60 boxes of books towards our literacy efforts. These books will be placed in the hands of children in the community, providers in their child care centers, and partner with law enforcement where patrol can assist in reaching</p>		
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**Partnership for Children of Cumberland County, Inc.
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	<p>children. Important to note that many private citizens and the military have stepped up and taken it upon themselves to collect books and diapers on our behalf.</p> <p>Circle of Friends: Sharon Moyer provided an update on our Circle of Friends: Corporate and Community Giving Campaign to the committee. The hope is for this campaign to be an annual one. We raised \$27,170 in our inaugural effort. There was also an uptick in first time donors as well as those donating in honor or in memory of someone.</p> <p>Support for Services: Sharon shared one of our biggest projects is the new online portal for NC Pre-k for the community to use to apply online and for staff to be able to track the application through the process. This will be a heavy lift in terms of web integration. More information will be forthcoming.</p> <p>Additionally, the Family Resource Center will join Community Engagement and merge into one department. Mary Sonnenberg elaborated that the evolution of the FRC is really community engagement and systems building. We have the concept of the resource center, tenants who are like minded mission focused. This merger will strengthen our resource center concept.</p> <p>Current Projects: Sharon Moyer</p> <ol style="list-style-type: none"> a. Google Grant Strategic Planner and Plan for Sustainability consultants are contracted from February 1st through June 30th with a renewal of 12 months based on availability of funds and performance. b. Family Connects: PDG Grant which we are working on and will be discussed further by Mary in her President's report. <p>Upcoming Projects: Family Connects Program: Liz Simpler discussed the current status of the Family Connects program. We have had two alignment meetings. We are gathering our letters of support. If any committee members know of anyone who would be a good fit, please pass contact information</p>		
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**Partnership for Children of Cumberland County, Inc.
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January 7, 2021**

	on to us or if a good fit for us to provide more information about the program we can do a zoom presentation to any group or organization as well.		
IV. President's Comments	Mary Sonnenberg, President of the Partnership, provided her President's Report, which was disseminated as part of the PED meeting packet. Pamela Federline addressed the Family Needs Assessment challenges: Need 380-400 to show we captured the population. Targeting new TANF applicants when they apply at DSS. Additionally, doing something similar at the Health Department to capture a large amount of the population.	None	None
V. Waiting Room Materials and Family Focus Guide*	In our last meeting we discussed having a policy regarding requests from for-profit entities, like child support attorneys, to put materials in our lobby and/or be listed in the Family Focus Guide. Staff is seeking guidance on the criteria for these requests. A discussion ensued about guidelines around materials and entries into the Family Focus guide. In prior meeting committee came up with the following: To ensure we are meeting the needs of families in our community and connecting families to resources, we recommend to only accept entries into our Family Focus Guide and materials in our lobby display that meet the following criteria: a. Educationally relevant for families b. Are not political c. Have family-friendly images and language d. Culturally relevant and culturally sensitive e. Are a family-friendly resource Two additional requests from leadership team to include: Service providers and educationally relevant material No religious materials A motion was made by Robin Deaver and seconded by Ayesha Neal. Motion passed.	Motion Approved	None

Executive Committee (Acting on Behalf of Board)
(Virtual Meeting)

Thursday, February 25, 2021

President's Report

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

1. **NCPC** – Network meetings with executive directors have shifted to once weekly with topical agendas.
 - **State Expansion of Child Care Health Consultants – contracts will run through NCPC.**
Contracts are now in process. The Health Department has posted the positions.
2. **DCDEE** – Continue to monitor updated guidance for child care programs and NC PreK operation.
 - Approximately 95% of centers and 93% of Family Child Care Homes were open with 60% of their pre-pandemic enrollment. Enrollment varies across the state from very low (20%) to some programs being closed to fully enrolled. On average, child care providers are facing a 47% increase in operating costs during the pandemic. Pre-pandemic there were 41,000 teachers and staff, now there are 39,000.
 - We continue to limit face to face TA visits to issues related to health and safety concerns. Programs will begin to get cited on health and safety violations in March. Virtual options continue to be provided.
 - NC PreK – site monitoring is in progress with providers. Recruitment is ongoing for this year and recruitment has started for School Year 21-22.
 - Vaccine access has been expanded to child care providers and teachers as the first part of Group 3 Essential workers, effective February 24. Smart Start Partnerships and CCR&R Regional Leads are assisting getting information out to providers regarding the vaccine and coordinating with local entities giving the vaccines. Cumberland County Health Department has opened up appointments for child care providers and teachers through their online appointment system.
 - While DCDEE is determining how to utilize the new COVID related funds, they are getting out operations grants to open sites March & April and covering parent fees for parents receiving subsidy. The state has received \$336M in funds for child care supports that must be utilized by September 2022.
3. **Federal Level** – Additional funding is being considered with negotiations in process. Vaccine supplies are increasing. Additional options for sites for vaccinations are starting to increase (i.e. Rural Community Health Centers, Walgreens, CVS, etc.).
4. **Local Level – Support to programs**
 - **Healthiest Cities and Counties Challenge grant** - Candy is working on getting information out regarding the community assessment. For more information on the community assessment survey, contact Candy (cscott@ccpfc.org).
 - Program staff collaborating closely with Health Department and Child Care Health Consultants on getting information out to child care providers about the COVID-19 vaccine. Kudos for everyone pitching in to support our child care providers.

