

Virtual Board of Directors

Meeting Agenda

Quorum is 13 = 50% + 1 Attendee (Total Board Members = 23)

Thursday, September 30, 2021

NC Pre-K – 12:00 pm – 12:30 pm

PFC Board – 12:30 pm – 2:00 pm

Zoom Meeting

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 [12:00]**
- II. Determination of North Carolina Pre-Kindergarten Planning Committee (NC Pre-K) Quorum & Call to Order [12:10]**
- III. Adjourn NC Pre-K [12:30]**
- IV. Determination of Board Quorum & Call to Order – Dr. Meredith Gronski [12:30]**
 - A. Volunteer Forms ^Δ
 - 1. Board Donations – 5 out of 23
 - 2. PFC 10-10 Club
- V. Approval of Minutes – Dr. Meredith Gronski [12:40]**
 - B. July 29, 2021*
- VI. Consent Agenda – Providing Oversight* (See Section X.) – Dr. Meredith Gronski [12:45]**
- VII. President's Report^Δ [12:50]**
 - A. North Carolina Partnership for Children (NCPC) / DCDEE Updates / Legislative Updates
 - B. Grant Opportunities / Updates / RFPs
 - C. COVID-19 Updates
 - D. PFC Updates & Highlights
 - E. PFC FY 21/22 United Way Campaign
 - F. Events
- VIII. Establishing a Strategic Direction for the Future [1:00]**
 - A. HR 111 Vaccination Policy* – Mary Sonnenberg / Susie Gibbons (Attorney w/ Poyner Spruill)
 - B. President's Succession Plan* – Mary Sonnenberg
 - C. PFC Org Chart Update* – Mary Sonnenberg
 - D. Sustainability Plan Development ^Δ – Scottie Seawell
 - E. Board Development ^Δ – Sandee Gronowski / Mary Sonnenberg
 - 1. Board Members 1st Term Ending June 30, 2022 ^Δ
 - a. Cotina Jones – Local Public Library
 - b. Terrasine Gardner – Local Mental Health Community Organization
 - c. Tre'vone McNeill – Faith Community
 - F. Board Priorities ^Δ
 - 1. Capacity Building
 - 2. Sustainability
 - 3. Community Collaboration Leader

IX. Ensuring Adequate Resources & Engagement [1:30]

- A. NC Pre-K Administrative Funding, Amendment #1 - \$178,462*– Mary Sonnenberg
- B. FY 20/21 Reversions/Carry Forward (\$459,422) ^Δ – Mary Sonnenberg
- C. Update on Building Construction – Mary Sonnenberg / Mike Yeager
 - 1. Phase 2 – Timeline ^Δ
 - 2. Bank Financing ^Δ
- D. Investment Update ^Δ – Mary Sonnenberg
- E. Financial Summary: August 2021 ^Δ – Steve Terry / Marie Lilly
 - 1. Smart Start
 - 2. NC Pre-Kindergarten
 - 3. South West Child Development Commission (SWCDC) – Region 5
 - 4. All Funding Sources
 - 5. Unrestricted State Revenues
 - 6. Cash and In-Kind Report – Anna Hall
- F. August E-Trade Statement ^Δ – Marie Lilly

X. Consent Agenda Items

- A. *Human Resource Committee – (September 21, 2021) – Karen McDonald, Chair*
 - 1. *Position Changes Memo (Changes Effective September 30, 2021)*
 - a. *Information Specialist*
 - b. *Community Engagement Specialist*
 - c. *Community Support Specialist*
 - d. *Program Support Specialist*
 - e. *MAC Coordinator*
 - f. *IT Technician*
 - g. *Caseworker*
 - 2. *Market Study – Salary Range Increases*
 - 3. *President’s Succession Plan (See Section VIII.B.)*
 - 4. *Policies (Changes Effective October 1, 2021)*
 - a. *HR 110 Communicable Disease*
 - b. *HR 213 Telecommuting Policy*
 - c. *HR 402 Holidays*
 - d. *HR 111 Vaccination Policy (See Section VIII.A.)*
- B. **Committee Information (Non-Action) ^Δ**
 - 1. *Child Care Resource and Referral – (September 16, 2021) – Wanda Wesley, Chair*
 - a. *Information Sheet Attached*
 - 2. *Facility & Tenant Committee – (September 20, 2021) – Ebone Williams, Chair*
 - a. *Nothing to Report*

XI. Adjourn [2:00]

* Needs Action ^ΔInformation Only [!]Possible Conflict of Interest (Recusals) [°] Electronic Copy (Hard copies available upon request)



Partnership for Children of Cumberland County, Inc.
Virtual Board of Directors Meeting Minutes
July 29, 2021 (12:02 pm – 12:24 pm) and (12:38 pm – 2:10 pm)
Be the Driving Force



MEMBERS PRESENT: Lonnie Ballard (left at 1:30 pm), Shona Bannister (D), Dr. Marvin Connelly, Jr., Robin Deaver (left at 2:00 pm), Terrasine Gardner (left at 2:00 pm), Dr. Meredith Gronski, Haja Jallow-Konrat (left at 1:45 pm), Cotina Jones (left at 1:55 pm), Mary Mathis, Andrea McGillivray, Jami McLaughlin, Ayesha Neal, Tawnya Rayman, Steve Terry and Dr. Anthony Wade
MEMBERS ABSENT: Dr. Pamela Adams-Watkins, Shanay Eason, Sandee Gronowski, Alana Hix, Brenda Jackson, Brian Jones, Karen McDonald, Tre’vone McNeill, Wanda Wesley and Ebone Williams
NON-VOTING ATTENDEES: Dorothy Adams, Ar-Nita Davis, Pamela Federline, Belinda Gainey, Michelle Hearon, Julanda Jett, Marie Lilly, Carole Mangum, Sharon Moyer, Anthony Ramos, Candy Scott, Mary Sonnenberg and Mike Yeager
GUEST: Scottie Seawell

AGENDA ITEM	DISCUSSION & RECOMMENDATION	ACTION	FOLLOW-UP
<i>This meeting was held via ZOOM due to COVID-19 and the PFC building being closed to the public.</i>			
I. Networking		None	None
II. Introductions		None	None
A. Fiscal Year (FY) 2021/2022 Board Officers <ol style="list-style-type: none"> 1. Dr. Meredith Gronski – Chair 2. Sandee Gronowski – Vice-Chair 3. Terrasine Gardner – Secretary 4. Stephen (Steve) Terry – Treasurer B. Partnership for Children (PFC) President – Mary Sonnenberg C. New Board Members <ol style="list-style-type: none"> 1. Shanay Eason 2. Andrea McGillivray 3. Haja Jallow-Konrat 4. Mary Mathis 5. Dr. Anthony Wad 	A. At 12:02 pm, Dr. Meredith Gronski, PFC Board Chair, introduced herself and other board officers, Board Vice-Chair – Sandee Gronowski, Board Secretary – Terrasine Gardner and Board Treasurer – Stephen Terry, to the board. B. Mary Sonnenberg, PFC President, introduced herself and welcomed all the new board members. C. Dr. Gronski welcomed each new board member to the board.	None	None
III. Responsibilities		None	None
A. Board Responsibilities / Quorum B. Conflict of Interest	A. Dr. Gronski informed board members of their responsibilities while serving in their positions. All board member time and attendance are valued. Each member is asked to contribute to the meeting and be engaged. If you have any questions during the meetings, please ask.		



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<p>C. Volunteer Forms</p> <ol style="list-style-type: none"> 1. Cash and In-Kind <p>D. Board Donations</p> <ol style="list-style-type: none"> 1. PFC 10-10 Club 2. Circle of Friends 	<p>Board members have the fiduciary responsibility for the financial oversight and inner workings of PFC. It is important that members review the packets and the financials and know what they are voting on.</p> <p>Quorum is required at all meetings and must be met before any action items can be voted upon. If quorum is not met, it could lead to important decisions regarding PFC, being delayed.</p> <p>B. Anna Hall informed board members that they are not allowed to vote on any items which either they or their organization receive funding from PFC or have anything PFC building related; they must recuse. All recusals must be documented in the Chat Box.</p> <p>C. Anna reported that Volunteer Forms should be completed monthly for any events related to PFC outside of meetings. These include reading emails, meetings or phone conversations with Mary or Dr. Gronski, etc.</p> <p>C.1. Anna stated the time from Volunteer Sheets which includes time spent outside of regular meetings, fundraising, reading emails and volunteering with PFC are counted as Cash and In-Kind. PFC must meet 19% of the state funding from Smart Start. Every 15 minutes of the time spent can be counted.</p> <p>Mary Sonnenberg stated that PFC follows Open Meeting law. All PFC meetings are open to the public.</p> <p>D. Dr. Gronski informed the Board that 100% board donations are required. As PFC seeks grants, the grantees want to see that board members are engaged. Any donation amount can be given.</p> <p>D.1. Sharon Moyer placed the PFC donation link in the Chat Box. Board members are able to join the PFC 10-10 Club, which involves \$10 a monthly and volunteer 10 hours a year. Board and committee service equal more than 10 hours a year. This does count as a board donation. Other volunteer events take place throughout the year.</p> <p>D.2. Deferred</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>
<p>IV. Determination of NC Pre-K Quorum & Call to Order</p>		<p>None</p>	<p>None</p>
<p>V. Adjourn NC Pre-K</p>		<p>None</p>	<p>None</p>
<p>VI. Determination of Board Quorum & Call to Order</p>	<p>The meeting of the Board of Directors was held via ZOOM on July 29, 2021 beginning at 12:45 pm pursuant to prior written notice to each Board member. Ayesha Neal, 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.</p>	<p>Called to Order</p>	<p>None</p>
<p>VII. Approval of Minutes*</p> <p>A. May 20, 2021*</p>	<p>A. The minutes of the May 20, 2021 Board of Directors meeting were previously distributed electronically and reviewed by the board members.</p> <p>Terrasine Gardner moved to accept the May 20, 2021 Board Meeting minutes as presented. Ayesha Neal seconded the motion. Hearing no further discussion, the Chair put the motion to</p>	<p>Motion Carried</p>	<p>None</p>



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	a vote and asked if there was any opposals. If any opposals the board members were asked to type it in the ZOOM Chat Box. All votes were unanimous. There were no abstentions. The motion carried.		
VIII. Consent Agenda – Providing Oversight* (See Section XII.)	Dr. Meredith Gronski requested a motion to accept the Consent Agenda Section XII. Terrasine Gardner moved to accept the Consent Agenda Section XII. as presented. Tawnya Rayman seconded the motion. Hearing no further discussion, the Chair put the motion to a vote and asked if there was any opposals. If any opposals the board members were asked to type it in the ZOOM Chat Box. All votes were unanimous. There were no abstentions. The motion carried.	None	None
IX. President's Report ^Δ	The President's Report was included in the packet.	None	None
X. Establishing a Strategic Direction for the Future	A. Scottie Seawell, Sustainability Plan Development Consultant, has been contracted to work with PFC on the Sustainability Plan. This is connected to the Strategic Plan and the priorities of PFC. There are three main items that need to be paid attention to: Establishing a Strategic Direction, Ensuring Adequate Resources and Engagement and Providing Oversight. The agenda is designed around this information. From a sustainability prospective, it helps when board donations give early. There are 8 key priority areas in which are being focused on: Grant Procurement, Fundraising, Communications, Volunteer Recruitment and Retention, Staff Recruitment and Retention, Tenant Recruitment and Retention, Programs, and Board Recruitment and Retention. These areas impact each other. Scottie is gathering information and trying to figure out what is going well and what needs improvement. A summary will be created and used by committees and lead staff to create a Sustainability Plan. All thoughts and ideas are welcome.	None	None
A. Sustainability Plan Development ^Δ			
B. Board Development			
1. New Board Orientation			
2. Virtual Self-Directed Sessions (links to be emailed by Belinda Gainey)			
3. Q&A in Person, August 18, 2021, 3-4pm			
C. Board Priorities ^Δ			
4. Capacity Building			
5. Sustainability			
6. Community Collaboration Leader			
D. President's Goals ^Δ			
1. Increase fundraising/grants			
2. Increase engagement and recognition of board members	B.1.a. Dr. Meredith Gronski reported that the New Board Member Orientation is open to both new and seasoned board members. This year, the three-module board orientation video link from last year will be sent to all board members for viewing.	None	None
3. Continue to leverage technology through program delivery and NC Pre-K	B.1.b. On August 18, 2021, 3:00pm-4:00pm, a Q&A session will take place at PFC. All are welcome to attend. An electronic board notebook will be made available as well.	None	None
	C. Updates were provided on the Board Priority Groups:	None	None
	o Capacity Building – NC Pre-K recruitment is taking place. Working on the development of the universal application for NC Pre-K.		
	o Sustainability – PFC applied for and received a Google Ads Grant. The Google Ads Grant Program provides free Google Ads to select charitable organizations. It is designed to help organizations extend their public service messages to a global audience. The program gives up to \$10,000 a month in Google Ads.		



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	<ul style="list-style-type: none"> o Community Collaboration Leader – Continuing to meet with a number of community groups. The Pathways for Prosperity group meets frequently; in discussion about the American Recovery Plan and the funding coming to cities and the state. Provides support to the child care community as well as compensation. SOAR is active; Family Connects is a collaborative process across three counties. Funding may be available to enhance coordinated systems and how to increase outreach. <p>D. Dr. Gronski and Mary meet monthly to track the President’s Goal: Increase fundraising/grants, increase engagement and recognition of board members and continue to leverage technology through program delivery and NC Pre-K</p>	None	None
XI. Ensuring Adequate Resources & Engagement	A. Marie Lilly provided an overview of the June 2021 Financial Summary due to new members being present.	None	None
A. Financial Summary: June 2021 ^Δ	A.6. Anna Hall provided an overview of the Cash and In-Kind Report.	None	None
1. Smart Start	B. Marie provided an overview of the June E-Trade statement.	None	None
2. NC Pre-Kindergarten	<i>Due to a loss of quorum, all other action items are being deferred to the August 26, 2021 Executive Committee meeting.</i>		
3. South West Child Development Commission (SWCDC) – Region 5	C. Deferred	None	None
4. All Funding Sources	D.1. Deferred	None	None
5. Unrestricted State Revenues	D.2. In the Smart Start Cost Principles, capital is considered anything over \$100,000. This does cover some things in the Smart Start part of the building. Some funding is being reallocated to pay for HVAC units and other allowable items.	None	None
6. Cash and In-Kind Report	E. Deferred	None	None
B. June E-Trade Statement ^Δ	F. Mary stated that PFC has received a letter and emails from the auditors requested items for review.	None	None
C. Cumberland Community Foundation – Endowment*			
D. Update on Bank Financing and Building Construction			
1. Phase 2 – Window Replacement*			
2. Cost Principle Allowable Capital Repairs ^Δ			
E. Family Resource Center Re-Opening Plan *			
F. Pre- Audit Letter ^Δ			
XII. Consent Agenda Items (See Agenda)	The Consent Agenda items were approved in Section VIII. Consent Agenda – Providing Oversight.		
XIII. Adjourn	As there was no further business; the chair announced the meeting adjourned. The meeting was adjourned at 2:10 pm.	Adjourned	None

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

**Board of Directors Meeting
(Virtual Meeting)
Thursday, September 30, 2021
President's Report**

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

1. NCPC

- **Carry-forward funds** – Planning in progress for recommendation of use of funds. Recommendations will go to Board Committees in October and November.
- **State Expansion of Child Care Health Consultants** – One nurse position has been offered. Health Educator positions are posted. NCPC has received written confirmation that the expansion project will be funded for a second year. Our current contract is being extended to November 30.
- **PDG Grant for Regional Pilots for Family Connects** – All nurses are trained. Cape Fear Valley Health System requires vaccinations of their staff, vendors and contractors. The Family Connects project falls under this requirement. Business Associate Agreements (BAAs) fully executed. Staff met with Cape Fear Valley Women's unit for introduction. Recruitment has begun for home visits. Marketing materials have been developed and approved. Family Connects visits will be done virtually initially.

2. DCDEE – Continue to monitor updated guidance for child care programs and NC Pre-K operation.

- **Region 5 Contracts** – Contracting information has been submitted for our Core contract. We are currently making requested revisions to the budget. Our Infant/Toddler contracting information has been prepared and submitted. We are waiting on Healthy Social Behavior contracting information.
- Enrollment continues to be down and impacted the by ability to hire staff in child care programs.
- We continue to follow guidance from DCDEE and follow the ChildCareStrongNC Public Health Toolkit. We are closely monitoring conditions in child care programs and contact the facility administrators prior to visits to gauge comfort levels and ensure priorities are met during the visit.
- Due to increased cases of COVID, virtual training for SIDS (Sudden Infant Death Syndrome) and EPR (Emergency Preparedness & Response) has been extended until October 15. Most licensing requirements are back to pre-pandemic standards and applicable during monitoring visits by the DCDEE Consultants.
- Interim Guidance came out for NC Pre-K for the new school year. Programming must occur in person. Guidance includes information should a program have COVID-19 exposures or cases. Classrooms will be reimbursed based on allocation of slots, not attendance for August – November. At this time, reimbursement will change to attendance basis beginning in December. The 12-week time limit for Long-Term Substitutes has been waived and contractors will not be required to assign a lower per-child rate for classrooms who must hire lower Long-Term Substitutes. The 21-22 Program Guidance for NC PreK has been released to contracting agencies.
- Vaccines are widely available with active campaigns to increase vaccination rates.
- Current Operational grants will continue to be provided through October to all private, licensed child care centers and homes that are open to serve children and families.
- Under the ARP, the process will change and Stabilization Grants will be by application. Guidelines and systems for monitoring for these grants have been developed. Training for providers will begin next week. The two categories for Stabilization Grants are for Fixed Costs and Compensation. There are a

variety of things that the Fixed Costs grants can cover. There will be a base amount with additional amounts based on Star Level, %age of Infants and Toddlers served, community demographics and Subsidy demographics. The Compensation grants are optional and can cover teacher and staff bonuses or increasing staff base and/or increasing benefits. Applications for these grants begin in October.

- Parent fees for subsidy are waived through December. Our dual-subsidy programs will follow suit with waiving parent fees.
- 3. Leandro Case - The Commission met and passed a resolution in support of funding years 1 and 2 of the recommendation. (<https://www.ednc.org/2021-09-28-commission-on-sound-basic-education-urges-action-on-leandro-plan>) Judge Lee gave the legislature until October 18 to take action.
- 4. NC General Assembly – The budget is in Conference Committee. See comparison of the budgets attached.
 - There is much activity around Early Childhood initiatives, including increases to funding for Smart Start. The House budget had recurring dollars funding the Smart Start increase. An amendment to the House budget included statewide WAGE\$. Both budgets included 2% rate increases each year of the biennial budget for NC Pre-K.
- 5. Federal Level
 - The CDC continues to recommend wearing of masks, regardless of vaccination status, indoors in areas where rates are substantial. The recommendation is for everyone in K-12 settings to wear masks, regardless of vaccination status. Boosters have been recommended for those who are immunocompromised. On September 22, the FDA amended the emergency use for the Pfizer vaccine to allow for use of a single booster dose, to be administered at least six months after the completion of the primary series in those 65 and older, those 18-64 at high risk for severe COVID-19 and those 18-64 who frequent institutional or occupational exposure to COVID-19 puts them at high risk of serious complications of COVID-19.
 - **American Family Plan** – Funds for universal Pre-K (3 & 4-year olds), expanded child care subsidies, workforce support, extends expanded child care tax credit to 2025. Continues to be in negotiation.

B. Grant Opportunities/Updates/RFPs

1. Continue to research capital grant opportunities.

C. COVID-19 Updates

PFC implemented its HR 110 Communicable Disease Policy on Monday, March 16, 2020. Building closed to general public March 30 and this status continues. As COVID-19 numbers increase with the Delta variant and federal, state and local health and safety guidelines are updated, we continue to review PFC operations. Policies have been reviewed and updated through our Board Committee process.

1. **Executive Orders:** We have implemented procedures and protocols following federal and state health and safety guidelines throughout the pandemic and in planning for work in the field and building. EO 220 and 224 outline state recommendations for the general public, business and school districts as well as requirements for state employees.
2. **PFC Guidelines: A summary of operational guidelines was presented to Executive Committee and approved at the August meeting. It is attached.**
 - a. We continue to review additional guidance from CDC, OSHA, DCDEE as well as local government mandates as we provide services to families and children through PFC and tenants. This has been and will continue to be an evolving process. The City of Fayetteville and Cumberland County have both implemented mask mandates.
 - b. Department heads developed “return to work” plans. Staff has been working throughout the pandemic. Staggered schedules and teleworking are part of the “return to work” plans as we adjust for the needs of employees and business operations.
 - c. Vaccination for PFC staff: Policies have been reviewed by Leadership Team, the Board HR Committee and are on the agenda for today’s board meeting. We are monitoring requirements as they come down from OSHA, EEOC as well as funders and partners. Staff who are vaccinated have been asked to provide documentation to HR of their vaccine status. Our current rate of vaccination among staff is 70%.
 - d. Virtual options for contact with families and providers continue, with face-to-face contact with families

and providers available July 1 per DCDEE guidance. Purchases have been made to enhance health and safety in offices and for work in the field.

- e. Per Policy HR 110, President maintains regular contact with Board Chair for review and continuation of services. Regular communication has gone out to Board and staff. Decisions are made based on federal, state and local government guidance and mandates.

D. PFC Updates & Highlights

1. **New Staff:** Michelle Jones joined the staff on September 20 as a new Healthy Social Behavior Specialist for our Region 5 activity.
2. **Position openings posted: website link** (<https://www.indeed.com/cmp/Partnership-For-Children-of-Cumberland-County>)
 - Case Worker, Family Services
 - Program Specialist (2), Family Services
 - Parent Educator (2), ACE Program
 - Provider Services Coach
 - Library Program Specialist, Provider Services
 - Community Support Specialist, Family Connects
 - Program Support Specialist, Family Connects
 - Part-time Information Assistant, FRC Front Desk
 - IT Technician
3. **Infrastructure Project:** Phase 1 of the project has been completed and final payments are being processed. First Bank has asked for additional documents from our tenants. We are working on this request so we can move to closing. Anticipate closing on loan in the next few weeks. Continue to research capital grant opportunities.
4. **Audit package has been submitted to the auditor and NCPC.** We anticipate additional requests for files and records. Marie Lilly leads the fiscal team and efforts for the audit.

E. PFC FY 21/22 United Way Campaign – You can access our pledge form [here](#). We are also having a food drive as part of the campaign. Donations of food are due to the PFC offices by November 11. They will be donated to Fayetteville Urban Ministry.

F. Events

1. **Board and Committee Meetings:** Meetings have been conducted virtually through the duration of the COVID emergency. Equipment to upgrade the Charles Morris Room for hybrid meetings has been installed. We are still working out the procedures for equipment use. We will continue to monitor rates of COVID cases to determine when Board is in person with a hybrid option can begin.
2. **All Staff meetings:** We will continue virtual meetings as we monitor rates of COVID cases. Meetings have moved to the fourth Wednesday of the month from 2:30-3:30 pm.
3. **NC Pre-K Recruitment continues. Applications for School year 21-22 are online NOW!** Our new drop box has been installed outside the front door. **We are continuing to recruit children. The workgroup formed to work on a Universal Application for Pre-K services continues to meet.**
4. **Drive-Through Truckload of Hope Diaper Bank: October 9, November 13, December 11 and January 8** from 8:30-10:30 am. Volunteers needed. Contact Daniele Malvesti (dmalvesti@ccpfc.org) if you can assist.
5. **Readers Choice Awards Gala: We WON!** Dr. Meredith Gronski and Marie Lilly represented PFC at the event. This is our fourth year in a row winning.
6. **Little Land** (a family outreach event and fundraiser): **Now scheduled for May 14, 2022, 10:00 am-2:00 pm at the Crown Arena. More details to come.** For information or sponsorships, contact Sharon Moyer (smoyer@ccpfc.org). We will be looking at virtual outreach activities as the rates of COVID-19 continue to increase.

Side-by-Side Comparison: Select Provisions
SB 105 APPROPRIATIONS ACT of 2021
August 13, 2021

The House passed their version of the state budget, SB 105, on Thursday August 12. The tables below highlight similarities and differences between what the Governor, the Senate, and the House have proposed for the state's budget this year.

Toplines:

The House and Senate are both prioritizing **tax cuts** over sustainable investments in state programs that serve kids and families. While the House's tax cut proposal is a little more restrained than the Senate's, it will still result in billions of reduced revenue in future budget years. NC Child and others advocated instead for an approach to "tax relief" that focused on the lowest income earners.

The historic level of funding from the **American Rescue Plan**, coupled with a huge revenue balance, meant legislators had the chance to use one-time dollars to fund many long-standing needs, such as infrastructure and capital improvement projects. All that one-time spending seemed to make legislators shy about allocating the state's recurring funds for the programs that serve our kids and families.

Good News from the House budget:

- Creation of a separate **Juvenile Justice Division** within the Department of Public Safety;
- **Rate increase for foster parents**, including \$3.5M in FY 2021-22, and \$3.2M in FY 22-23, in efforts to recruit and retain qualified foster parents;
- Includes language from **SB 93, Assisting NC Families in Crisis**, that would allow parents who have lost temporary custody of their children to retain Medicaid coverage;
- The House budget includes **8 weeks of parental paid time off for public school employees**;
- The House budget also includes **raises for school support staff** (such as custodians and bus drivers) to \$15/hour over 2 years;
- Raises for **private duty nurses** serving some Medicaid populations;

- Includes language from HB 736 that gives the state’s lab a little more time to implement new newborn screening tests, once they are added to the **Recommended Uniform Screening Panel (RUSP)**; and
- The House budget included language from **H608, Dignity for Women Who are Incarcerated**, to prohibit shackling and provide reasonable postpartum care for pregnant inmates who deliver while incarcerated.

One-Time ARPA Spending

- \$150M in short-term **American Rescue Plan** funds to test and remove **lead and asbestos** from child care centers and schools;
- **Broadband** investments to increase access in all 100 counties, using one-time ARPA funds;
- Increased access to **telehealth and telepsychiatry** in the wake of the public health emergency; and
- Funding for **school psychiatrists**, as well as various investments in resources for students in crisis.

Bad News from the House budget:

- **Tax Cut package** would reduce the corporate tax rate, already the lowest in the region, as well as the income tax rate for all income levels. This will result in significant lost revenue in future years.
- The House budget did *not* include a provision from the Senate budget extending **Postpartum Medicaid** for new moms from 60 days to 12 months.
- Legislators did not raise the state’s **child care subsidy** rate, or increase the availability of child care subsidy, as widely requested by the early childhood community;
- **No Medicaid expansion** or other efforts to provide health coverage to low-income North Carolinians in the “coverage gap;” and
- The legislature did not take steps to merge the **NC Health Choice (CHIP)** with NC Medicaid programs for children.

Health - State Appropriations

Program	Governor’s Budget	Senate Budget	House Budget
Public School Instructional Support Staff & Crisis Supports for Students	\$80M annually (recurring)	Recruitment Bonus for Small Counties – up to \$2,000 to match local funds	Recruitment Bonus for Small Counties – up to \$1,000 to match local funds 1:1

<i>Allows districts to hire more school nurses, counselors, psychologists, and social workers to support student physical and mental health</i>	<i>\$40M for 500 FTE in FY 2021-22 and \$80M for 1,000 FTE in FY 2022-23</i>	1:1 to recruit instructional support personnel \$10M (recurring) for school safety grants to serve students in crisis	to recruit instructional support personnel
School Nurses <i>Address student mental health, suicide prevention, and physical health needs by appropriating at least \$10M to decrease the dire shortage of school nurses in North Carolina.</i>	Restore Master's pay monthly Supplement 10% of school nurse salaries; \$80 a month for certified school counselors; and \$500 a month for licensed psychologists	\$40.9M each year of the biennium for school psychologists	\$2.5M (non-recurring) for suicide prevention via the internet. Schools must establish suicide risk protocols. \$11.4 million to tie school counselor pay to the salary schedule applied to school psychologists, speech pathologists, and school audiologists. \$3.5 million to increase the base salary amount by \$1,000 to school psychologists, speech pathologists, school audiologists, and school counselors.
Medicaid Coverage for 12 Months Post-Partum (S.B. 530)	No	Yes \$12,344,000 (recurring) in FY 21-22 \$50,816,000 (recurring) in FY 22-23	No
Close the Coverage Gap	\$86M	\$0	\$0

<i>Expand Medicaid to North Carolinians</i>			
NC Dental Society	\$0	\$200,000 (non-recurring)	\$200,000 (non-recurring)
Additional Medicaid Innovations Waiver Slots	Yes, 520 new slots.	Yes, 1,000 new slots.	Yes, 1,000 new slots.
Parents of Children in Foster Care <i>Allow parents to maintain Medicaid eligibility when child is temporarily placed into the foster care system</i>	\$0	\$26.1M (recurring) \$8.1M in FY 2021-22 and \$18M in FY 22-23	\$26.1M (recurring) \$8.1M in FY 2021-22 and \$18M in FY 22-23
Early Intervention <i>Provide more access to early intervention services for children 0-3 at risk for developmental delay or with a diagnosed disability</i>	\$18.4M	\$0	\$0

Health - ARPA State Fiscal Recovery Funds

Program	Governor's Budget	Senate Budget	House Budget
Lead and asbestos remediation <i>Testing and remediation specifically in schools and licensed child care facilities</i>	<p>\$35M (non-recurring ARPA state fiscal \$) for lead testing and mitigation in drinking water at licensed child care facilities and public schools</p> <p>\$125M (non-recurring ARPA state fiscal \$) for lead paint and asbestos abatement in public schools and licensed child care facilities.</p>	<p>\$32.8M (non-recurring ARPA state fiscal \$) for testing & mitigation in drinking water</p> <p>\$117.2M (non-recurring ARPA state fiscal \$) for lead & asbestos abatement</p>	<p>\$30.8M (non-recurring ARPA state fiscal \$) for testing & mitigation in drinking water</p> <p>\$109M (non-recurring ARPA state fiscal \$) for lead & asbestos abatement</p> <p>\$10M (non-recurring ARPA state fiscal \$) for</p>

			lead paint abatement in residential homes of children and pregnant women with elevated blood lead levels
Expansion of telepsychiatry services <i>Additional investments in the NC Statewide Telepsychiatry Program (NC-STeP) to respond to the public health emergency by providing virtual psychiatric assessments and consultations</i>	\$0	\$1.5M (non-recurring ARPA state fiscal \$) for the NC-STeP	\$1.5M (non-recurring ARPA state fiscal \$) for the NC-STeP
School-based virtual health pilot program <i>Atrium Health school-based virtual care pilot program utilizing telehealth services in Anson and Forsyth counties to address health disparities in areas hard-hit by COVID-19.</i>	\$0	\$0	\$1M (non-recurring ARPA state fiscal \$)

Family Economic Security - State Appropriations

Program	Governor's Budget	Senate Budget	House Budget
Earned Income Tax Credit (EITC) and Child and Dependent Care Tax Credit (CDCTC) <i>Reenact refundable state EITC, equal to 5% of the federal EITC, to help 880,000 low-and-moderate income families</i> <i>Create non-refundable CDCTC, equal to 100%, of the federal CDCTC, to help nearly 200,000 families pay for child and dependent care expenses</i>	(\$570.8M)	No	No
Paid Parental Leave for Public School Employees	\$0	\$0	\$18M (recurring) \$9M each year of the biennium

<i>Provides 8 weeks of paid parental leave when an employee gives birth to a child, or 4 weeks of paid parental leave for new parents that did not give birth to their child.</i>			
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Child Welfare - State Appropriations

Program	Governor's Budget	Senate Budget	House Budget
Foster Care Rate Increase	\$0	\$5.7M (recurring) \$2.4M in FY 2021-22 and \$3.3M in FY 22-23 – effective October 1, 2021	\$6.8M (recurring) \$3.3M in FY 2021-22 and \$3.3M in FY 22-23 – effective December 1, 2021 and covers county share of increase for FY 2021-22
SaySo <i>Provides funding for Strong Able Youth Speaking Out (SaySo), a statewide organization of youth ages 14-24 who are or have been in the out-of-home care system in NC</i>	\$0	\$0	\$320,000 (non-recurring)

Early Childhood Education - State Appropriations

Program	Governor's Budget	Senate Budget	House Budget
Child Care Subsidy Rate Increase <i>H574</i>	\$0	\$0	\$0
NC Pre-K Slot Rate Increase <i>Increase the slot rate reimbursement by over the biennium</i>	\$50.3 (recurring) 16% increase over biennium	\$5.2M (recurring) 2% increase each year of the biennium (total of 6%)	\$5.2M (recurring) Same as Senate
Child Care Subsidy <i>Reduce the subsidy waiting list</i>	\$20M (recurring)	\$0	\$0

Child Care WAGE\$ <i>Expand WAGE\$ statewide – ongoing salary supplement programs for early childhood teachers currently operating in only 58 of NC’s 100 counties</i>	\$36M	\$0	\$0
Reach Out and Read <i>Evidence-based early literacy program</i>	\$0	\$1M (non-recurring)	\$0
Ready for School, Ready for Life <i>Guilford-based organization focused on early childhood systems</i>	\$0	\$0	\$1.8M (non-recurring)
Smart Start <i>Expand access statewide to high-quality early childhood education and a continuum of evidence-based services for young children and families</i>	\$40M (recurring) \$20M each year of the biennium	\$30M (non-recurring) \$15M each year of the biennium	\$30M (recurring) \$15M each year of the biennium

Early Childhood Education - ARPA Child Care Development Funds

Program	Governor’s Budget	Senate Budget	House Budget
Child Care Subsidy <i>Reduce the waitlist and prioritize infants and toddlers</i>	\$200M (non-recurring ARPA CCDBG \$)	\$502.8M (non-recurring ARPA CCDBG \$)	\$206M to \$215M (non-recurring ARPA CCDBG \$)
Parent Co-Pays for Subsidized Care <i>Cover the cost of parent fees through end of 2021</i>	\$0	\$0	\$30M (non-recurring ARPA CCDBG \$)
Early Education Pipeline Development <i>Recruitment and retention strategies to build the educator pipeline for recovery</i>	\$211.3M (non-recurring ARPA)	\$0	\$172.8M (non-recurring ARPA CCDBG \$)
Child Care WAGE\$ <i>Expand WAGE\$ statewide – ongoing salary supplement programs for early childhood teachers currently operating in only 58 of NC’s 100 counties</i>	\$0	\$0	\$35M (non-recurring ARPA CCDBG \$)
Modernize Databases & IT <i>Improve user experience and data reporting functions in child care subsidy, NC Pre-K, and child care licensing</i>	\$59M (non-recurring ARPA CCDBG \$)	\$0	\$50M to \$59M (non-recurring ARPA CCDBG \$)

Early Childhood Education - ARPA State Fiscal Recovery Appropriations

Program	Governor's Budget	Senate Budget	House Budget
NC Pre-K Start Up Grants <i>Grants to private child care centers for start-up costs and small capital expenditures in counties with low NC Pre-K access</i>	\$44.5M (non-recurring ARPA state fiscal \$)	\$20M (non-recurring ARPA state fiscal \$)	\$10M (non-recurring ARPA state fiscal \$)

MEMORANDUM

DATE: August 26, 2021
TO: Executive Committee (On Behalf of Board)
FROM: Mary Sonnenberg, President
SUBJECT: Building Operations Continuing Guidelines during COVID-19

Our goal is to serve children and families here at the PFC Family Resource Center. We continue to review additional guidance from CDC, OSHA, EEOC, and DCDEE as well as any local government mandates. The City of Fayetteville implemented a fifth amendment to their State of Emergency Declaration for a mask mandate effective 5:00 pm on August 20, 2021. The Cumberland County Commissioners voted unanimously at a special meeting on August 24, 2021 to implement a mask mandate that could be effective as early as 5:00 August 25, 2021. In light of the increased number of COVID cases and the Delta Variant, we recommend that we continue stringent health and safety guidelines to protect our staff, tenants and visitors. Since many of our clients that visit here are still at risk of the COVID virus, **The Partnership for Children is continuing the following operational procedures at the Family Resource Center:**

1. As the facility owner, PFC will continue to require face coverings for all persons while in the common area lobbies, hallways, restrooms, lounges, and conference rooms at the center. Tenants will continue to guide requirements within their respective spaces.
2. The PFC staff health questionnaire continues to be required daily when staff is entering the building or are out in the field working and representing PFC.
3. PFC Staff who are vaccinated are required to provide documentation to HR of their vaccine status.
4. Tenants and visitors should continue to do screening prior to entering the building.
5. Visitation will continue by appointments.
6. Visitors for appointments will continue to enter through the main lobby entrance. A staff member will receive and escort them to their visitation location and then be accompanied back to the main lobby for exiting. This applies to tenants, PFC visitors and any contractors.
7. Extended hours of operation beyond the current schedule (below) will be based on requests from staff and tenants as needed: Mon, Tues, Fri- 8:00am – 6:00pm Wed, Thurs- 8:00am – 9:00pm 1st Sat of month 8:00am – 3:00pm
8. PFC staff and tenant staff can resume using respective wing doors for entry and exit purposes, effective 8/2/2021. Hand sanitation stations are installed near

each entry door for sanitizing your hands upon entry and exit. PFC Staff and tenants will not allow guests to enter and exit wing doors unless for emergency egress only.
9. Conference Room use must be scheduled. Masking, social distancing and cleaning protocols remain in place in these spaces.
10. Enhanced cleaning of high touch and use areas continues. Hand sanitizer is located at every entrance to the building.
11. Staff who have an exposure or test positive to COVID-19 should notify their supervisor and HR immediately for guidance and to initiate proper cleaning protocols.
12. Tenants who have staff or clients who have an exposure or positive COVID-19 tests must notify Mike Yeager immediately for guidance and to initiate proper cleaning protocols.