B. Grant Opportunities/Updates/RFPs

1. **Infrastructure Project:** The contract has been signed with WxProofing LLC for construction. Staff impacted during construction are in process of moving offices; moves to be completed by March 5. Having additional conversations with the banks for financing quotes at Executive Committee.
2. **We are the recipient of one of three PDG Regional Grants for Family Connects through NCPC.** We submitted a revised budget on February 19 to increase the number of births served, and thus the number of nurses to be hired. Carolina Collaborative Community Care (4C) has been designated the hiring agency for the Family Connects activity. Robeson and Hoke Counties are our collaborative partners for this grant. The effective date for the contract is March 1. The kick-off for the pilots is March 10 from 9:00-noon. The other counties that received the grant are Henderson and Watauga. Eight counties will be covered through this pilot.
3. **Community Development Block Grant (CDBG) RFP, City of Fayetteville** – Submitted request for funding to assist with the Infrastructure Project on February 19.

C. COVID-19 Updates

PFC implemented its HR 110 Communicable Disease Policy on Monday, March 16. Building closed to general public March 30 and this status continues. As the vaccine becomes more readily available and federal and state health and safety guidelines are updated, we will review PFC Guidelines and the status of the building being closed to the general public.

1. **Executive Order 195:** We are implementing procedures and protocols following federal and state health and safety guidelines for returning to work. On February 24 the Governor eased restrictions as NC trends continue to improve and vaccine distribution increases. EO 195 takes effect February 25 at 5:00 pm and expires March 26 at 5 pm. The order lifts the Modified Stay at Home Order and ends the curfew. The number of people who may gather indoors increases from 10 to 25, while 50 remains the limit for outdoors. Many businesses, venues and arenas will have increased occupancy both indoors and outdoors. Most schools will have in person options starting next week. Most of our child care programs are open and operating under enhanced health and safety standards. Face coverings are still required.
2. **PFC Guidelines:**
 - a. Staggered schedules continue, determined by supervisors by department to manage business and programmatic functions. Staggered schedules may include a combination of teleworking and on-site work. The Governor continued to encourage such operations where feasible to reduce spread.
 - b. Staff primarily teleworking include TAs and Professional Development staff and staff who are in high-risk categories.
 - c. The Consolidated Appropriations Act allowed for voluntary continuation of FFCRA Paid Sick Leave available for those staff who meet the criteria. We have opted to continue this leave. Tax credits for the leave are handled through our payroll system. The CAA also gives employers the option to allow participants to roll over all unused amounts in their health or dependent care flexible spending accounts from 2021 to 2022. Employers can also allow participants to make election changes, including new elections, to their FSA benefits. We are offering both.
 - d. Masks provided to all staff to reinforce the 3 Ws. PFC Staff, Tenants and their clients, and

contractors (i.e. cleaning and security) must complete a screening questionnaire for COVID-19 prior to entry into the building. Staff screening questionnaire applies to staff coming into the office or doing limited work in the field representing PFC.

- e. Enhanced cleaning of the building throughout the day continues.
- f. The building is restricted to PFC staff, tenants and tenant clients by appointment only. Access is Monday-Friday during the hours of 8:30 am – 6:00 pm with extended hours two evenings a week until 9:00 pm and one Saturday each month from 9:00 am – 3:00 pm. The building remains closed all other weekends and PFC recognized holidays through Phase 3 Executive Orders.
- g. Limited utilization of conference room space for groups of no more than 10 people continues under the modified Phase 3 extension. Screening procedures, the 3 Ws and cleaning procedures must be followed by all participants including the facilitator of the group.
- h. Virtual options for contact with families and providers continue. Limited face-to-face contact with families and providers done with supervisor guidance when dictated to complete deliverables. In those cases, procedures for 3 Ws and screening are followed.
- i. Per Policy HR 110, President maintains regular contact with Board Chair for review and continuation of services. Regular communication going out to Board and staff. Decisions are made based on federal and state guidance and mandates.
- j. Email Updates and DHHS Guidance documents posted on website: ccpfc.org.

D. PFC Updates

1. **Audit** -We received our draft audit reports. There were no findings. We are still waiting for the finalized documents. Once received, they will be posted on our website and sent out to Board.
2. **Proposals are being reviewed for the next three-year Smart Start allocation period.** Final recommendations for allocations from the review teams will be made during the March 9 meeting from 2:00-5:00 pm. These recommendations will then be taken to the Board of Directors for action for Fiscal Year 21-22.
3. **ACH payment** – The process is going relatively smoothly in paying our DSPs, NC PreK providers and Dual-Subsidy providers. We are working on notifications to recipients of their ACH payments.

E. Events

1. **Board and Committee Meetings:** Meetings conducted virtually at least through the duration of the COVID emergency due to space limits of conference rooms for social distancing. We are assessing any additional equipment needed to be able to have a virtual option along with face-to-face meetings.
2. **All Staff Virtual meetings:** Scheduled the second and fourth Wednesdays, 2:30-3:30 pm through the duration of the COVID-19 emergency.
3. **NC Pre-K Drive-through Application Days: February 27, March 27 and April 24** from 9:00 – 11:00 am at the Partnership. Applications for School year 21-22 are online NOW!
4. **Drive-Through Truckload of Hope Diaper Bank: March 13, April 10, May 8 and June 12** from 8:30-10:30 am. Volunteers needed. Contact Daniele Malvesti (dmalvesti@ccpfc.org) if you can assist.

Target Report: Community Engagement - 7/1/2020 - 12/31/2020

No.	Measurable Output/Outcome	Measurement	Target	Actual	Percent of Target Met
1	4.1_# of community outreach events, activities, fairs, and celebrations coordinated, attended or participated (TRGT1913)	SRV2393 (Active): 4.1_# of Community Outreach events, activities, fairs, and celebrations attended [Participant: Program] SRV2392 (Active): 4.1_# of Community Outreach events, activities, fairs, and celebrations coordinated [Participant: Program] SRV2394 (Active): 4.1_# of Community Outreach events, activities, fairs, and celebrations participated [Participant: Program]	40	17	42.50%
2	4.1_# of Organizations Represented in SOAR Collaborative (TRGT1275)	SRV1787 (Active): 4.1_SOAR Team - Organization Represented [Participant: Program]	10	1	10.00%
3	4.1_SBO Systems Building:_# of EC Profile Indicators Working to Improve Through Collective Efforts (FS20-DPIL & FS30-SOAR) (TRGT1793)	SRV2276 (Active): 4.1_SBO Systems Building:_# of EC Profile Indicators Working to Improve Through Collective Efforts (FS20-DPIL ONLY) [Participant: Program] SRV2277 (Active): 4.1_SBO Systems Building:_# of EC Profile Indicators Working to Improve Through Collective Efforts (FS30-SOAR ONLY) [Participant: Program]	2	1	50.00%
4	4.1_SBO Systems Building:_# of Meetings Lead by Other Organizations where Local Partnership Raised Issues About One or More EC Profile Indicators (TRGT1792)	SRV2275 (Active): 4.1_SBO Systems Building:_# of Meetings Lead by Other Organizations where Local Partnership Raised Issues About One or More EC Profile Indicators [Participant: Program]	60	30	50.00%
5	4.1_SBO Systems Building:_# of Meetings the Local Partnership Convened with Outside Organizations to Address One or More of the EC Profile Indicators (TRGT1791)	SRV2274 (Active): 4.1_SBO Systems Building:_# of Meetings the Local Partnership Convened with Outside Organizations to Address One or More of the EC Profile Indicators [Participant: Program]	20	24	120.00%
6	4.2_# of Projects for Service Providers (Internal and External) (TRGT1785)	SRV2269 (Active): 4.2_# of Projects for Service Providers (External Only) [Participant: Program] SRV2268 (Active): 4.2_# of Projects for Service Providers (Internal Only) [Participant: Program]	25	42	168.00%
7	4.3_# of Community Presentations or Briefings to Community Partners, Civic Clubs, and/or Organizations Given or Facilitated (TRGT452)	SRV114 (Active): 4.3_# of Community Presentations or Briefings to Community Partners, Civic Clubs, and/or Organizations Given or Facilitated [Participant: Program]	10	2	20.00%
8	4.3_# of Grants Secured as Part of the Grants Panel (TRGT1689)	SRV2169 (Active): 4.3_# of Grants Secured as Part of the Grants Panel [Participant: Program]	5	0	0.00%
9	4.3_# of Grants Submitted as Part of the Grants Panel (TRGT1688)	SRV2168 (Active): 4.3_# of Grants Submitted as Part of the Grants Panel [Participant: Program]	6	0	0.00%
10	4.3_# of New Subscribers to Newsletter (TRGT1790)	SRV2273 (Active): 4.3_# of New Subscribers to Newsletter [Participant: Program]	950	2361	248.52%
11	4.3_# of Newsletters Produced (TRGT1789)	SRV2272 (Active): 4.3_# of Newsletters Produced [Participant: Program]	2	32	320.00%
12	4.3_# of Users to the ccpfc.org Page (TRGT1795)	SRV2278 (Active): 4.3_# of Users to the ccpfc.org Page [Participant: Program]	40,188	27327	40.78%