How to Develop a COVID-19 Employee Vaccination Policy

A 7-step process can help employers decide whether to mandate vaccinations

By Susan M. Miller, Robert A. Phillips, Roberta L. Schwartz, H. Dirk Sostman, Carole Hackett, and Marc L. Boom
July 27, 2021

[Editor's Note: SHRM has partnered with (<https://hbr.org/>) Harvard Business Review (<https://hbr.org/>) to bring you relevant articles on key HR topics and strategies.]

Feedback

Employers grappling with the issue of whether to require their workers to be vaccinated against COVID-19 as well as other infectious diseases may benefit from the process that Houston Methodist, an academic medical center comprising eight hospitals in Houston, used to make that decision.

On March 31, 2021, we mandated that our 26,000 employees, with some exceptions, be vaccinated, making ours the first U.S. hospital system to do so (<https://www.usatoday.com/in-depth/news/investigations/2021/06/17/vaccine-requirement-houston-hospital-could-spark-nationwide-trend/7709591002/>). Soon after, the mandate was extended to 7,500 private-practice physicians with privileges to care for patients at our hospitals.

Prior to our mandate, 84 percent of Houston Methodist employees had been vaccinated against COVID-19. After the mandate took effect on June 7, we reached 100 percent compliance among those without a reason to be excused; 285 employees and 108 credentialed private-practice staff received exemptions, and 332 were granted deferrals (2 percent combined).

After instituting this policy, we were sued by 117 employees who claimed that we could not require immunization as a prerequisite for employment. A federal judge summarily dismissed (<https://www.npr.org/2021/06/13/1006065385/a-judge-has-thrown-out-a-lawsuit-brought-by-hospital-workers-over-a-vaccine-mand>) the lawsuit. He rejected the arguments that the vaccines were experimental and caused harm and said, "It is a choice made to keep staff, patients, and their families safer."

With our policy having stood this legal test, we believe that other employers can use our process for developing a vaccination policy of their own. It consists of seven steps.

FEATURED RESOURCE HUB PAGE



COVID-19 Vaccination Resources

(www.shrm.org/hr-today/news/hr-news/Pages/COVID-19-Vaccination-Resources.aspx)

1. Establish an ethical framework and hierarchy.

To guide us while making our policies, we defined a "pyramid of responsibility," with patients and their families at the top, followed by our employees, and the Houston community forming the base. This framework was developed through a scientific and ethical review of COVID-19 vaccine research, which established our institutional responsibility under the precepts (<https://web.stanford.edu/class/siw198q/websites/reprotech/New%20Ways%20of%20Making%20Babies/EthicVoc.htm>) of beneficence (a procedure should only be performed with intent of doing good for the patient) and non-maleficence (a procedure should not harm the patient or others in society).

In developing our vaccination policy, we applied these concepts to prioritize the health and safety of all of those under our responsibility, with a focus on avoiding preventable harm. With this expanded approach, we understood patients coming to Houston Methodist expected, and are entitled to, a safe environment for their medical care. Similarly, employees deserve a workplace that actively avoids preventable harms.

We also evaluated how a potential vaccination mandate for our workers would affect vaccine availability for the Houston community. Houston Methodist is a designated State of Texas COVID-19 vaccine hub. This status gave us access to large volumes of vaccines but also conferred on us the responsibility to ensure that vaccines are distributed equitably throughout the community. Distributive justice (<https://plato.stanford.edu/entries/justice-distributive/>) requires that a vaccination mandate not be implemented until such time that it will not create vaccine shortages for the community. Thus, Houston Methodist could not ethically mandate the vaccine for employees until the vaccine supply could meet that demand.

Finally, we considered how a vaccination mandate would affect our employees' right to autonomy—their right to make their own decisions without interference from others. In the construct that prioritizes beneficence and non-maleficence, an individual's right to autonomy ends when his or her actions would harm others. We decided that death from COVID-19, was an irreversible harm, and minimizing nosocomial infections—those occurring within 48 hours of hospital admission, three days of discharge, or 30 days of an operation—were critically important tasks and an additional institutional responsibility.

Evaluating potential vaccination policies under this framework, Houston Methodist determined that a vaccination mandate was the best way to ensure that our employees did not pose harm to patients, other employees, or the Houston community. In building this policy, respect for employee confidentiality and the principle of proportionality (<https://www.collinsdictionary.com/us/dictionary/english/proportionality>) (an action should not be more severe than is necessary) were further considered.

[Want to learn more about employers' COVID-19 policies? Join us at the SHRM Annual Conference & Expo 2021 (<https://annual21.shrm.org/>), taking place Sept. 9-12 in Las Vegas and virtually.]

2. Conduct a risk-benefit analysis compliant with professional standards.

The first step is to conduct a risk-benefit analysis of vaccination versus no vaccination. Critically, this analysis must be performed by subject-matter experts who can accurately assess the situation.

Our risk-benefit analysis asked one question: Do the available vaccines reduce the risk of harm from a COVID-19 infection more than they increase the risk of severe adverse reactions? The vaccines approved under the U.S. Food and Drug Administration's (FDA's) emergency use authorization (<https://www.fda.gov/emergency-preparedness-and-response/mcm-legal-regulatory-and-policy-framework/emergency-use-authorization>) are highly effective.

The Pfizer/BioNTech, Moderna and Johnson & Johnson vaccines are 95 percent (<https://www.nejm.org/doi/full/10.1056/NEJMoa2034577>), 94 percent (<https://www.nejm.org/doi/full/10.1056/NEJMoa2035389>) and 72 percent (https://www.cdc.gov/mmwr/volumes/70/wr/mm7009e4.htm?s_cid=mm7009e4_worization) effective in preventing symptomatic infection, respectively; all reduce hospitalization and mortality to nearly zero. This is on par with, or better than, many familiar FDA-approved vaccines. They have shown effectiveness

against the UK (Alpha, or B.1.17), South African (Beta, or B.1.351) (<https://www.nejm.org/doi/full/10.1056/NEJMc2104974>), Brazilian (Gamma, or P.1) (<https://investors.modernatx.com/news-releases/news-release-details/moderna-announces-positive-initial-booster-data-against-sars-cov-2>), California (B.1.427 and B.1.429) (https://www.nejm.org/doi/full/10.1056/NEJMc2103740?query=featured_home), and related variants.

Beyond their established effectiveness, these vaccines are incredibly safe. More than 2.1 billion doses have been administered around the world under heavy scrutiny from researchers, governments, and watchdog organizations. One real-world study of 627,383 fully vaccinated individuals reported (<https://www.thelancet.com/journals/laninf/article/PIIS1473-3099%2821%2900224-3/fulltext>) an even lower rate of side effects than seen in the previous clinical trials, with fewer than one in four experiencing symptoms, most commonly headache, fever, and fatigue. Serious adverse events—those that cause or extend hospitalization or result in persistent disability or death—have been rare (<https://www.cdc.gov/coronavirus/2019-ncov/vaccines/safety/adverse-events.html>).

In contrast, COVID-19 has killed more than 3.9 million people (<https://covid19.who.int/>), according to the official tally of the World Health Organization (WHO). (Other estimates (<https://news.northeastern.edu/2021/05/24/an-accurate-count-of-the-covid-19-death-toll-would-better-prepare-us-for-future-pandemics-heres-why/>) are much higher.) Furthermore, as many as one-third (<https://www.bmj.com/content/372/bmj.n693>) of COVID-19 patients experience significant health problems after they've had the disease; these include (<https://www.cdc.gov/coronavirus/2019-ncov/hcp/clinical-care/post-covid-conditions.html>) cardiovascular, pulmonary, renal, dermatologic, neurologic, and autoimmune effects. The available COVID-19 vaccines are orders of magnitude safer than an acute or chronic infection or the quality-of-life impact from post-COVID-19 syndrome.

Members of a vaccinated workforce are far less likely to risk infecting (https://jamanetwork.com/journals/jama/fullarticle/2779853?guestAccessKey=76ecdff9-de67-435b-9202-9f4859e33142&utm_source=silverchair&utm_medium=email&utm_campaign=article_alert-jama&utm_content=olf&utm_term=050621) their customers or each other, thus reducing social and economic harm across the community. A stark reminder of this danger is a nursing home in Kentucky, where an unvaccinated employee caused an outbreak (<https://www.cdc.gov/mmwr/volumes/70/wr/mm7017e2.htm>) that sickened 20 employees and 26 residents, killing two. Both the employee and the organization are responsible for this loss of life and the irreparable harm to this community. When considering vaccination mandates, it is critical to remember the potential endangerment that is more likely to be caused by unvaccinated employees. Hence, institutions are responsible for creating mitigation strategies.

3. Ensure that policies for religious and medical exemptions are consistent with public health recommendations and state and local laws.

At Houston Methodist, the multidisciplinary committee that reviews requests for COVID-19 vaccination exemptions and deferments is the same one that annually reviews requests to be exempted from our influenza vaccination mandate.

Our vaccination mandate includes thoughtful policies that accommodate employees and credentialed staff with medical conditions or sincerely held religious beliefs inconsistent with vaccination. In addition, pregnant women were granted deferrals since pregnancy was an exclusion criterion in the initial cohort of individuals who participated in the early vaccination trials. The data collected since the emergency use authorization indicates the COVID-19 vaccine is safe in pregnant women. Furthermore, the American College of Obstetricians and Gynecologists recommends (<https://www.acog.org/clinical/clinical-guidance/practice-advisory/articles/2020/12/covid-19-vaccination-considerations-for-obstetric-gynecologic-care>) the vaccine for pregnant women. Based on these expert opinions and because pregnant women are more likely to experience severe disease, we highly encouraged pregnant women to get vaccinated.

It is also important that vaccination policies are aligned with state and local laws. Texas, for example, requires (<https://www.texmed.org/immunizationrequirements/>) employers to grant exemptions on religious and medical grounds.

But to ensure the safety of everyone in our hospital, those granted permanent or temporary exemptions must undergo COVID-19 testing every two weeks and wear face shields as well as the various kinds of face masks (e.g., N95s and surgical masks) that all personnel in the hospital are required to use.

4. Provide a robust educational campaign.

Educate individuals throughout the organization on the risk and benefits of vaccination versus non-vaccination. Transparently explain the process you employed to create your policy. Make an extra effort to listen to the concerns of employees who are hesitant to be vaccinated and address their concerns. Education has multifold advantages over compulsion.

Houston Methodist developed a targeted messaging campaign that consisted of emails and open town halls, where subject-matter experts explained the risk-benefit analysis to workers. We made sure that there were platforms where everyone could ask questions; in addition to the town halls, they included email channels to various leaders and functions and internet chat portals. Critically, we ensured that these platforms were accessible to people who were working on different shifts and who had varying levels of knowledge about the vaccines or vaccination. And we made the information available in multiple languages.

5. Combat misinformation.

Houston Methodist worked throughout the pandemic to counteract misinformation. In town halls and emails, we continually shared updated scientific information and proactively identified and corrected misinformation. Feedback showed that employees greatly appreciated this transparent communication.

6. Lead by example.

Before asking non-management workers to comply with the mandate, it is crucial for them to see that managers were compliant with this policy. At Houston Methodist, the deadline for executives and other managers to be fully vaccinated was approximately two months prior to the one for all workers.

7. Monitor the vaccination rates.

By measuring vaccine rates over time and sharing the impact of vaccination policies, you can demonstrate that the policy is equitably applied and is an institutional priority. Health care workers are more likely to voluntarily receive vaccines and comply with vaccine policies (<https://www.sciencedirect.com/science/article/abs/pii/S0195670116302523>) when they observe others complying with the institutional policies.

Our previous experience with vaccination mandates illustrates this. In 2009, we initiated an annual influenza vaccination mandate that followed this same process. All of our staff has been compliant with it, and it has not adversely affected attitudes: Employee engagement scores have remained above the 97th percentile for years.

Some may wonder whether our mandatory vaccination policy asks too much of our employees and whether a similar approach would ask too much of their own. Our view is the top priority should be to keep employees, customers, and our community safe. Organizations must strive to eliminate any avoidable harm, which clearly includes avoiding the transmission of infectious and deadly diseases.

At Houston Methodist, if we were not striving for these goals, we would not be adhering to our organizational values—integrity, compassion, respect, accountability, and excellence (I CARE). We suspect that many other organizations would also find their values are strongly aligned with a vaccination mandate.

Susan M. Miller (https://hbr.org/search?term=susan%20m.%20miller&search_type=search-all), MD, is the John S. Dunn, Sr. Research Chair in General Internal Medicine and department chair of family medicine at Houston Methodist Hospital. She is also a professor of clinical medicine at Houston Methodist Academic Institute and an associate professor at Weill Cornell Medical College. *Robert A. Phillips* (https://hbr.org/search?term=robert%20a.%20phillips&search_type=search-all), MD, is executive vice president and chief physician executive at Houston Methodist, an academic medical center comprising eight hospitals in Houston. He is also president and chief executive officer of the Houston Methodist Physician Organization and a professor of medicine at Weill Cornell College of Medicine. *Roberta L. Schwartz* (https://hbr.org/search?term=roberta%20l.%20schwartz&search_type=search-all) is an executive vice president and chief innovation officer at Houston Methodist, an academic medical center comprising eight hospitals in Houston. *H. Dirk Sostman* (https://hbr.org/search?term=h.%20dirk%20sostman&search_type=search-all), MD, is the Ernest Cockrell Jr. Presidential Distinguished Chair and president of the Houston Methodist Academic Institute. He is also an executive vice president, chief academic officer, and chair of the Vaccine Scientific Advisory Committee at Houston Methodist, an academic medical center comprising eight hospitals in Houston. *Carole Hackett* (https://hbr.org/search?term=carole%20hackett&search_type=search-all) is a senior vice president and chief human resources officer at Houston Methodist, an academic medical center comprising eight hospitals in Houston. *Marc L. Boom* (https://hbr.org/search?term=marc%20l.%20boom&search_type=search-all), MD, is president and chief executive officer of Houston Methodist, an academic medical center comprising eight hospitals in Houston. He is also an assistant professor of medicine at Weill Medical College and an adjunct professor of management, policy and community health at The University of Texas School of Public Health.

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Partnership for Children of Cumberland County, Inc.

Human Resources Policies and Procedures

General Employment Policies

Section 111 – Vaccination Policy

Purpose

In accordance with the Partnership's duty to provide a system of care that is child-centered and family-focused, in which families are successful and children thrive, we are adopting this policy to help safeguard the health of the children and families that we serve, as well as our employees, customers and the community at large from infectious diseases, such as COVID-19, that may be reduced by vaccinations. This policy will comply with all applicable laws and is based on guidance from the Centers for Disease Control and Prevention, the Occupational Health and Safety Administration, and local health authorities, as applicable.

Scope

All employees are required to receive vaccinations as determined by the president in consultation with the board chair and local and state health agencies or as determined by local, state or federal policies, unless a reasonable accommodation is approved. Employees not in compliance with this policy will be placed on unpaid leave until their employment status is determined by human resources.

Procedures

Employees will be notified by human resources as to the type of vaccination(s) covered by this policy and the timeframe(s) for having the vaccine(s) administered, if applicable. The Partnership will provide either onsite access to the vaccines or a list of locations to assist employees in receiving the vaccine on their own.

The Partnership's health plan will pay for all vaccinations; COVID-19 vaccinations are free, whether an individual has health insurance or not. The Partnership will reimburse the cost, if any, of vaccinations for employees still in their introductory period.

All employees will be paid for time taken to receive vaccinations provided onsite. For offsite vaccinations, employees are to work with their managers to schedule appropriate time to comply with this policy and may use sick leave in accordance with **HR 405 Sick Leave**.

Before the stated deadlines to be vaccinated have expired, employees will be required to provide either proof of vaccination or an approved reasonable accommodation to be exempted from the requirements. Acceptable proof of vaccination includes a completed Vaccination Record Card or copy of vaccination record from a service provider. Electronic submission is acceptable.

Reasonable Accommodation

Employees in need of an exemption from this policy due to a medical reason, or because of a sincerely held religious belief must submit a completed Request for Accommodation form to human resources as soon as possible after vaccination deadlines have been announced.

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

General Employment Policies
Section 111 – Vaccination Policy

Accommodations will be granted where they do not cause the Partnership undue hardship or pose a direct threat to the health and safety of others.

Please direct any questions regarding this policy to human resources.

President Succession Plan for Partnership for Children of Cumberland County, Inc.

Introduction

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 attached job description of the President. 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.