Target Report: Community Engagement - 7/1/2020 - 12/31/2020

No.	Measurable Output/Outcome	Measurement	Target	Actual	Percent of Target Met
13	4.3_Total Number of Volunteers (TRGT1694)	SRV2174 (Active): 4.3_Number of Volunteers [Participant: Program]	160	3	1.87%
14	4.3_Total Number of Volunteers Hours (TRGT1691)	SRV2171 (Active): 4.3_Number of Volunteer Hours [Participant: Program]	530	18	3.39%
15	4.3_Total Value of Volunteers (TRGT1692)	SRV2172 (Active): 4.3_Total Value of Volunteers [Participant: Program]	12000	406	3.38%

**Partnership for Children of Cumberland County
Proposal for
Strategic Planning and Navigation for Sustainability
Consulting and Facilitation Services
From March 1, 2021 to October 31, 2021**

February 15, 2021

TO: Community Engagement Department
Partnership for Children of Cumberland County, Inc.
Attention: Anna Marie Hall, Contracts Coordinator
351 Wagoner Drive, Suite 200
Fayetteville, NC 28303
amhall@ccpfc.org,
smoyer@ccpfc.org, and
amhallccpfc@gmail.com

FROM: Leading and Governing Associates, Inc.
Scottie Seawell, Vice President
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Proposed Scope of Work
Cost Proposal
Summary of Contractor's Relevant Experience
References
Completed and Signed Execution of Proposal

Background and Our Approach

“People don’t buy what you do, they buy why you do it and what you do only proves what you believe.” This quote from Simon Sinek’s 2010 TEDTalk, [How Great Leaders Inspire Others to Action](#) underscores the importance of having a well understood vision; an organization’s answer to the questions of why it does what it does; why it exists and why it needs to continue to exist. At Leading and Governing Associates, we believe that to advance on one’s mission and strategically navigate toward one’s preferred future, organizations and their human talent must begin with a well understood and agreed upon vision of that preferred future. Strategic planning is the creation of a framework or plan that starts with envisioning the future and then creating and aligning the organization’s mission, goals, strategies and resources toward the vision. Strategic navigation is the implementation of the plan and the monitoring and evaluation of the work to determine effectiveness and to make course adjustments, when necessary. For organizational sustainability, a well understood vision of the future is necessary to recruit volunteers, staff, and tenants; develop reliable and diverse funding streams; build strategic relationships with stakeholders; and design, implement, monitor, evaluate and adjust programs in support of the vision and mission.

In response to the Partnership for Children of Cumberland County’s (PFC) request for proposals, Leading and Governing Associates, Inc. is pleased to submit this proposal in support of the development of a strategic plan for sustainability and strengthening of the Partnership’s capacity to navigate toward its preferred future. The Partnership, in support of its vision, aims to “be the driving force to engage partners to achieve lasting positive outcomes for all children, beginning at birth.” Leading and Governing Associates is a consulting practice dedicated to strengthening the capacity of public purpose organizations and associations to engage their stakeholders and each other in meaningful policy, governance, and organizational conversations and decision-making processes. Under this proposal, Scottie Seawell, Vice President of Leading and Governing Associates, will be the sole consultant working with the Partnership’s staff and board members on this initiative.