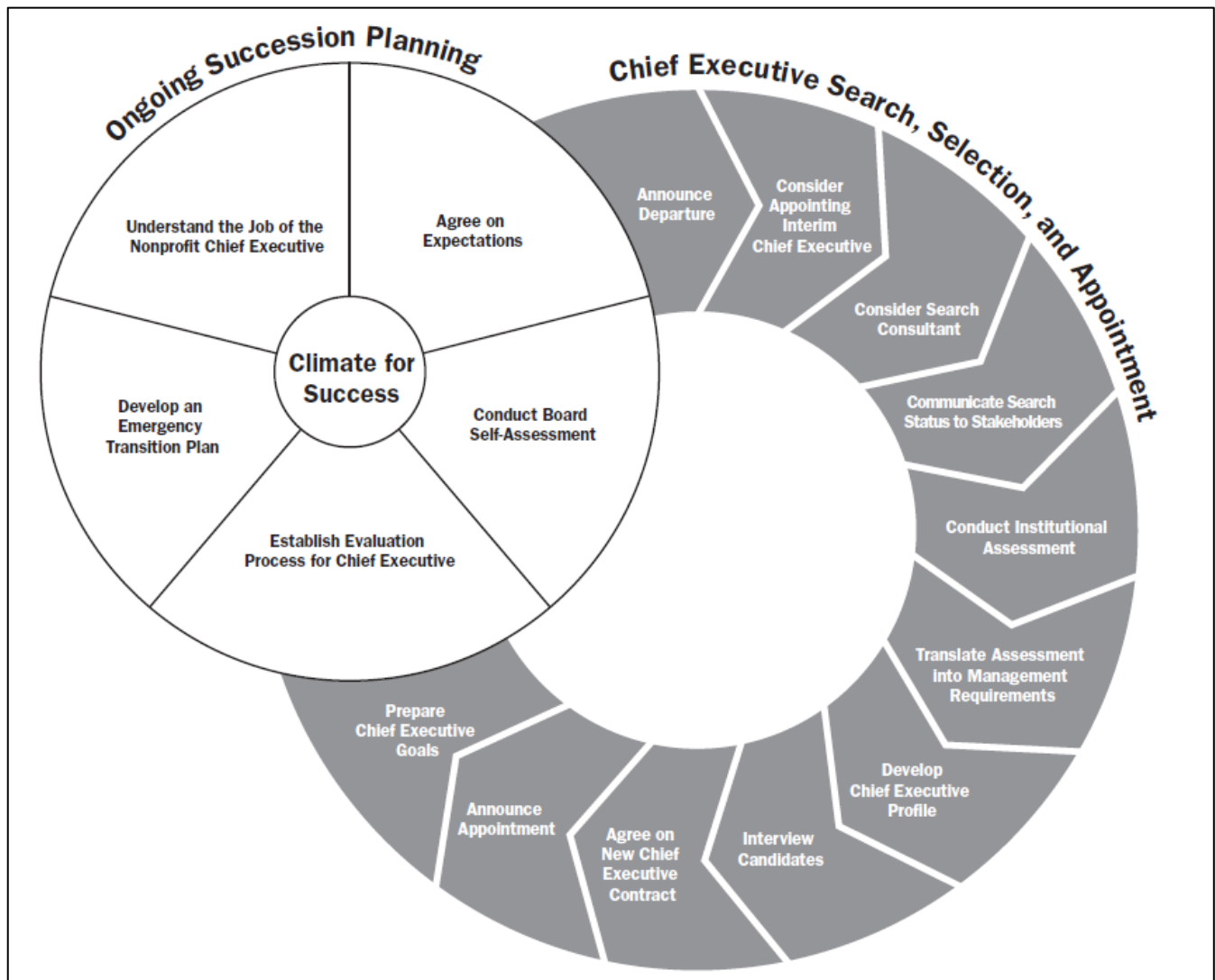


Figure 1. Model for Succession Planning Cycle

I. Short-Term Absence Succession Plan

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) to implement the terms of this plan in the event of the short term absence of the President.

In the event of a short term absence of the President, the President or the VP of Finance 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 appointee to Acting President is the VP of Finance. 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 VP of Information Technology 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 VP of Finance or the VP of Information Technology 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 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 key external supporters of PFC, including, 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. While the President transitions back to a full-time commitment, a reduced schedule can be allowed for a set period of time with approval of the Board Chair. 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. Long-Term Absence Succession Plan

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:

- Recognizing that it may not be reasonable to expect the Acting President to carry out the duties of two positions for more than three months, the Board of Directors, in consultation with the Acting President, will promptly consider temporarily filling the position left vacant

by the Acting President. 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. While the President transitions back to a full-time commitment, a reduced schedule can be allowed for a set period of time with approval of the Board Chair. 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 the following additions:

- In the event the President retires, resigns or is terminated for any other reason, the Board of Directors Chair or Vice Chair must notify the assigned Program Officer at NCPC by email, providing the following information:
 - The last date of the President's employment;
 - Contact information for the Interim President (an Interim President cannot also serve as a board member);
 - Plans for recruitment and selection of a new President, including who will serve as the transition committee.
- Within 30 days of notification, the Board of Directors Chair will appoint a Transition Committee and Transition Committee Chair and Vice Chair to plan and carry out the transition to a new President. The Transition Committee will select members for an interview subcommittee. 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.

V. Key Information Inventory

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.

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

Financial Information

Employer Identification Number (EIN) #: 56-1845926

Current Form 990	<input checked="" type="checkbox"/> VP Finance's Office	<input type="checkbox"/> _____	<input checked="" type="checkbox"/> www.ccpfc.org
Previous Form 990s	<input checked="" type="checkbox"/> VP Finance's Office	<input type="checkbox"/> _____	<input checked="" type="checkbox"/> www.ccpfc.org
Current audited financial statements	<input checked="" type="checkbox"/> VP Finance's Office	<input type="checkbox"/> _____	<input checked="" type="checkbox"/> www.ccpfc.org
Previous audited financial statements	<input checked="" type="checkbox"/> VP Finance's Office	<input type="checkbox"/> _____	<input checked="" type="checkbox"/> www.ccpfc.org
Financial Statements (if not part of the computer system and regularly backed-up)	<input checked="" type="checkbox"/> MIP Accounting System maintained and backed up by NCPC; hard copies in the Accounting Manager's Office		
Blank Checks	<input checked="" type="checkbox"/> Acct. Manager's Office/ Business Office Safe	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Computer passwords	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input checked="" type="checkbox"/> President's User File
Donor Records	<input checked="" type="checkbox"/> Throughout PFC- w/appropriate staff	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Client Records	<input checked="" type="checkbox"/> Contract Coordinator's Office	<input type="checkbox"/> _____	<input type="checkbox"/> _____



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

OF CUMBERLAND COUNTY

Vendor Records	<input checked="" type="checkbox"/> Purchasing Spec's Office	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Volunteer Records*	<input checked="" type="checkbox"/> Contract Coordinator's Office	<input type="checkbox"/> _____	<input type="checkbox"/> H:\Volunteer Tracking

**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: (984.500.5483) Tom Mitchell at ttmitchell@ncsmartstart.org

Bank

Banking files are located in the Accounting Manager's office

Name(s): Bank of America

Account Number: [REDACTED]

Branch Representative(s): Sam Norris

Phone Number: 919-829-6580

Email: samuel.norris@bofa.com

Name: PNC Bank

Account Number: [REDACTED]

Representative Name: Lavonne Barbour

Phone Number: 910-868-7504

Email: lavonne.barbour@rbc.com

Name: Lumbee Guaranty Bank

Certificate Number: [REDACTED]

Phone Number: 910-424-0010

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

Name: E-Trade Securities

Account Number: [REDACTED]

Broker Phone Number/Email: Charles Morris

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

charles@morriscolyer.com

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

President and VP of Finance (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

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

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

Legal Counsel

Attorney: PoynerSpruill

Name: Susanna Gibbons – Employment Compliance Law

Phone Number: 919-783-2813

E-mail: SGibbons@poynerspruill.com

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

Human Resources Information

	Onsite Location	Offsite Location	Online URL
Employee Records/ Personnel Info*	<input checked="" type="checkbox"/> HR Manager's Office	<input type="checkbox"/> _____	<input checked="" type="checkbox"/> www.paychexflex.com
I-9s	<input checked="" type="checkbox"/> HR Manager's Office		<input checked="" type="checkbox"/> www.paychexflex.com

**Names, home addresses, phone numbers, email, emergency contacts, etc.*

Payroll

Company Name: Paychex, Inc.
 Account Number: 0429-S237
 Payroll Rep: Jeff Clark
 Phone Number: 833-379-3324 x5123248
 Email: jrclark1@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) ☒ Contract Coordinator's Office
 Building Deed (for owners) ☒ Exec. Specialist's Office

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

Building Management

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

Office Security System

Company Name: Around the Clock Security
Account Number: N/A
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

Unemployment Insurance: Payments processed through Payroll process with Paychex

Company/Underwriter: N/A
Policy Number _____
Representative Phone Number/Email: _____
Broker Phone Number/Email: _____

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

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

Health/Medical Insurance

Company/Underwriter: Blue Cross and Blue Shield
Policy Number 14161945
Representative Phone Number/Email: N/A
Broker Phone Number/Email: Charles Morris
910-323-3161(work); 910-977-3438 (cell phone)
charles@morriscolyer.com

Flexible Spending Account

Company/Underwriter: Health Equity
Client ID 30080
Representative Phone Number/Email: N/A
Broker Phone Number/Email: Charles Morris
910-323-3161(work); 910-977-3438 (cell phone)
charles@morriscolyer.com

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

Disability Insurance (long-term)

Company/Underwriter: MetLife
Group Number 5959489
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: MetLife
Group Number 5959489
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: MetLife
Group Number 5959489
Representative Phone Number/Email: N/A
Broker Phone Number/Email: Charles Morris
910-323-3161(work); 910-977-3438 (cell phone)
charles@morriscolyer.com

Vision

Company/Underwriter: MetLife
Group Number 5959489
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

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

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

Disability Insurance (short-term) – N/A

Long Term Care – N/A

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 Cheers) 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 420

Appendix 1

PFC 2021/2022 BOARD OF DIRECTORS

	Last Name	First Name	Company	Board Position
1	Adams-Watkins	Dr. Pamela	Cumberland County Schools	Public School Exceptional Children's Preschool Program - NC Pre-K Mandated
2	Ballard	Lonnie	Action Pathways	Local Head Start Program - NC Pre-K Mandated
3	Connelly	Dr. Marvin	Cumberland County Schools	School Administrator - NC Pre-K Mandated
		<i>Alana Hix - Designee - School Administrator</i>		
4	Deaver	Robin	Fayetteville Technical Community College	Higher Education Institution
5	Eason	Shanay*	Tiny Imprints Child Care	Child Care Provider Licensed Home
6	Gardner	Terrasine	City Block	Local Mental Health Community Organization - Board Secretary
7	Gronowski	Sandee	First Citizens Bank	Military Community Rep - Board Vice Chair
8	Gronski	Dr. Meredith	Methodist University	Higher Education Institution - Board Chair
9	Jackson	Brenda	Cumberland County DSS	Department of Social Services - NC PreK Mandated
		<i>Shona Bannister - Designee - Department of Social Services</i>		
10	Jallow-Konrat	Haja*	Caring Hearts Behavioral Services, LLC	Community at Large
11	Jones	Brian	Fayetteville Urban Ministry	Other Non-Profit Human Services Agency
12	Jones	Cotina	State Library of NC	Local Public Library
13	Mathis	Mary*	Cumberland Community Dev Ctr (dba) Trinity Child Care	Child Care Provider from a Licensed Center-Based Child Care Facility - NC Pre-K Mandated

14	McDonald	Karen	City of Fayetteville	Municipal Government
15	McGillivray	Andrea*	<i>Building Blocks Early Learning Center</i>	<i>Child Care Provider from a Licensed Center-Based Child Care Facility - NC Pre-K Mandated</i>
16	McLaughlin	Jami	Fayetteville Area Mom on the Go, Fayetteville Observer	Parent of a Child 5 or Younger
17	McNeill	Tre'vone	Truevine Ministries	Faith Community
18	Neal	Ayesha	Gateway Communications, PLLC - Speech Therapy	Rep of Child Care Resource & Referral Agency or Child Care NPO - NC PreK Mandated - Board Chair
19	Rayman	Tawnya	Children's Developmental Services Agency	Inter-Agency Coordinating Council
20	Terry	Stephen (Steve)	Haigh, Byrd & Lambert, LLP	Business Leader - Board Treasurer
21	Wade	Dr. Anthony	Cumberland County	County Manager's Office
22	Wesley	Wanda	Cumberland County Schools	Rep of Child Care Resource & Referral Agency or Child Care NPO - NC Pre-K Mandated
23	Williams	Ebone	Affinity Therapy Services, PLLC	Community at Large


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 VP Finance (VP Finance) meets with staff	Board Chair or VP Finance	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

Event	Responsible Party	Date
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
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



PFC President

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

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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.



a partner
in the

smart start
network

Be the Driving Force.



**Smart Start Accountability Plan
Qualification Requirements
for a Local Partnership Executive Director
Effective January 1, 2020**

The North Carolina Partnership for Children, Inc. (NCPC) is responsible for the Smart Start appropriation from the General Assembly and is charged with ensuring fiscal and programmatic accountability of those public funds. Contracted local partnerships (LPs), who make up the Smart Start network, utilize these funds to advance a high quality, comprehensive, accountable system of care and education for children in all 100 North Carolina counties.

In recognition of the importance an executive director to the well-being and impact of a LP and their role in the Smart Start network, the following minimum qualification requirements have been established for a Smart Start Executive Director.

This document is not intended to provide best practice guidelines and resources for executive director recruitment and hiring. There are numerous sample resources (e.g. transition plans, job descriptions and competencies, checklists, advertisements) available for LP Boards and search committees to use. Many of these were created and used by other LP Boards who were in an executive director recruitment process. Your NCPC Program Officer can send a list of available resources. Additional LP Board resources are available from NCPC's LP Central website around board governance and oversight developed by Board Source and NCPC.

Notice of Transition

LP Boards must notify NCPC (by email to assigned Program Officer) in the event the executive director retires, resigns, or is terminated for any other reason, and provide the following information:

- The last date of the executive director's employment;
- Contact information for the interim executive director (an interim executive director cannot also serve as a board member); and
- Plans for recruitment and selection of new executive director, including who will serve as the selection committee.

Minimum Qualification Requirements

1) Education Requirements

Candidates must possess a bachelor's degree (graduate degree preferred) in business administration or related business field, public administration, public policy, education, or human services-related field.

2) Experience Requirements

Candidates must have a minimum of five years of experience in management and financial administration with at least three years of supervisory experience.

Other key business competencies for executive director that should be considered, but are not a minimum requirement are:

- Experience in nonprofit or state government financial administration and management, including responsibility for developing and managing diversified sources of funding (e.g. federal, State, local, private) and responsibility for regulatory compliance.
- Experience managing early childhood programs.
- Experience convening stakeholders for community impact.
- Working with diverse community stakeholders.
- Experience in nonprofit board governance and working with governing boards.
- Proven fundraising and grant writing experience for the nonprofit sector.

Candidate Vetting Process

LP Boards are responsible for the final selection of a candidate when hiring a local partnership's executive director. However, to maintain fiscal and programmatic integrity within the Smart Start system, LP Boards must provide NCPC with information to demonstrate the candidate meets the minimum qualifications of education and experience. Documentation can vary, but at minimum, the candidate's resume, and verification of education are acceptable forms of documentation. LP Boards will be notified once the minimum qualifications are reviewed by NCPC.

If a candidate has prior experience as an executive director for a Smart Start local partnership, NCPC and the LP Boards will also review a candidate's prior executive director experience with the Smart Start network. NCPC and the LP Boards will jointly review any relevant information and determine if the candidate is still eligible for hire.

A candidate that does not meet the minimum requirements stated above is not necessarily ineligible, however, the candidate's qualifications will be subject to additional review and documentation. NCPC and the LP Boards will jointly meet to review the candidate's commensurate qualification. If accepted, NCPC will approve an exception and notify the Boards.

Background Checks

All offers of employment to local partnership executive directors are contingent upon clear results of a thorough

background check. Before conducting any background checks, candidates must sign and submit a background authorization and release form to the hiring agency. The background check is the local partnerships responsibility.

[Reference ED Background Check Document.](#)

Salary Schedule

Boards must use the Executive Director Salary Schedule in determining the Executive Directors salary.

[Reference Executive Director Salary Schedule.](#)

Non-Compliance

LP Boards cannot hire a candidate that does not meet the minimum qualifications, unless an exception has been approved by NCPC. If an executive director is hired without the minimum Smart Start executive director qualifications the local partnership will not be in compliance with the terms of their contract with NCPC.

Last Revised: 7/12/2019 Updated: 12/4/2019

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?

				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.
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.

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 VP Finance, Marie Lilly. You will have the opportunity to ask any questions you may have at this point.

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					

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

OF CUMBERLAND COUNTY

Experience Working with Volunteers					
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:

Transition and Selection Procedures for President Succession Plan

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

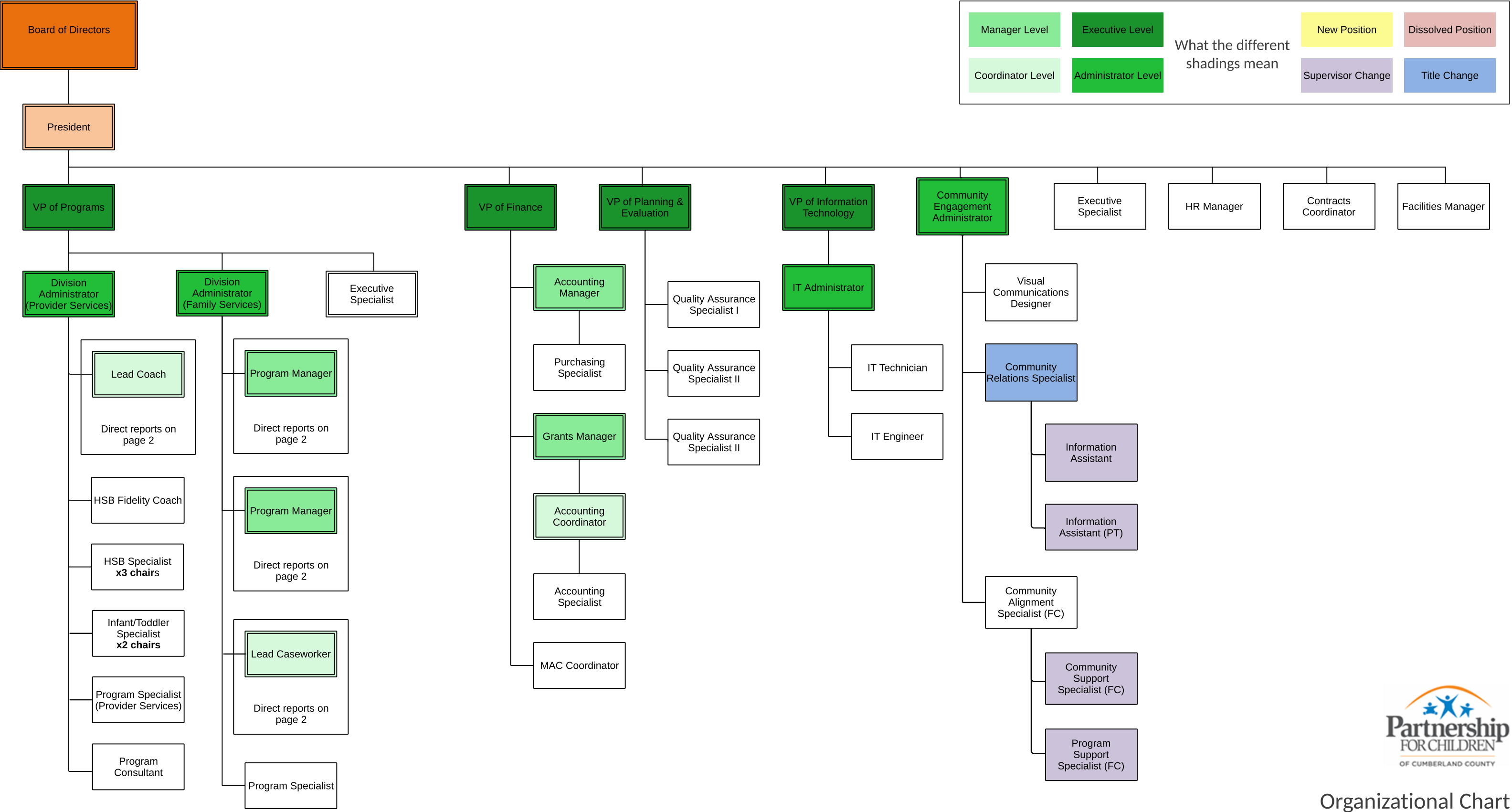
1. When the outgoing President has made a decision to leave the position he/she will give a minimum 30 days written and verbal notice to the Board Chair.
 - a. The President and Board Chair will use the Transition Timeline (Appendix 2) as guidance for the process.
2. Once notification is received the 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 subcommittee of the Transition Committee which is usually comprised of approximately 4 individuals. (The interview subcommittee's roles and responsibilities are to conduct the interviews with potential candidates and make recommendation to the Transition Committee for final selection).
 - a. The transition committee will consider multiple factors when making the member selection for the Interview subcommittee 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 subcommittee 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 subcommittee members for their review and scoring.

- d. The interview subcommittee 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).
 - 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 Manger 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 subcommittee, 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 committee and interview subcommittee 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.
 - 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, verification letter, verification of education (either copy of transcript or diploma and background check. 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, official 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 VP Finance 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 (VP Finance & Vice Presidents).
 - c. The Board Chair will engage with the new President in a 90 day check in review.



Organizational Chart

Revised September 30, 2021

Manager Level

Coordinator Level

Executive Level

Administrator Level

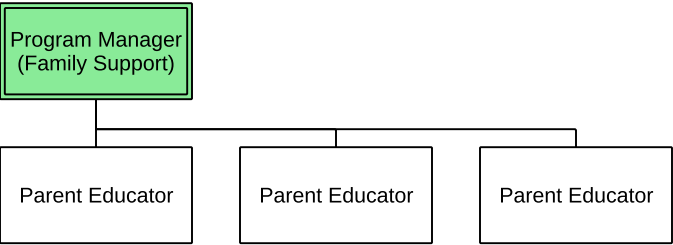
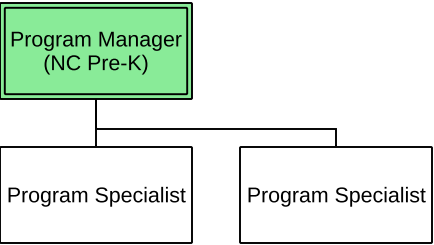
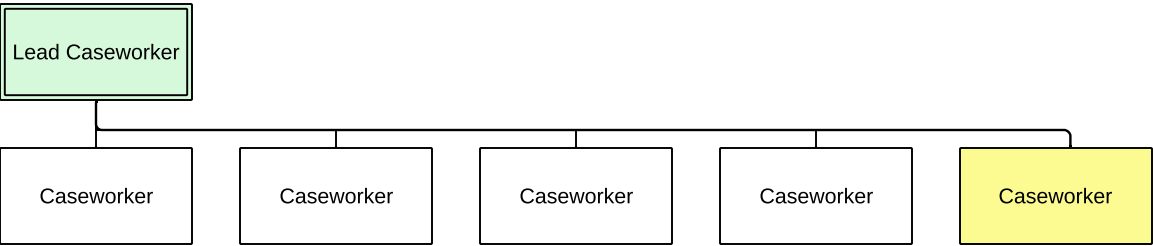
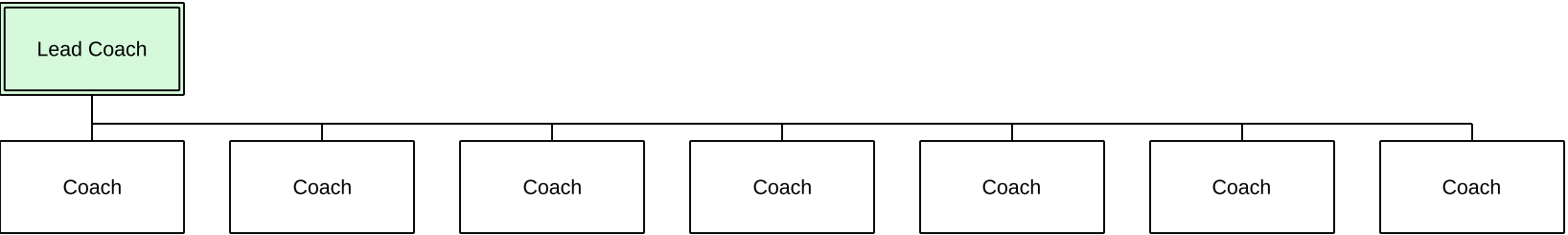
What the different shadings mean

New Position

Supervisor Change

Dissolved Position

Title Change



Board Transition Worksheet - September 8, 2021

NCPK Suggested Roles - Government		Board Member	1st Term Expires	2nd Term Expires
	County Commissioner's Office	Open		
1	County Manager's Office	Wade, Dr. Anthony*	6/30/2024	6/30/2027
2	Department of Social Services - NC Pre-K Mandated	Reid-Jackson, Brenda		NCPK
	Local Health Agency or Health Services Provider	Open		
3	School Administrator - NC Pre-K Mandated	Connelly, Dr. Marvin		NCPK
4	Higher Education Institution	Deaver, Robin		6/30/2023
5		Gronski, Dr. Meredith		6/30/2023
	Local Cooperative Extension Agency	Open		
6	Local Public Library	Jones, Cotina	6/30/2022	6/30/2025
7	Municipal Government	McDonald, Karen		6/30/2023
NCPK Suggested Roles - Services		Board Member	1st Term Expires	2nd Term Expires
8	Child Care Provider - Licensed Center - NC Pre-K Mandated	Mathis, Mary*	6/30/2024	6/30/2027
9		McGillivray, Andrea*	6/30/2024	6/30/2027
10	Child Care Provider - Licensed Home	Eason, Shanay*	6/30/2024	6/30/2027
	Military Child Care Rep	Open		
11	Local Head Start Program Representative - NC Pre-K Mandated	Ballard, Lonnie		NCPK
12	Local Mental Health Community Organization	Gardner, Terrasine	6/30/2022	6/30/2025
13	Child Care Resource & Referral (non-employee) or Another Child-Serving Agency Representative - NC Pre-K Mandated	Wesley, Wanda		6/30/2023
14		Neal, Ayesha	6/30/2021	6/30/2024
15	Other Non-Profit Human Service Agency	Brian Jones	6/30/2023	6/30/2026
16	Public School Exceptional Children's Preschool Program Representative - NC Pre-K Mandated	Dr. Pamela Adams-Watkins		NCPK
NCPK Suggested Roles - Business/Community		Board Member	1st Term Expires	2nd Term Expires
17	Parent of a child 5 or younger - NC Pre-K Mandated	McLaughlin, Jami	6/30/2021	6/30/2024
18	Faith Community	McNeill, Tre'vone	6/30/2022	6/30/2025
19	Inter-Agency Coordinating Council or parent of a child with a disability	Rayman, Tawnya		6/30/2023
	Foundation or other philanthropic organization	Open		
20	Business Leader	Terry, Stephen	6/30/2023	6/30/2026
21	Military Community Rep	Gronowski, Sandee		6/30/2023
22	Community At Large	Williams, Ebone	6/30/2023	6/30/2026
23		Jallow-Konrat, Haja*	6/30/2024	6/30/2027
		Morris, Charles		Emeritus
			1st Term Ending 6/30/22 = 3	
			1st Term Ending 6/30/23 = 3	
			2nd Term Ending 6/30/23 = 6	
			1st Term Ending 6/30/24 = 5	
			2nd Term Ending 6/30/24 = 2	
			2nd Term Ending 6/30/25 = 3	
			2nd Term Ending 6/30/26 = 3	
			2nd Term Ending 6/30/27 = 5	

MEMORANDUM

DATE: September 30, 2021
TO: Board of Directors
FROM: Mary Sonnenberg, President
SUBJECT: **Updated Timeline for Next Phase of Infrastructure Project**

1. **Timeline for Infrastructure Project Phase 2** – The Probable Cost of the full project was \$1.2M. Phase 1 has been completed with a final cost of construction of \$260,356. The Facilities Committee recommended moving forward with the next steps for the project. We are in process of finalizing the construction loan with First Bank. Anticipated cost for Phase 2 would be up to \$500,000. **Action is requested to approve the following timeline and projected cost so that we may proceed with the next phase of the project:**

Close on Bank Financing (Construction Loan)*	October 2021
Engage Steve Fleming to complete the Design Documents (plans and specifications) for Phase 2	Engagement Letter October 2021
Design Documents presented to Committees and Board	December 2021
Board Approval for Infrastructure Project to move to RFP for construction	December 2021
Prepare RFP and Post RFP	January 2022
Research grant options for capital projects	On-going (Private Foundations, Local Government opportunities)
Apply for grants for Infrastructure Project	On-going (Private Foundations, Local Government opportunities)
Receive bids	January 2022
Review bids for construction	Facilities & Finance Committees, Board January 2022
Award contracts for construction	February 2022
Notice to Proceed with Construction	March 2022
Mobilization of project – invoices for windows/initial materials	Mid-March 2022
Construction 4-5 months	July 2022

*Board approved \$1M for Bank Financing; Bank has determined can underwrite \$1.3M. If need to go over \$1M, will go back to Board for authorization prior to encumbering anything over \$1M. No loan funds will be drawn down until Mobilization of construction for Phase 2 begins.

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.

August 31, 2021

1 Balance Sheet

- a. The cash balances; investments and liabilities are at the anticipated amounts and are sufficient for the current needs.
- b. Historically at year end and in July, funds are at its lowest until grant reimbursements are received during the first quarter of the new fiscal year.

2 Smart Start Grant [State Funds]

- a. PFC's Smart Start grant budgets are reflected at 100% of full allocation effective July 1, 2021
- b. The total allocation for FY2021-2022 at 100% is \$6,573,047 including DSS and WAGES.
- c. PFC is anticipated to receive 100% of the reverted FY20-21 Smart Start Funds totaling \$459,422.49.

3 NC Pre-Kindergarten Grant [State and Federal Funds]

- a. PFC is in full contract with DCDEE effective 07-01-2021.
- b. The total current year contract is \$9,098,053 which consists of \$3,583,385 of federal funds and \$5,514,668 of state funds.
- c. PFC was awarded an additional Summer Learning grant in the amount of \$913,000 to be used to support NC Pre-K classrooms during the summer. This amount is 100% federal funds and is effective from June 1, 2021 through August 31, 2021. Authoritative correspondence from DCDEE states that the 10% administrative portion of the Summer Learning grant does NOT have to be spent by a certain date and thus any unspent fund balance at August 31, 2021 will be carried forward for future NC Pre-K related expenditures. The amount of administrative fees spent at August 31, 2021 is \$17,431.33.

Provider Payments		Administrative Fee
\$768,750.00 x 10%	=	\$ 76,875.00

4 DCDEE - Region 5 Grants [Federal Funds]

- a. Only the Region 5 Core grant is in contract effective 07-01-2021 for \$348,955.00

5 NCPC - Non-Fiscal Year Grants [Federal Funds]

North Carolina Partnership for Children (NCPC) Federal Grants to PFC			
Grantor	Grant Name	Period	Amount
NCPC	CCHC Expansion Grant	02/01/2021 - 10/31/2021	210,997.00
NCPC	PDG Family Connects Innovation Grant	03/01/2021 - 11/30/2022	2,124,110.00
			2,335,107.00

Child Care Health Consultant [CCHC] Expansion Grant

- a. PFC recently acquired a new federal grant from NCPC. The grant is called Child Care Health Consultant [CCHC] Expansion Grant and is for the purpose of serving Cumberland and Hoke counties with Child Care Health Consultants who will provide technical assistance and training to child care facilities, staff and others as needed.
- b. The grant is for nine months effective February 1, 2021 through October 31, 2021.
- c. The grant amount is \$210,997 which includes \$191,816 budgeted to be paid to the Cumberland County Health Department as the hiring agency to provide the CCHCs. The remaining 10% or \$19,181 is budgeted for indirect costs for administering the grant.

Pre-school Development Grant [PDG] Family Connects Innovation Grant

- a. PFC recently acquired another new federal grant from NCPC. The grant is called PDG Family Connects Innovation Grant and is for the purpose of planning and implementing a telehealth model innovation of the Family Connects evidence-based model in accordance with the requirements of the Family Connects model and current modifications due to COVID-19.
- b. The grant is for twenty-one months and is effective March 1, 2021 through November 30, 2022.
- c. The grant amount is \$2,124,110 for the first 21 months with a potential addition of \$1,166,411 for 12 months if it is extended past November 30, 2022.
- d. The majority of the grant is budgeted to pay Carolina Collaborative Community Care (4C's) \$1,745,506 as the hiring agency to implement the home visiting component by nurses.
- e. The remaining \$378,604 includes PFC staff directly involved in the grant plus 10% [or \$193,101] for indirect costs for administering the grant.

6 All Funding Sources

- a. The cash balance at month-end is as projected and is sufficient for the requirements of the upcoming month.

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.

August 31, 2021

7 Unrestricted State Revenues (USR) - Fund 208

- a. The goal is to continue to use these funds only when other funding streams cannot be used or are not available.
- b. On August 26, 2021, the matured Select Bank CD for \$100,000 plus \$4,560.38 interest was redeemed and used to purchase a second CD at Lumbee Guaranty Bank for the full \$104,560.38. This is a 30-month CD which is due to mature on February 26, 2024. The rate information is an interest rate and annual yield percentage, both at .45% .

- c. The cash equivalent balances in Fund 208 consists of the following at the end of the month:

PNC Bank Money Market Account	220,091.41	<i>Does not include interest earned in Fund 899</i>
Select Bank - Certificate of Deposit	-	<i>Redeemed to purchase the Lumbee Bank CD#2</i>
Lumbee Bank - Certificate of Deposit	100,000.00	<i>Does not include interest earned in Fund 899</i>
Lumbee Bank - Certificate of Deposit #2	104,560.38	<i>New CD purchased on 08-26-2021</i>
Lumbee Bank - Checking Account [from investments]	125.00	<i>Deposited \$100 initially and then deposited \$25 in FY20-21</i>
E-Trade Funds Account	68,000.00	<i>Gains/Losses are not reflected in the financial statements</i>
	492,776.79	

Interest Earned - Fund 899	
PNC Bank Money Market	23,792.42
Select Bank - CD	-
Lumbee Bank - CD	2,857.23
	26,649.65

Investments - Fund 208	492,776.79
Interest Earned - Fund 899	26,649.65
TOTAL INVESTMENTS PLUS INTEREST	519,426.44

- d. There is not a shortfall in the operating funds portion of USR funding stream.

8 Cash and In-kind Report

- a. The 19% match requirement 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 meet our match requirement. PFC did not meet the 19% match requirement for FY1920, FY1819, FY1718 nor for FY1617.
- c. Since the 19% required match was not met for the FY ended June 30, 2021, there will be no contribution to the PFC endowment.

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

FOOTNOTES FOR FINANCIAL REPORTS

August 31, 2021

FOOTNOTES - BALANCE SHEET

A. The cash accounts at August 31, 2021 total \$2,153,031.48.

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	\$243,883.83	n/a	n/a	n/a	.50%
Select Bank	CD redeemed	\$-0-				
Lumbee Bank	CD	\$102,857.23	15	11/21/22	.55%	.55%
Lumbee Bank	CD#2	104,560.38	30	02/26/24	.45%	.45%
Lumbee Bank	Checking	\$125.00	n/a	n/a	n/a	n/a
E-Trade	Financial Trades	\$68,000.00	n/a	n/a	n/a	n/a
Cumberland Community Foundation	Beneficial Interest in Endowment Fund	\$31,384.00	n/a	n/a	n/a	n/a
TOTAL		\$550,810.44				

B. Employees' payroll deductions at August 31, 2021 from the current month and from prior months total \$(15,564.00) which includes \$15,755.00 of pre-funded HRA/FSA anticipated to be deducted by Blue Cross and Blue Shield in a future month. These accounts are reconciled on a monthly basis and at yearend to ensure that the correct amounts are being accounted for as required by NCPC.

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.

August 31, 2021

FOOTNOTES - SMART START GRANT SPREADSHEET

SERVICES (In-House Activities): The Smart Start funds for all of the Services budgets were in contract at 100% of full allocation effective July 1, 2021.

DIRECT SERVICE PROVIDERS: The Smart Start funds for the Direct Service Providers (DSPs) budgets were in contract at 100% of full allocation effective July 1, 2021.

ADMINISTRATION and FUNDRAISING 9200: The Smart Start funds for the Administration budgets were in contract at 100% of full allocation effective July 1, 2021.