Scottie Seawell is an experienced consultant who is currently working with several nonprofits in North Carolina on board governance, stakeholder engagement, strategic planning and organizational capacity building. Recent work includes working with United Way of Alamance County on organizational capacity building; Alamance Achieves, a StriveTogether, collective impact-modeled, “team of backbone staff...engaging and aligning its community to create pathways for every child to thrive, from cradle to career;” and Alamance Eldercare on board development. Scottie also has experience consulting with boards of education on engaging community stakeholders to build understanding, support and commitment for and to envision the future of public education across a school district’s broader community and consulting and training with local Smart Start partnerships on diversification of and training on fund development efforts. Lastly, Scottie is experienced in designing and facilitating online and virtual meetings on videoconferencing platforms like Zoom and BlueJeans, to name two.

Much of Scottie's work with nonprofits is funded through grants from foundations whose missions support nonprofit organizational capacity building. Scottie also has experience working as a non-profit association executive director and a public relations and communications specialist with the U.S. Administration for Children and Families. For more information regarding Leading and Governing Associates, our clients and our work please visit our website at LeadingAndGoverning.com. A list of relevant projects and references are also included with this proposal.

Proposed Scope of Work:

We propose structuring this work to be:

Informed: Collecting and analyzing data, information and ideas to inform the creation of the Partnership's strategic plan for sustainability

In conjunction with staff and board members, we will collect data and information to inform the development of the PFC's strategic plan for sustainability. This would include:

1. **Introductory meetings** with the board of directors, leadership staff, and committees with responsibilities for the six components outlined in the RFP – grant procurement, volunteer recruitment and retention, staff recruitment and retention, facility/tenant recruitment and retention, programs, and board recruitment and retention;
2. **Document and Web Review** of the most recent strategic plan, annual reports, board, committee, and staff meeting minutes, the website and other sources of information that highlight PFC's accomplishments and opportunities for growth and improvement in each component area.
3. **Online survey(s)** of internal and external stakeholders on their experience with, and opportunities and aspirations for PFC's future around the six components; and
4. **Phone interviews** with key stakeholders to provide deeper context on the information compiled from the document review and survey results.
5. A **summary of the information** collected would be compile and provided to board, staff and committee members to inform strategic planning for sustainability discussions and decisions.

(80 hours: March - May 2021)

Engaged: Board Members and Staff Participate in Strategic Planning and Navigation (Virtual) Planning Meetings/Retreat/Committee Meetings

1. Convene an ad hoc **"Sustainability Planning Committee"** to work with the consultant and to guide and align this work across the six component areas and on behalf of the whole organization.
2. Design and facilitate **virtual planning meetings** to bring together board members and key staff to reflect, discuss and draft a strategic sustainability framework; the priorities and the action commitments necessary for all participants to effectively lead and navigate toward an agreed upon future in each of the six component areas for the Partnership. As with all strategic planning and navigation initiatives, it is important to start with the vision and mission of the organization, review and analyze the information collected, and draft priority goals and action plans to include leads, timeframes and

outcome measures around the six components and in support of PFC's agreed upon preferred future.

3. Woven into the planning meetings' design would be opportunities to **strengthen the working relationships** of board members and staff, to clarify their roles and responsibilities, to understand how strategy and action commitments around the six components for sustainability align and connect to one another, and to reengage and energize participants in this ongoing work.

While a full 2-day retreat at an off-site location to kick-off and begin this work, is preferred, given the current conditions of the COVID-19 pandemic we recommended a series of 2-hour virtual planning meetings, with:

1. The proposed **Sustainability Planning Committee**,
2. **Full Board and Leadership Staff** at the start to kick off the initiative and at the conclusion to review and adopt the strategic plan for sustainability; and with
3. **All Board Committees**
4. Regular updates on this work should also be shared at all **Board and Executive Committee Meetings** over the course of the initiative.

(130 hours: March to October 2021 to design, plan and facilitate 25-30, two-hour virtual planning meetings and participate in other regularly scheduled meetings as needed.)