Partnership for Children of Cumberland County, Inc.
Balance Sheet
August 31, 2021

Assets

Bank of America Checking Account	\$ 1,601,821.04	}	A
PNC Bank - Money Market Reserve	243,883.83		
Select Bank - Certificate of Deposit	0.00		
Lumbee Bank - Certificate of Deposit	102,857.23		
Lumbee Bank - Certificate of Deposit #2	104,560.38		
Lumbee Bank - Checking Account [from investments]	125.00		
E-Trade Funds Account	68,000.00		
Petty Cash, Change Funds, Undeposited Receipts	400.00		
Beneficial Interest in Community Foundation	31,384.00		
	<hr/>		
Total Assets	2,153,031.48		
	<hr/> <hr/>		

Liabilities and Net Assets

Forfeited FSA and HRA Pre-Funding	(16,299.11)	}	B
COBRA Insurances	127.98		
Health Insurance Payable	36.77		
Flex-Spending Payable	578.80		
AFLAC Payable	19.18		
Dental Insurance Payable	(19.98)		
Vision Payable	1.78		
Legal Shield Payable	(9.42)		
Tenant Security Deposits	19,137.23		
Unrestricted Net Assets	1,054,926.88		
Temporarily Restricted Net Assets	149,030.53		
Permanently Restricted Net Assets	31,384.00		C
Excess Revenues over (under) Expenditures	914,116.84		
	<hr/>		
Total Liabilities and Net Assets	\$ 2,153,031.48		
	<hr/> <hr/>		

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC. - SMART START GRANT - FY 2021 - 2022

Y 21/22 SMART START 100% ALLOCATION [plus Carryforward funds - NOT YET]	\$6,573,047
TOTAL ALLOCATION FOR ADMINISTRATION ----->	\$383,479
FY 21/22 Smart Start Admin Base Allocation	\$317,749
FY 21/22 Additon of 1% Fundraising Grant [9200-990]	\$65,730
TOTAL ALLOCATION FOR SERVICES ----->	\$6,189,568
FY 21/22 Smart Start Services Allocation :	\$6,255,298
FY 21/22 Reduction for 1% Fundraising Grant [9200-990]	\$ (65,730)
Carryforward Funds from FY20/21 to be used in FY21/22	\$0

									AS OF AUGUST 31, 2021		
									If monthly spending was equal, at month-end, the percentages should be:		
									17%	83%	

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC. - SMART START GRANT - FY 2021 - 2022

Y 21/22 SMART START 100% ALLOCATION [plus Carryforward funds - NOT YET]		\$6,573,047
TOTAL ALLOCATION FOR ADMINISTRATION ----->		\$383,479
FY 21/22 Smart Start Admin Base Allocation		\$317,749
FY 21/22 Additon of 1% Fundraising Grant [9200-990]		\$65,730
TOTAL ALLOCATION FOR SERVICES ----->		\$6,189,568
FY 21/22 Smart Start Services Allocation :		\$6,255,298
FY 21/22 Reduction for 1% Fundraising Grant [9200-990]		\$ (65,730)
Carryforward Funds from FY20/21 to be used in FY21/22		\$0

										AS OF AUGUST 31, 2021	
										If monthly spending was equal, at month-end, the percentages should be:	
										17%	83%
										% of Budget Expended	% of Available Funds

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

FY 21/22 Revenues per Contract	Fiscal Year 2021/ 2022	
\$ 8,398,500	NC Pre-k Grant Payments to Providers	
\$ 174,963	2% CCDF Quality Funds	
\$ 913,000	Summer Learning Grant [June 1, 2021 - August 31, 2021]	
\$ 524,590	4% Administrative Fee	as of August 2021
\$ 10,011,053	Total NC Pre-k Grant	SHOULD BE
		17% 83%

FUND	Activity		FY 21/22 Budget 7/1/2021	July	August	September	Y-T-D	Remaining Budget	% of Budget Expended	% of Available Funds
211	3323-999	Administrative Operations	\$ 185,397.00	\$ 14,456.82	\$ 9,543.76		\$24,000.58	\$161,396.42	13%	87%
	3323-001	CCR&R - Core	\$ 87,612.00	\$ 12,228.86	\$ 9,322.62		\$21,551.48	\$66,060.52	25%	75%
	3323-017	NC Pre-k Coordination (In-Direct)	\$ 251,581.00	\$ 20,389.94	\$ 9,941.03		\$30,330.97	\$221,250.03	12%	88%
		Fund 211 Sub-Total	\$ 524,590.00	\$47,075.62	\$28,807.41	\$0.00	\$75,883.03	\$448,706.97	14%	86%
206	2342-015	NC Pre-k Subsidy (Direct - Child Reimbursement) - State Funds	\$ 410,031.00	\$ -	\$ -	\$ -	\$0.00	\$410,031.00	0%	100%
		Fund 206 Sub-Total	\$ 410,031.00	\$0.00	\$0.00	\$0.00	\$0.00	\$410,031.00	0%	100%
210	2342-015	NC Pre-k Subsidy (Direct - Child Reimbursement) - State Funds	\$ 4,580,047.00	\$ -	\$ -	\$ -	\$0.00	\$4,580,047.00	0%	100%
		Fund 210 Sub-Total	\$ 4,580,047.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,580,047.00	0%	100%
319	2342-015	NC Pre-k Subsidy TANF (Direct - Child Reimbursement) - Federal Funds	\$ 3,408,422.00	\$ -	\$ -		\$0.00	\$3,408,422.00	0%	100%
		Fund 319 Sub-Total	\$ 3,408,422.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,408,422.00	0%	268%
328	3322-017	NC Pre-K New CCDF Quality Funds - Federal Funds	\$ 174,963.00	\$ 12,806.58	\$ 6,385.15		\$19,191.73	\$155,771.27	11%	89%
212	3323-017	NC Pre-K New Capacity Building Funds - State Funds	\$0.00	\$ (18.90)	\$ -		(\$18.90)	\$18.90	#DIV/0!	#DIV/0!
212	3323-001	NC Pre-K New Capacity Building Funds - State Funds	\$0.00	\$ (13.73)	\$ -		(\$13.73)	\$13.73	#DIV/0!	#DIV/0!
212	3323-999	NC Pre-K New Capacity Building Funds - State Funds	\$0.00	\$ 230.85	\$ -		\$230.85	-\$230.85	#DIV/0!	#DIV/0!
		Fund 212 Sub-Total	\$ -	\$198.22	\$0.00	\$0.00	\$198.22	-\$198.22		#DIV/0!
324	3323-999	Administrative Operations	This contract \$ 20,000.00	\$ -	\$ 2,975.58	\$ -	\$2,975.58	\$17,024.42	15%	85%
	3323-001	CCR&R - Core	amendment \$ 6,000.00	\$ -	\$ 133.41	\$ -	\$133.41	\$5,866.59	2%	98%
	3323-017	NC Pre-k Coordination (In-Direct)	is effective \$ 57,000.00	\$ -	\$ 14,322.34	\$ -	\$14,322.34	\$42,677.66	25%	75%
	2342-015	NC Pre-k Subsidy TANF (Direct - Child Reimbursement) - Federal Funds	06/01/2021 \$ 830,000.00	\$768,750.00	\$ -	\$ -	\$768,750.00	\$61,250.00	93%	7%
		Fund 324 Sub-Total	to 08/31/2021 \$ 913,000.00	\$768,750.00	\$17,431.33	\$0.00	\$786,181.33	\$126,818.67	86%	14%

Total Budget Remaining \$9,129,598.69

Total NC Pre-K Grant	\$10,011,053
Total NC Pre-k Grant Expended	\$828,830.42 \$52,623.89 \$0.00 \$881,454.31
Total State Funds	\$5,514,668
Total Federal Funds	\$4,496,385
Total NC Pre-K Grant	\$10,011,053

Partnership for Children of Cumberland County, Inc.

Region 5 DCDEE Lead Agency Grant
Fiscal Year 2021 - 2022

TOTAL FY 2021 - 2022 REGION 5 LEAD AGENCY ALLOCATION

\$348,955.00

FY 2021 - 2022 10% Overhead / Administration Allocation

\$31,323.00

FY 2021 - 2022 Program/Services Allocation

\$317,632.00

								as of August 31, 2021	
EXPENDITURES								17%	83%
Activity		07/01/21 Budget	July	August	September	Y-T-D	Remaining Budget	% of Budget Expended	% of Available Funds
Region 5 Lead Agency - Core Services		\$ 255,406.00	\$ 21,759.73	\$ 13,667.81		\$ 35,427.54	\$ 219,978.46	14%	86%
Core Services - 10% Overhead/Administration for CCR&R		\$ 600.00	\$ 1.38	\$ 1.38		\$ 2.76	\$ 597.24	0%	100%
Core Services - 10% Overhead/Administration for Admin Ops		\$ 30,723.00	\$ 17.74	\$ 3,420.89		\$ 3,438.63	\$ 27,284.37	11%	89%
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		\$ 29,399.00	\$ -	\$ -		\$ -	\$ 29,399.00	0%	100%
Contracts & Grants - Richmond County		\$ 14,528.00	\$ -	\$ -		\$ -	\$ 14,528.00	0%	100%
		\$ 348,955.00	\$ 21,778.85	\$ 17,090.08	\$ -	\$ 38,868.93	\$ 310,086.07	11%	89%
Region 5 Infant Toddler Project		\$ -	\$ 14,373.06	\$ 13,124.37		\$ 27,497.43	\$ (27,497.43)	#DIV/0!	#DIV/0!
Infant Toddler - 10% Overhead/Administration for CCR&R		\$ -	\$ 1.38	\$ 1.38		\$ 2.76	\$ (2.76)	#DIV/0!	#DIV/0!
Infant Toddler - 10% Overhead/Administration for Admin Ops		\$ -	\$ 9.20	\$ -		\$ 9.20	\$ (9.20)	#DIV/0!	#DIV/0!
		\$ -	\$ 14,383.64	\$ 13,125.75	\$ -	\$ 27,509.39	\$ (27,509.39)	#DIV/0!	#DIV/0!
Region 5 Healthy Social Behaviors Project		\$ -	\$ 20,030.80	\$ 15,861.51		\$ 35,892.31	\$ (35,892.31)	#DIV/0!	#DIV/0!
Healthy Social Behavior - 10% Overhead/Administration for CCR&R		\$ -	\$ 3.22	\$ 3.22		\$ 6.44	\$ (6.44)	#DIV/0!	#DIV/0!
Healthy Social Behavior - 10% Overhead/Administration for Admin Ops		\$ -	\$ 14.04	\$ -		\$ 14.04	\$ (14.04)	#DIV/0!	#DIV/0!
		\$ -	\$ 20,048.06	\$ 15,864.73	\$ -	\$ 35,912.79	\$ (35,912.79)	#DIV/0!	#DIV/0!
Total Allocated DCD Funds Remaining							\$ 246,663.89		
Summary for 10% Overhead / Administration	PFC	\$ 31,323.00	\$ 46.96	\$ 3,426.87	\$ -	\$ 3,473.83	\$ 27,849.17	11%	89%

Partnership for Children of Cumberland County, Inc.

All Funding Sources

Fiscal Year 2021 - 2022

FUND CODE		July 1, 2021 Beginning Cash Balance	Receipts				Expenditures				Ending Cash Balance
			July	August	September	YTD	July	August	September	YTD	
			RESTRICTED FUNDS								
	NC PRE-KINDERGARTEN FUNDS										
206	NC Pre-K Grant - State Funds (per child)	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -
210	NC Pre-K Expansion Grant - Lottery Funds - STATE FUNDS	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -
211	NC Pre-K Grant - 4% Admin Fees	\$ -	\$ -	\$ 46,908.96		\$ 46,908.96	\$ 47,075.62	\$ 28,807.41		\$ 75,883.03	\$ (28,974.07)
211	1/10 CASH PAYMENT from DCDEE - NC Pre-K Grant	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -
212	NC Pre-K Capacity Building Grant - State Funds	\$ -	\$ -	\$ 244.52		\$ 244.52	\$ 198.22	\$ -		\$ 198.22	\$ 46.30
319	NC Pre-K Grant (per slot) - Federal Funds	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -
319	1/10 CASH PAYMENT from DCDEE - NC Pre-K Grant	\$ -	\$ -	\$ 839,850.00		\$ 839,850.00	\$ -	\$ -		\$ -	\$ 839,850.00
324	NC Pre-K Grant Summer Learning Program - Federal Funds	\$ -	\$ 830,000.00	\$ -		\$ 830,000.00	\$ 768,750.00	\$ 17,431.33		\$ 786,181.33	\$ 43,818.67
328	NC Pre-K Grant CCDF Quality Funds- Federal Funds	\$ -	\$ -	\$ 11,691.34		\$ 11,691.34	\$ 12,806.58	\$ 6,385.15		\$ 19,191.73	\$ (7,500.39)
329	NC Pre-K Capacity Building Grant - Effective 11-1-18 FEDERAL Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (551.04)	\$ -	\$ (551.04)	\$ 551.04
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Sub-total for NC Pre-K	\$ -								Sub-total	\$ 847,791.55
	FEDERAL RESTRICTED FUNDS										
307	DCD Grant - SWCDC	\$ 7,668.58	\$ -	\$ -		\$ -	\$ 29,447.43	\$ 17,090.08		\$ 46,537.51	\$ (38,868.93)
312	Region 5 - Infant/Toddler Project	\$ 12,479.37	\$ -	\$ -		\$ -	\$ 26,863.01	\$ 13,125.75		\$ 39,988.76	\$ (27,509.39)
313	Region 5 - Healthy Social Behavior	\$ 32,705.26	\$ -	\$ -		\$ -	\$ 52,753.32	\$ 15,864.73		\$ 68,618.05	\$ (35,912.79)
807	Region 5 - Program Income	\$ -	\$ 645.00	\$ 1,415.50		\$ 2,060.50	\$ 20.85	\$ 18.53		\$ 39.38	\$ 2,021.12
	Sub-total for Federal Restricted	\$ 52,853.21								Sub-total	\$ (100,269.99)
	SMART START AND RELATED FUNDS										
146	Smart Start - Services (FY18/19)	\$ -	\$ -	\$ -		\$ -	\$ -	\$ (15.94)		\$ (15.94)	\$ 15.94
149	Smart Start - Admin. (FY 20/21)	\$ 14,128.40	\$ -	\$ -		\$ -	\$ 14,084.41	\$ -		\$ 14,084.41	\$ 43.99
150	Smart Start - Services (FY 20/21)	\$ 442,456.01	\$ -	\$ -		\$ -	\$ 442,227.45	\$ 89.29		\$ 442,316.74	\$ 139.27
151	Smart Start - Admin. (FY 21/22)	\$ -	\$ 47,935.00	\$ 31,964.00		\$ 79,899.00	\$ 61,504.08	\$ 42,848.38		\$ 104,352.46	\$ (24,453.46)
152	Smart Start - Services (FY 21/22)	\$ -	\$ 425,171.00	\$ 283,515.00		\$ 708,686.00	\$ 191,055.66	\$ 170,265.62		\$ 361,321.28	\$ 347,364.72
201	MAC SS Grant (Accting/Contracting)	\$ -	\$ -	\$ 16,840.00		\$ 16,840.00	\$ 9,224.08	\$ 7,745.24		\$ 16,969.32	\$ (129.32)
216	Dolly Parton's Imagination Library	\$ 17,681.70	\$ -	\$ 7,500.00		\$ 7,500.00	\$ 5.69	\$ 612.00		\$ 617.69	\$ 24,564.01
801	Program Income (SS Related)	\$ 64,535.17	\$ 4,773.44	\$ 5,063.78		\$ 9,837.22	\$ 5,002.93	\$ 3,194.52		\$ 8,197.45	\$ 66,174.94
804	GEMS Shared Services (PI SS Related)	\$ 1,300.00	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ 1,300.00
	Sub-total for Smart Start & Related	\$ 540,101.28								Sub-total	\$ 415,020.09

Partnership for Children of Cumberland County, Inc.

All Funding Sources

Fiscal Year 2021 - 2022

FUND CODE		July 1, 2021 Beginning Cash Balance	Receipts				Expenditures				Ending Cash Balance
			July	August	September	YTD	July	August	September	YTD	
TEMPORARILY RESTRICTED FUNDS - RESTRICTED FOR TIME TO SPEND FUNDS											
330	FEDERAL - CCHC Expansion Grant (NCPC) [02/01/2021 - 10/31/2021]	\$ (147.32)	\$ -	\$ -		\$ -	\$ (147.32)	\$ -		\$ (147.32)	\$ -
331	FEDERAL - PDG Family Connects Innovation Grant (NCPC) [03/01/2021 - 11/30/2022]	\$ (1,803.20)	\$ -	\$ -		\$ -	\$ 15,246.63	\$ 1,319.73		\$ 16,566.36	\$ (18,369.56)
539	Foundation for the Carolinas Grant - Operation Restoration [04/07/2019 - 04/16/2021 or TBD]	\$ 22,405.63	\$ -	\$ -		\$ -	\$ -	\$ 22,405.63		\$ 22,405.63	\$ -
543	CC Foundation - Family Connect Grant [12/01/2019 - 12/31/2024]	\$ 29,457.51	\$ -	\$ -		\$ -	\$ 6,197.42	\$ 4,700.86		\$ 10,898.28	\$ 18,559.23
809	Hoke County Consumer Ed (not program income) [07/01/2021 - 06/30/2022]	\$ 4,331.07	\$ -	\$ -		\$ -	\$ 11,259.55	\$ 5,352.83		\$ 16,612.38	\$ (12,281.31)
	Sub-total for Temporarily Restricted	\$ 54,243.69							Sub-total		\$ (12,091.64)

Partnership for Children of Cumberland County, Inc.

All Funding Sources

Fiscal Year 2021 - 2022

FUND CODE		July 1, 2021 Beginning Cash Balance	Receipts				Expenditures				Ending Cash Balance
			July	August	September	YTD	July	August	September	YTD	
	UNRESTRICTED FUNDS or NO RESTRICTION OF TIME TO SPEND FUNDS										
208	Unrestricted State Revenues - For Operating Purposes	\$ 15,140.22	\$ -	\$ -		\$ -	\$ 2,166.90	\$ 1,825.18		\$ 3,992.08	\$ 11,148.14
	Unrestricted State Revenues - Invested in CDs and Money Market Account	\$ 488,220.41	\$ -	\$ 4,560.38		\$ 4,560.38	\$ 2.00	\$ 2.00		\$ 4.00	\$ 492,776.79
501	Individual Gifts & Donations	\$ 94,878.19	\$ 285.00	\$ 1,092.91		\$ 1,377.91	\$ 0.78	\$ 7,064.60		\$ 7,065.38	\$ 89,190.72
515	Vending Machine Commissions	\$ 167.12	\$ 19.42	\$ 36.86		\$ 56.28	\$ -	\$ -		\$ -	\$ 223.40
518	Kohl's Corporate Grants	\$ 2,733.04	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ 2,733.04
536	The CarMax Foundation Grant	\$ 9,082.30	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ 9,082.30
544	Falcon Children's Home - Car Seat Safety Program Donation	\$ 5,000.00	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ 5,000.00
546	CC Foundation - Diaper Bank Grant	\$ 453.52	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ 453.52
802	PFCRC II (Non-Smart Start)	\$ 85,559.24	\$ 13,113.30	\$ 12,259.19		\$ 25,372.49	\$ 10,462.12	\$ 75,121.42		\$ 85,583.54	\$ 25,348.19
806	Forward March Conference	\$ 33,633.68	\$ -	\$ -		\$ -	\$ 1.98	\$ 1.73		\$ 3.71	\$ 33,629.97
812	PFCRC II - Administration	\$ 61,728.48	\$ 4,750.00	\$ 4,750.00		\$ 9,500.00	\$ 6,730.63	\$ 4,469.18		\$ 11,199.81	\$ 60,028.67
815	Hoke - Contracted Eval (not program income)	\$ 22,966.36	\$ -	\$ -		\$ -	\$ 787.89	\$ 955.06		\$ 1,742.95	\$ 21,223.41
816	Contracted Data Services	\$ 3,448.15	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ 3,448.15
820	Fundraising - PFC Annual Soiree	\$ 98,498.41	\$ -	\$ -		\$ -	\$ 7.94	\$ 6.90		\$ 14.84	\$ 98,483.57
824	Fundraising - PFC Annual Soiree - Administrative Allocation	\$ 6,587.08	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ 6,587.08
825	Capital Projects Fund	\$ 21,578.00	\$ -	\$ -		\$ -	\$ -	\$ 21,578.00		\$ 21,578.00	\$ -
827	Fundraising - Mission Moments	\$ 139.52	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ 139.52
828	Fundraising - Early Care & Education Initiatives	\$ 1,626.95	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ 1,626.95
897	Sales Tax	\$ (15,364.31)	\$ -	\$ -		\$ -	\$ 240.80	\$ 1,070.70		\$ 1,311.50	\$ (16,675.81)
899	Interest Income (from Investment Funds)	\$ 29,200.75	\$ 2.01	\$ 2,007.27		\$ 2,009.28	\$ -	\$ 4,560.38		\$ 4,560.38	\$ 26,649.65
902	COBRA - Employee Insurance Withholdings	\$ (18.16)	\$ -	\$ -		\$ -	\$ (166.20)	\$ 20.06		\$ (146.14)	\$ 127.98
904	Forfieted FSA	\$ (16,299.11)	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ (16,299.11)
905	Employee Withholding	\$ 259.53	\$ 28,313.36	\$ 22,543.02		\$ 50,856.38	\$ 28,106.71	\$ 22,402.07		\$ 50,508.78	\$ 607.13
	Sub-total for Unrestricted Funds	\$ 949,219.37								Sub-total	\$ 855,533.26

Partnership for Children of Cumberland County, Inc.

All Funding Sources

Fiscal Year 2021 - 2022

FUND CODE		July 1, 2021 Beginning Cash Balance	Receipts				Expenditures				Ending Cash Balance
			July	August	September	YTD	July	August	September	YTD	
	INFORMATION TECHNOLOGY										
992	PFC IT Management	\$ -	\$ -	\$ -		\$ -	\$ 532.58	\$ 216.37		\$ 748.95	\$ (748.95)
993	IT - Core	\$ -	\$ -	\$ -		\$ -	\$ (0.41)	\$ 0.41		\$ -	\$ -
994	IT - Outside Agencies	\$ 119,607.66	\$ 4,588.00	\$ 11,360.00		\$ 15,948.00	\$ 10,732.64	\$ 8,444.10		\$ 19,176.74	\$ 116,378.92
995	IT - PFC Enhanced	\$ -	\$ -	\$ -		\$ -	\$ (20.54)	\$ -		\$ (20.54)	\$ 20.54
996	IT - PFC Regular	\$ -	\$ -	\$ -		\$ -	\$ (13.70)	\$ -		\$ (13.70)	\$ 13.70
Sub-total for Information Technology		\$ 119,607.66								Sub-total	\$ 115,664.21
	PERMANENTLY RESTRICTED FUNDS										
599	Cumberland Community Foundation Endowment	\$ 31,384.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,384.00
Sub-total for Permanently Restricted Funds		\$ 31,384.00								Sub-total	\$ 31,384.00
TOTAL		\$ 1,747,409.21								TOTAL	\$ 2,153,031.48

ADDITIONAL SUMMARIZED INFORMATION
USR
<i>Operating Cash</i> 11,148.14
<i>Investments</i> 492,776.79
\$ 503,924.93

NCPK
<i>Operating Cash</i> (36,428.16)
<i>"Cash Advance"</i> 839,850.00
\$ 803,421.84

Partnership for Children of Cumberland County, Inc. - UNRESTRICTED STATE REVENUES [FUND 208]

Fiscal Year 2021 / 2022									
SHOULD BE:							17%	83%	
Activity	FY 21/22 Budget Effective 7/1/2021	July	August	September	Expenditures Y-T-D	Unspent Allocated Budget Amount	% of Budget Expended	% of Available Funds	
Administrative Operations	\$ 12,000.00	\$ 2,168.90	\$ 1,827.18	\$ -	\$ 3,996.08	\$ 8,003.92	33%	67%	
CC&R - Core (in case of Federal shutdown)	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	0%	100%	
Sub-Total	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	0%	100%	
Total Allocated Budget for FY21-22	62,000.00								
Allocated Budget Amount SPENT		\$ 2,168.90	\$ 1,827.18	\$ -	\$ 3,996.08				
Allocated Budget Amount UNSPENT						\$ 58,003.92			
SUMMARY OF CASH AND INVESTMENTS									
July 1 - Total Cash Carryover including Investments							\$ 503,360.63		
Unallocated Unrestricted State Revenues at the month end					\$ (46,859.78)	<---- Cash of \$15,140.22 in GL 1113 at 07-01-21 less the FY 21-22 budget amount			
Unspent Budget for FY20-21 at the month end					\$ 58,003.92				
Subtotal (cash in GL 1113 at the month end to be used for operating funds)		\$ 2.00	\$ 2.00			\$ 11,148.14			
Investments at month end (Includes money market account and certificates of deposits, if applicable)	\$488,220.41	\$ (2.00)	\$ 4,558.38	\$ -		\$ 492,776.79	<---- \$25,000 of the investments may be redeemed and used for operating funds if needed.		
CURRENT TOTAL OF CASH AND INVESTMENTS AT THE MONTH END						\$ 503,924.93			



August 1, 2021 - August 31, 2021

Account Number: [REDACTED]

Account Type: NON-PROFIT

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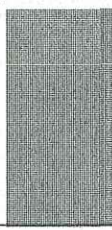
E*TRADE Securities
Investment Account



0021625 01 AB 0.425 01 TR 00106 EFAD0302 000000



PARTNERSHIP FOR CHILDREN OF CU
351 WAGONER DRIVE SUITE 200
FAYETTEVILLE NC 28303-4672

**Account At A Glance****\$86,824.61**

As of 07/31/21

\$87,471.53

As of 08/31/21

Net Change: \$646.92

▲ DETACH HERE

PARTNERSHIP FOR CHILDREN OF CU
351 WAGONER DRIVE SUITE 200
FAYETTEVILLE NC 28303-4672

DETACH HERE ▲

Use This Deposit Slip

Acct: [REDACTED]

Please do not send cash

Make checks payable to E*TRADE Securities LLC

Dollars	Cents

TOTAL DEPOSIT

Mail deposits to:



E*TRADE SECURITIES LLC
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Jersey City, NJ 07303-0484

083120210001 111450253427

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- (3) Tell us the dollar amount of the suspected error.

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DIV/CNP% Yield. Annual dividend or bond % yield.

Open Orders. Buy or sell orders for securities that have not yet been executed or canceled.

Symbol/CUSIP. The symbol or identification number for each security.

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S1RB240 - 07/20



Account Number: [REDACTED]

Statement Period : August 1, 2021 - August 31, 2021

Account Type: NON-PROFIT

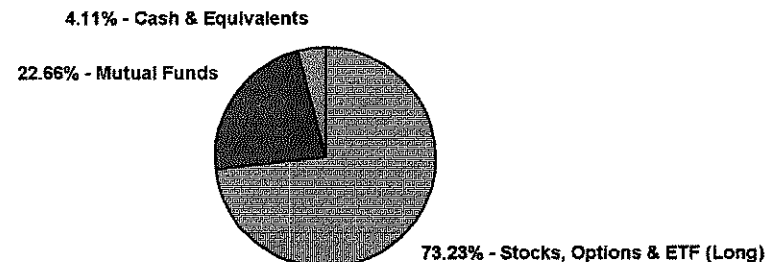
ACCOUNT OVERVIEW

Last Statement Date: July 31, 2021

Beginning Account Value (On 07/31/21): \$ 86,824.61
Ending Account Value (On 08/31/21): \$ 87,471.53
Net Change: \$ 646.92

For current rates, please visit etrade.com/rates

ASSET ALLOCATION (AS OF 08/31/21)



ACCOUNT VALUE SUMMARY

	AS OF 08/31/21	AS OF 07/31/21	% CHANGE
Cash & Equivalents	\$ 3,598.52	\$ 3,526.75	2.04%
Total Cash/Margin Debt	\$ 3,598.52	\$ 3,526.75	2.04%
Stocks, Options & ETF (Long)	\$ 64,055.64	\$ 63,581.03	0.75%
Mutual Funds	\$ 19,817.37	\$ 19,716.83	0.51%
Total Value of Securities	\$ 83,873.01	\$ 83,297.86	0.69%
Net Account Value	\$ 87,471.53	\$ 86,824.61	0.75%

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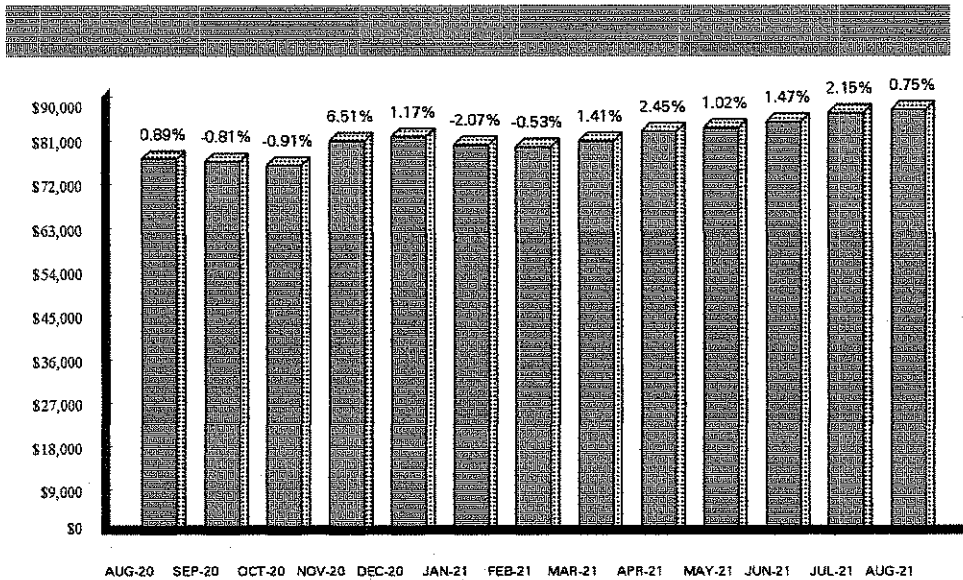


Account Number: [REDACTED]

Statement Period : August 1, 2021 - August 31, 2021

Account Type: NON-PROFIT

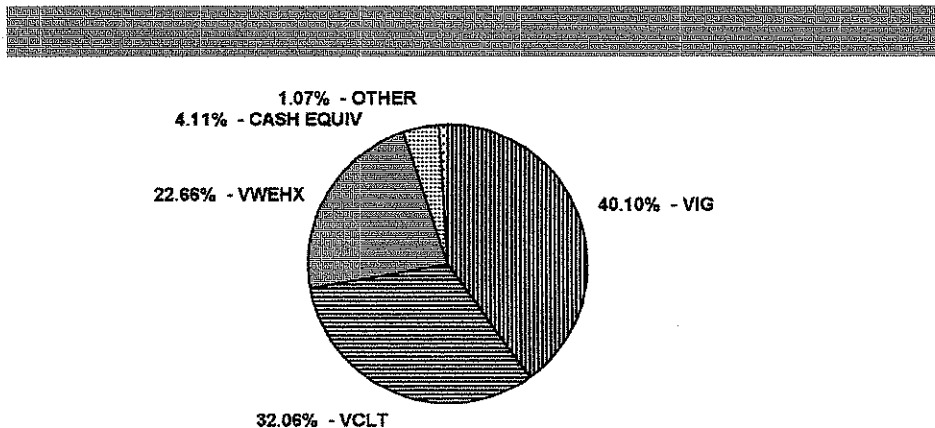
NET ACCOUNT VALUE BY MONTH END



ACCOUNT TRANSACTION SUMMARY

DESCRIPTION	THIS PERIOD	YEAR TO DATE
<u>Interest Received</u>		
Taxable	\$ 0.03	\$ 0.21
<u>Dividends Received</u>		
Taxable	\$ 139.30	\$ 1,226.62

TOP 10 ACCOUNT HOLDINGS (AS OF 08/31/21)





Account Number: [REDACTED]

Statement Period : August 1, 2021 - August 31, 2021

Account Type: NON-PROFIT

ACCOUNT HOLDINGS

CASH & CASH EQUIVALENTS (4.11% of Holdings)

DESCRIPTION	PORTFOLIO %	AMOUNT
Extended Insurance Sweep Deposit Account		
Opening Balance		3,526.75
Closing Balance	4.11	3,598.52
Average Balance		3,694.54
Extended Insurance Sweep Deposit Account Balance by Bank as of August 31, 2021		
JPMORGAN CHASE BANK N		3,598.52

Under the Extended Insurance Sweep Deposit Account (ESDA) Program, cash balances from your brokerage account into the ESDA Program may shift from one program bank to another on a daily basis and a different combination or subset of the Program Banks may be used from day to day with dynamic deposit limits. Your ESDA Program cash balances will be FDIC-insured up to an aggregate of at least \$1,250,000. Uninvested cash balances in the ESDA program are not covered by SIPC. The balance in your bank deposit sweep account may be withdrawn on your order and proceeds returned to your securities account or remitted to you. To see a list of Program Banks please visit www.etrade.com/esdaagreement or call us at 1-800-ETRADE-1 (1-800-387-2331).

TOTAL CASH & CASH EQUIVALENTS	4.11%	\$3,598.52
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STOCKS, OPTIONS & EXCHANGE-TRADED FUNDS (73.23% of Holdings)

DESCRIPTION	SYMBOL/ CUSIP	ACCT TYPE	QUANTITY	PRICE	TOTAL MKT VALUE	PORTFOLIO (%)	EST. ANNUAL INCOME	EST. ANNUAL YIELD (%)
***THOMSON REUTERS CORP COM NEW	TRI	Cash	8	116.8600	934.88	1.07	13.00	1.39%
VANGUARD SCOTTSDALE FUNDS VANGUARD LONG-TERM CORPORATE BOND ETF	VCLT	Cash	259	108.2800	28,044.52	32.06	848.00	3.02%
VANGUARD SPECIALIZED FUNDS VANGUARD DIVIDEND APPRECIATION ETF	VIG	Cash	216	162.3900	35,076.24	40.10	521.00	1.49%
TOTAL STOCKS, OPTIONS & ETF					\$64,055.64	73.23%	\$1,382.00	2.16%



Account Number: [REDACTED]

Statement Period : August 1, 2021 - August 31, 2021

Account Type: NON-PROFIT

MUTUAL FUNDS (22.66% of Holdings)

DESCRIPTION	SYMBOL/ CUSIP	ACCT TYPE	QUANTITY	PRICE	TOTAL MKT VALUE	PORTFOLIO [%]	EST. ANNUAL INCOME
**VANGUARD FIXED INCOME SECS FD INC-HIGH YIELD CORP PORTFOL	VWEHX	Cash	3,297.399	6.0100	19,817.37	22.66%	\$841.00
TOTAL MUTUAL FUNDS					\$19,817.37	22.66%	\$841.00
TOTAL PRICED PORTFOLIO HOLDINGS (ON 08/31/21)					\$87,471.53		
TOTAL ESTIMATED ACCOUNT HOLDINGS ANNUAL INCOME					\$2,223.00		

TRANSACTION HISTORY

DIVIDENDS & INTEREST ACTIVITY

DATE	TRANSACTION TYPE	DESCRIPTION	SYMBOL/ CUSIP	AMOUNT DEBITED	AMOUNT CREDITED
08/02/21	Dividend	**VANGUARD FIXED INCOME SECS FD INC-HIGH YIELD CORP PORTFOL RECORD 07/31/21 PAY 07/30/21	VWEHX		67.56
08/05/21	Dividend	VANGUARD SCOTTSDALE FUNDS VANGUARD LONG-TERM CORPORATE BOND ETF CASH DIV ON 259 SHS REC 08/03/21 PAY 08/05/21 NON-QUALIFIED DIVIDEND	VCLT		71.74
08/26/21	Interest	EXTENDED INSURANCE SWEEP DEPOSIT ACCOUNT INTEREST			0.03
TOTAL DIVIDENDS & INTEREST ACTIVITY					\$139.33
NET DIVIDENDS & INTEREST ACTIVITY					\$139.33

OTHER ACTIVITY

DATE	DESCRIPTION	SYMBOL/ CUSIP	TRANSACTION TYPE	QUANTITY	PRICE	AMOUNT DEBITED	AMOUNT CREDITED
08/02/21	**VANGUARD FIXED INCOME SECS FD INC-HIGH YIELD CORP PORTFOL REINVEST PRICE \$ 6.00	VWEHX	Reinvest	11.26		67.56	
TOTAL OTHER ACTIVITY						\$67.56	


Account Number: [REDACTED]

Statement Period : August 1, 2021 - August 31, 2021

Account Type: NON-PROFIT

OTHER ACTIVITY (Continued)

DATE	DESCRIPTION	SYMBOL/ CUSIP	TRANSACTION TYPE	QUANTITY	PRICE	AMOUNT DEBITED	AMOUNT CREDITED
NET OTHER ACTIVITY						\$67.56	

EXTENDED INSURANCE SWEEP DEPOSIT ACCOUNT (ESDA) ACTIVITY (0.0100% APY/0.0100%APY Earned as of 08/31/21)

Under the Extended Insurance Sweep Deposit Account (ESDA) Program, cash balances from your brokerage account into the ESDA Program may shift from one program bank to another on a daily basis and a different combination or subset of the Program Banks may be used from day to day with dynamic deposit limits. Your ESDA Program cash balances will be FDIC-insured up to an aggregate of at least \$1,250,000. Uninvested cash balances in the ESDA program are not covered by SIPC. The balance in your bank deposit sweep account may be withdrawn on your order and proceeds returned to your securities account or remitted to you. To see a list of Program Banks please visit www.etrade.com/esdaagreement or call us at 1-800-ETRADE-1 (1-800-387-2331).