Navigable: Implementing Action Commitments and Using Outcome Data to Guide Decisions

Strategic plans are road maps that are essential to successful strategic navigation and decision making toward an organization's preferred future. Also important to successful navigation is stakeholder commitments to implementing the plan and quality outcome data which can be used, upon reflection and discussion, to decide to stay the course, scale up efforts or try something new. Prioritized goals and action commitments for sustainability around the six components will be further refined to include leads (persons or committees designated to move strategies and actions forward), timeframes for starting and/or completing actions, and identifying navigational outcome markers to inform board and staff decisions on course corrections.

(25 hours to work with key staff and committees to finalize and begin to implement strategy and action plans including use of outcome data. September – October 2021)

Cost Proposal

Based on the above scope of work, Leading and Governing Associates, Inc. proposes a not-to-exceed (NTE) cost of \$29,375.00: 235 hours x \$125/hour = \$29,375.00. As this work will occur over two Fiscal Years, we propose allocating the costs for the scope of work, to be paid monthly and as funding is available, accordingly:

FY 2020-2021

Informed: March to May 2021 = 80 hours
Engaged: March to June 2021 = 60 hours
Total = 140 hours @ \$125/hour = \$17,500 or \$4,375/month x 4 months = \$17,500.00

FY 2021-2022

Engaged: July to October 2021 = 70 hours
Navigable: September to October = 25 hours
Total = 95 hours @ \$125/hour = \$11,875 or \$2,968.75/month x 4 months = \$11,875.00

We are open to discussing a differently tailored scale of services, if desired. This not-to-exceed rate includes the consultant's time and benefit costs, and administrative overhead including for digital and electronic meeting platforms and applications. As pandemic health and safety conditions improve, we are also open to transitioning from working virtually to working in person. However, at present it is most likely that most if not all of this work will occur through phone, email and videoconference applications, so this rate does not include the cost of travel, retreat space, equipment rental, materials or copies, or food and beverages during the planning meetings.

**Firefly Partners, LLC
Master Services Agreement**

**STATEMENT OF WORK NO. 07
for
Partnership for Children of Cumberland County, Inc.**

This Statement of Work No. 07 ("SOW") is issued pursuant to the Master Services Agreement dated as of March 18, 2010 (the "Agreement") between Partnership for Children of Cumberland County, Inc. ("Client") and Firefly Partners, LLC ("Firefly").

Effective Date of this Statement of Work

This SOW is effective as of February 18, 2021 and this SOW shall terminate on June 30, 2021 unless earlier terminated in accordance with the Agreement.

Services to be Performed

Firefly will provide Google Ads support

Description of Services

Below is a more detailed description of services to be provided by Firefly as a part of this project:

A. Google Ads Grant Management – 86 hours

The Firefly team will facilitate a kick-off call to introduce the teams and discuss the project scope and timeframe. We will create a detailed project timeline that will be shared with the client team. The timeline includes the entire set of deliverables along with the specific items that the client is responsible for, due dates, and dependencies.

Firefly will begin to gather information to begin the strategic planning process. We'll review your website and assist in applying for and setting up your Google Grant. We will lead your team through an Ad Strategy planning meeting. We'll discuss items including your budget, keywords and effective user pathways from your ads to associated forms and content.

Firefly will log into your existing Google Analytics account and ensure that it is configured to work properly with your new Google Ads. Additional Google Analytics configuration may be suggested based upon the current set up. Firefly will create the final ads and make the keyword selection and will develop them in your Google Ads account. We'll monitor ad performance closely for the first week and will make appropriate adjustments for maximized initial performance.

Once your ads are up and running, Firefly will provide one virtual training session via phone and web. Your team will see your Ads panel as we review common management tasks. The training session is recorded, and we will send the links to you for local storage so you can review them at any time.

Your Firefly Project Manager will remain engaged with you for four months. We'll create

three monthly performance reports and will hold a call to review these with your team. At the end of the fourth month, we'll create a final performance report that includes all four months plus some findings and recommendations for consideration, in that anticipation that we will continue managing your Google Ads for the next fiscal year. The final report will be reviewed on a call with the client.

Services include:

- Kick-off + Discovery (11 hours)
- Google Ad Strategy + Content Development (18 hours)
- Campaign Execution (10 hours)
- Ongoing Monthly Support (5 hours/month Mar-Jun = 28 hours)
- Project Management, Training, Final Report (19 hours)

Total Project Hours: 86 hours at \$165/hour
Total Project Cost: \$14,190.00

Project Timeline

- **Expected Length of Project:** This project is expected to last 23 weeks, not to exceed 24 weeks. This project length is only an estimate; actual timelines are based upon Client availability, Client's third-party resources, the Client's or a third party's delivery of deliverables and approvals, and timely acceptance of all deliverables presented by Firefly Partners. The deliverability of any timelines discussed within the sales process are dependent on the Client's timely completion of these expectations as well as prompt signing of this agreement.

Project and Change Management:

- **Pause Clause:** Firefly does its best to absorb and adjust to minor changes and delays in agreed upon timelines. However, if the client delays the project by more than 15 days (e.g., by missing a critical approval deadline or due to a change in the client project team) Firefly reserves the right to pause the engagement. Firefly's project manager will notify the client when their delay has the potential to invoke this clause. If this clause is invoked, Firefly's project manager will discuss with the client when project work can reasonably be resumed by Firefly, then re-assess the timeline and resource plan for the engagement and prepare and present a new schedule or plan to the client at the appropriate time. Five (5) hours will be added to the project budget each time this clause is invoked in order to address adjustments to the project plan. This budget change and any other required project modification will be presented to the client as a Change Order for approval.
- **Meeting No-Show Policy:** Firefly understands that there are times when a scheduled meeting needs to be cancelled or rescheduled. Clients must provide a minimum of a 6-hour notice to cancel a scheduled meeting with any member of the Firefly team. Clients can communicate their need to cancel a meeting to the meeting organizer via email or phone. Firefly team members will wait on the conference call line for 10 minutes until determining that the client is a no-show for the meeting. When a meeting is missed without proper notice, the Firefly Project

Manager/Support Manager will follow up with an email to the client and will provide options for rescheduling. If clients fail to give adequate notice, they will be billed for the meeting time at the appropriate hourly rate.

- **Project Management:** Client will have a dedicated project lead for this project. Your Firefly Project Lead will be your primary point of contact and will (1) hold regular meetings via phone to provide updates on the project's progress; (2) provide a detailed project timeline online via Smartsheet that is updated regularly and available to you at any time; (3) prepare a biweekly status report that assess project progress, schedule, and budget and identify any risks that need immediate attention; (4) communicate in a timely way with you via phone, email, and screen share, and (5) manage Firefly's resources in a way that is more efficient and effective for this engagement. Extensions to the timeline, higher than expected consultation time, or changes to the scope may require additional project management hours be approved.
- **Change Order Process:** Any services outside the scope of the SOW may be the subject of a Change Order or new SOW to be approved by both parties in writing. As stated in the Master Services Agreement, either party may request changes to the Services by giving written notice to the other party. If any accepted changes result in a significant increase in the cost of, or five (5) or more of hours of time required for, Firefly's performance of any of the Services, an equitable adjustment to the cost or delivery schedule or both shall be negotiated by the parties, and a Change Order shall be executed by the parties. The applicable SOW shall be amended to reflect such approved Change Order. Firefly is not obligated to begin work on a Change Order prior to such time as Firefly and Customer have agreed on an equitable adjustment to the cost and delivery schedule. Notwithstanding the foregoing, Firefly may proceed with and be compensated for performing Services for a period of up to thirty (30) calendar days following receipt of an oral instruction to so proceed by the Customer provided that Firefly sends a written confirmation of such instruction to the Customer within five (5) business days. Any properly executed Change Order is subject to the terms of the Master Services Agreement referenced in this SOW.
- **Testing Policy:** Firefly tests our web development work on a robust set of browser and device combinations, which are periodically updated to keep pace with changes in technology. Please visit our [website](#) for more information about our current testing protocol.

Client Responsibilities:

- Client will assign a dedicated Project Manager to the engagement who will serve as Firefly's single point of contact throughout all phases of the project. It will be the responsibility of the Client Project Manager to set up and schedule all interviews and meetings with appropriate Client key stakeholders, administration, and staff. In addition, the Client will be responsible for appropriate and proper resource coverage in the event key project stakeholders are unavailable for input/decision due to unforeseen absence or vacation.
- Client personnel will be sufficiently dedicated to the project so as to make achieving assigned tasks feasible and reasonable within the constraints of the project schedule. Client personnel will be made available for meetings and consultations so that the schedule and budget constraints can be maintained. Client personnel who are involved in this project have email, voice mail, and Web access. This will help ensure timely resolution to issues that come up during requirements analysis and development.