DATE	TRANSACTION TYPE	DESCRIPTION	TRANSACTION AMOUNT
08/01/21		OPENING BALANCE	\$3,526.75
08/05/21	Deposit	EXTND INS SWEEP ACCT(FDIC-INS)	71.74
08/26/21	Deposit	EXTND INS SWEEP ACCT(FDIC-INS)	0.03
08/31/21		CLOSING BALANCE	\$3,598.52

Human Resources Committee Meeting of September 21, 2021

RECOMMENDATIONS

- A. The HR Committee recommends accepting the following personnel changes as presented, effective September 30, 2021:
1. Information Specialist (supervisor change)
 2. Community Relations Specialist (title change, job description revised, releveled due to supervisory duties, grade 11 to 12)
 3. Community Alignment Specialist (releveled due to supervisory duties, grade 11 to 12)
 4. Community Support Specialist (re-evaluated and releveled, grade 7 to 9, supervisor change)
 5. Program Support Specialist (re-evaluated and releveled, grade 7 to 8, supervisor change)
 6. MAC Coordinator (re-evaluated and releveled, grade 10 to 11, job description revised, FLSA status change to exempt)
 7. IT Technician (job description revised)
 8. Caseworker (one additional Caseworker chair created, from 4 to 5 total)
 9. Accepting HR Consultant, Mike Womble, market study recommendation to increase salary ranges by 7% phased in over a 2-year period.
 10. Revisions to the President's Succession Plan
- B. The HR Committee recommends accepting the following policy changes as presented, effective October 1, 2021:
1. HR 110 Communicable Disease (revised)
 2. HR 213 Telecommuting Policy (revised)
 3. HR 402 Holidays (revised)
 4. HR 111 Vaccination Policy (**Deferred to Board**)

MEMO

Description of Position Changes

page 1

COMMUNITY ENGAGEMENT

Information Specialist x2

- Supervisor change from Community Engagement Administrator to Community Engagement Liaison

Community Relations Specialist

- Title change from Community Engagement Liaison
- Job description revised and updated
- Supervision of Information Specialists
 - Supervision will increase salary grade level from 11 to 12.

FAMILY CONNECTS

Community Alignment Specialist

- Supervision of Community Support and Program Support Specialists
 - Supervision will increase salary grade level from 11 to 12.

Community Support Specialist

- Re-evaluated and re-leveled from salary grade level 7 to 9
 - Increased experience requirement from 3 years min to 5 years min
 - Increased *contact with others* factor from level 3 to level 4
- Supervisor change from Community Engagement Administrator to Community Alignment Specialist

Program Support Specialist

- Re-evaluated and re-leveled from salary grade level 7 to 8
 - Increased *complexity of duties* factor from level 3 to level 4
- Supervisor change from Community Engagement Administrator to Community Alignment Specialist

FINANCE

MAC Coordinator

- Re-evaluated and re-leveled from grade 10 to grade 11
 - Increased *contacts with others* factor from level 3 to 4
 - Increased *mental and visual* factor from level 3 to 4
- Position meets the professional tests for exempt status



MEMO

Description of Position Changes

page 2

- Job description revised and updated

INFORMATION TECHNOLOGY

IT Technician

- Job description revised and updated

PROGRAMS – FAMILY SERVICES

Caseworker

- Create one additional chair contingent upon funding
 - Currently 4 Caseworkers
 - Would increase to 5 Caseworkers

From: Anthony Ramos

To: HR Committee

Dated: 09/21/21

Community Relations Specialist

Reports To

The Community Relations Specialist will report to the Community Engagement Administrator.

Classification and Hiring Range

Regular, full-time // Exempt // \$35,359-\$39,779

Job Overview

The Community Relations Specialist will be responsible for connecting families, key stakeholders, and the community to our organization. You will lead and support efforts to build and maintain a positive image for our organization, raise public awareness for early childhood needs, coordinate volunteer needs, and develop and implement community outreach initiatives and events. You will also supervise front desk staff.

To be successful in this role, you will need a strong understanding of community marketing including public relations, community outreach, and social media management. You will also need excellent written and verbal communication skills. Previous supervisory experience is also an advantage.

Community Relations Specialist Responsibilities

- Creating and maintaining content on website, social media platforms, and other internal and external communications.
- Using marketing tools such as outreach programs, e-mails, people databases, and social media.
- Establishing and maintaining relationships with community, families, donors, stakeholders, and volunteers.
- Recruiting, managing, and retaining volunteers across multiple departments; coordinating volunteers and task assignment.
- Collecting volunteer information, availability, and skills, and maintaining an up-to-date database.
- Keeping new and existing volunteers informed about the organization and volunteer opportunities.
- Planning, organizing, and coordinating outreach events.
- Overseeing operations of the front desk team; providing supervision and setting quality customer service standards.
- Supporting fund development efforts by implementing organizational fund development strategies and initiatives.
- Providing organization, board, and committee support to include grant reporting.
- Representing the organization in public.

Community Relations Specialist

Community Relations Specialist Requirements

- Bachelor's degree in communications, marketing, public relations, or related field.
- 5 or more years of experience in marketing, communications, public relations, or community outreach.
- Excellent written and verbal communication skills.
- Ability to think both creatively and strategically.
- Ability to work on big strategy plans as well as day-to-day tasks.
- Ability to work independently.
- Strong organizational and time management skills.
- Industry (early childhood) knowledge is beneficial.
- Supervisory experience strongly preferred.
- Valid driver's license and ability to travel for events when needed.

Disclaimer

Duties, responsibilities and activities may change or new ones may be assigned at any time with or without notice.

About Partnership for Children

Community Engagement's vision is for our organization to be the leading and most trusted source for early childhood programs and services in our community. The Partnership is an established, family-focused, and child-centered non-profit serving Fayetteville, NC, and surrounding counties. We offer our employees a wide range of core benefits and family-focused programs like flexible schedules, paid child involvement leave, and professional development.

Partnership for Children has received numerous awards and recognition for the great care we take in improving outcomes for young children and their families. We have been voted Best Non-Profit for the several consecutive years by the Fayetteville Observer's Readers' Choice Awards.

Multi-Accounting & Contracting (MAC) Coordinator

Reports To

The MAC Coordinator will report to the Accounting Manager.

Classification and Hiring Range

Regular Full-time // Exempt // \$35,359-\$39,779

Job Overview

We are looking for a diligent, full-charge accountant to join our finance department. The MAC Coordinator's responsibilities include accounts payable, preparing financial statements, performing account reconciliations, preparing budgets and closing processes, and providing financial guidance and training for multiple affiliate Partnerships in the region. You will also assist the Accounting Manager as needed and respond to information requests for auditing purposes.

To be successful as a MAC Coordinator, you should be able to accurately process general ledger transactions and ensure compliance with generally accepted accounting principles (GAAP) and with other required guidance and regulations. An outstanding MAC Coordinator should also have excellent communication, organizational, and analytical skills.

MAC Coordinator Responsibilities

- Preparing monthly accounting tasks, payroll, accounts payable, financial reports, general ledger accounts, and maintaining confidentiality of information for MAC participants.
- Preparing journal entries, analyses, and account reconciliations and performing monthly and yearly close processes (includes preparing financial statements, exhibits, and audit packages).
- Contributing to the development and review of annual operating budgets and of financial policies and procedures.
- Performing monthly balance sheet reconciliations and preparing NCDOR and IRS forms as needed.
- Meeting processing and reporting deadlines.
- Serving as an effective consultant to MAC participants by identifying problem areas and providing solutions in accounting-related areas.
- Responding to information requests, reviewing financial statements, and providing training and technical assistance.
- Maintaining an ongoing customer satisfaction process and responding to external inquiries quickly.
- Ensuring compliance with GAAP, IRS, Smart Start Cost Principles and other grant or funding requirements.
- Assisting the Accounting Manager and other finance staff as needed.



Job Description

Multi-Accounting & Contracting (MAC) Coordinator

MAC Coordinator Requirements

- Bachelor's degree in Accounting from a four-year college or university.
- 5+ years progressively responsible professional experience in accounting. Professional experience is defined as full-charge general ledger and financial statement preparation experience and does not include work that is clerical or paraprofessional in nature.
- Thorough knowledge of principals, practices, and procedures used in not-for-profit accounting.
- Working knowledge of GAAP.
- Excellent written and verbal communication skills.
- Strong numeracy and analytical skills.
- Excellent problem-solving and time management skills; ability to prioritize and manage multiple tasks under deadline pressure.
- Highly organized and detail-oriented.
- Comfortable working independently; ability to work efficiently and accurately.
- Ability and willingness to travel an estimated 10% overall. Valid driver's license required.

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IT Technician

Reports To

The IT Technician will report to the IT Administrator.

Classification and Hiring Range

Regular, full-time // Non-exempt // \$14.05-\$15.80 hourly

Job Overview

We are looking for a highly capable IT Technician to provide technical assistance to our staff and external clients. In this role, your duties will include hardware installations and upgrades, software installation, systems changes, responding to end-user technical support requests for software or hardware-related problems, and assisting with general technical services and support of the Partnership's and our clients' Local Area Networks (LAN).

The IT Technician is expected to display excellent interpersonal skills as they will interact with colleagues and clients from various executive and non-executive levels. The IT Technician is required to listen to user technical needs, understand their problems, and implement solutions to include appropriate escalation procedures.

IT Technician Responsibilities

- Providing IT assistance to staff and clients and being the first point of contact for technical assistance.
- Establishing good, professional relationships with all colleagues and clients.
- Processing incoming IT technical requests using database software.
- Installing, updating, or troubleshooting various hardware, software, or peripheral equipment.
- Reviewing technical manuals, communicating with colleagues and clients or conducting computer diagnostics to investigate and resolve technical problems.
- Referring major hardware or software problems or defective products following appropriate escalation procedures to other technicians or vendors for service.
- Maintaining records of IT transactions, problems, and actions taken, installation activities, or other documentation, as needed.

IT Technician Requirements

- Associate's Degree in Information Systems, Computer Science, or another related field. Bachelor's Degree preferred.
- Minimum of 3 years of experience in support and repair of computer systems with some network experience. Current Microsoft certifications or A+ certification is desired.
- Valid HIPAA Certified Business Associate certification or ability to become certified through employer-sponsored vendor within 30 days of hire.
- Ability to lift up to 50 pounds; carry, push, pull or otherwise move objects frequently.
- Ability to interpret technical information in a step-by-step, easy to understand format.
- Excellent interpersonal and communication skills.



Job Description

IT Technician

- Strong attention to detail.
- Good problem-solving skills.
- Valid driver's license and ability to travel independently in a defined region, as needed.

Disclaimer

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About Partnership for Children

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Belinda Gainey

From: Mike Womble <carolinahr@windstream.net>
Sent: Thursday, September 9, 2021 3:35 PM
To: Anthony Ramos
Subject: Compensation Plan Recommendation

Anthony,

As always, I enjoyed our meeting to discuss the recently completed market study we conducted for the Cumberland Partnership.

We believe we were able to obtain good data on several of the positions from the following sources:

- NC Division of Employment Security – Fayetteville MSA
- US Bureau of Labor Statistics – North Carolina
- Cumberland County Government
- NC Department of Public Instruction
- NC Office of State Personnel
- Other Area Partnerships
 - Wake
 - Harnett
 - Johnston
 - Durham

Other partnerships were asked to submit data but their salary ranges have not been adjusted in the last 3 – 5 years therefore we felt their data was out of date and not relevant.

Based on this information, we are recommending a minimum of a 5% adjustment to your salary ranges to stay competitive with the “market” and, if financial resources permit, up to a 7% increase. We want to point out two things that would cause us to lean toward a 7% increase:

1. A lot of the data obtained was for fiscal years 2020 – 2021 and,
2. Considering the impact of the economy for the last 12 months, i.e. rise in the consumer price index, competitive labor market, etc.

Feel free to contact me if you have questions. Thank you again for the opportunity to be of service to the Cumberland Partnership.

Mike

Mike Womble
Carolina Human Resources, Inc.
310 N. Horner Blvd.
Sanford, NC 27330
Office: 919-708-7000

Email: carolinahr@windstream.net

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

General Employment Policies

Section 110 – Communicable Disease Emergency

1. Purpose

The purpose of this policy is to outline provisions to protect the workplace in the event of an infectious disease outbreak. It is the Partnership's goal during any such time period to strive to operate effectively and ensure that all essential services are continuously provided and that employees are safe within the workplace.

2. Definitions

- a. Communicable Disease – Any disease transmitted from one person or animal to another by direct contact with an affected individual or the individual's discharges or by indirect means. Sometimes quarantine is required to prevent the spread of disease.
- b. Epidemic – A disease occurring suddenly in a community, region or country in numbers clearly in excess of normal. This includes the occurrence of several cases of disease associated with a common source.
- c. Pandemic – The worldwide outbreak of a serious communicable disease in numbers clearly in excess of normal.
- d. Incubation period – The time, usually in days, between exposure to an illness and the onset of symptoms.
- e. Isolation – Restriction of movement and/or action of individuals infected with a communicable disease to reduce the chance of spreading disease.
- f. Quarantine – Restriction of movement and/or action of individuals who are known to have been exposed to or may reasonably be suspected to have been exposed to a communicable disease and who do not yet show signs or symptoms of infection.
- g. Mandatory Employees – Employees with permanent, probationary, time-limited or trainee appointments who are required to work during a public health emergency because their positions have been designated by the Partnership as mandatory to operations during an emergency.
- h. Emergency Layoff - An emergency layoff is a temporary separation from payroll because funds are not available, work is not available or because of another emergency situation requiring employees to remain away from the worksite. The employer believes that the condition will change and intends to recall the employees as soon as feasible.

3. Scope

- a. The President of the United States, State Health Director or the Governor has authority to declare a public health emergency. In the absence of such an order, the Partnership's President shall consult with local/State Public Health officials to determine the severity of the individual situation and to determine what actions shall be taken (including closure of the Partnership's offices). Factors which may be considered include:

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

General Employment Policies

Section 110 – Communicable Disease Emergency

- 1) Disease severity (i.e., hospitalization and death rates) in the community;
 - 2) Extent of disease (number of people who are sick) in the community;
 - 3) Amount of worker absenteeism at the Partnership;
 - 4) Impact of disease on workforce populations that are vulnerable and at higher risk (e.g., pregnant women, employees with certain chronic medical conditions that put them at increased risk for complications of influenza); and
 - 5) Other factors that may affect employees' ability to get to work, such as school dismissals or closures due to high levels of illness in children
- b. Management shall inform employees and employee shall inform management of any evidence of a communicable disease that could seriously endanger the health of others in the workplace.
 - c. In accordance with guidance from the Centers for Disease Control and Prevention, employees will be required to stay away from the workplace until symptoms are gone.

4. Preventing the Spread of Infection in the Workplace

- a. The Partnership will ensure a clean workplace, including the regular cleaning of objects and areas that are frequently used, such as bathrooms, break rooms, conference rooms, door handles and railings. Leadership, Facilities, and HR will monitor and coordinate events around an infectious disease outbreak, as well as to create work rules that could be implemented to promote safety through infection control.
- b. We ask all employees to cooperate in taking steps to reduce the transmission of infectious disease in the workplace. The best strategy remains the most obvious—frequent hand washing with warm, soapy water; covering your mouth whenever you sneeze or cough; and discarding used tissues in wastebaskets. Alcohol-based hand sanitizers have been installed throughout the workplace and in common areas.
- c. Unless otherwise notified, our normal attendance and leave policies will remain in place. Individuals who believe they may face particular challenges reporting to work during an infectious disease outbreak should consult with their supervisors to develop any necessary contingency plans, including alternative sources of child care, a temporary telecommuting arrangement, and/or an alternative work schedule.
- d. All employees will self-screen for temperature and symptoms before arrival to work using the online screening form provided. A touchless forehead thermometer will be available at the Partnership to screen staff who did not self-screen prior to arrival. Submitted screenings will be maintained as a private medical record. An employee who has a fever at or above 100.4 degrees Fahrenheit will be sent home.

5. Social Distancing

In the event of an infectious disease outbreak, the Partnership may implement these social distancing guidelines to minimize the spread of the disease among the staff.

Partnership for Children of Cumberland County, Inc.
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General Employment Policies

Section 110 – Communicable Disease Emergency

- a. Reducing face-to-face exposure by using conference calls and email;
- b. Avoiding unnecessary travel;
- c. Cancelling meetings, workshops, training sessions and scheduled events;
- d. Implementing ad-hoc telecommuting arrangements
- e. Establishing flexible working hours;
- f. Installing protective barriers between work stations or increasing space between workers;
- g. Reinforcing hand washing and requiring the use of protective equipment such as hand sanitizers and masks (provided by the Partnership);
- h. Scheduling employees in shifts; and
- i. Controlling access to the Partnership's offices.

6. Mandatory Personnel

- a. The president and the board chair will designate mandatory personnel if necessary. With a teleworking-capable workforce, in most cases, the Partnership can transition to temporary remote work during a public health emergency without need of mandatory personnel.

7. Staying Home When Ill

- a. We provide paid sick time and other benefits to compensate employees who are unable to work due to illness. See **HR 405 Sick Leave**. If all leave has been exhausted, the employee may be advanced up to 24 hours of sick leave, as needed, or eligible employees may request shared leave. See **HR 413 Shared Leave**. Advanced sick leave must be repaid within 6 months, starting from the first date used.
- b. During an infectious disease outbreak, it is critical that employees do not report to work while they are ill and/or experiencing the following symptoms: fever, cough, stuffy/runny nose, fatigue, chills, head/body aches, shortness of breath. Currently, the Centers for Disease Control and Prevention recommends that people with an infectious illness such as the flu remain at home until at least 24 hours after they are free of fever (100 degrees F or 37.8 degrees C) or signs of a fever without the use of fever-reducing medications. Employees who report to work ill will be sent home in accordance with these health guidelines.

8. Requests for Medical Information or Documentation

- a. If you are out sick or show symptoms of being ill, it may become necessary to request information from you and/or your health care provider. In general, we would request medical information to confirm your need to be absent, to show whether and how an absence relates to the infection, and to know that it is appropriate for you to return to work. As always, we expect and appreciate your cooperation if and when medical information is sought.

Partnership for Children of Cumberland County, Inc.
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General Employment Policies

Section 110 – Communicable Disease Emergency

- b. Our policy is to treat any medical information as a confidential medical record. In furtherance of this policy, any disclosure of medical information is in limited circumstances with supervisors, department leaders, first aid and safety personnel, and government officials as required by law.

9. Telecommuting

- a. Based on information and/or orders from federal, state, or local government and public health agencies, the Partnership may deem it necessary to transition all staff to temporary, ad-hoc teleworking arrangements. Leadership and HR will draft a general, temporary teleworking agreement.
- b. Absent a Partnership-wide ad-hoc arrangement, telework requests will follow our normal telecommuting policies. See **HR 213 Telecommuting**.

10. Review of Policy Provisions

- a. After the Partnership is closed for a period determined by the President and Board Chair, the President and Board Chair shall review and either terminate, revise or renew the leave and compensations provisions of this policy.

11. Emergency Layoff

- a. An emergency lay-off may be declared by the President, if the Partnership remains totally closed or partially closed for an indefinite period of time due to a public health emergency. The President shall make this decision after consultation with the County Public Health Director.
- b. During the emergency layoff, enrolled employees who are laid off will continue to participate in health, dental and vision insurance plans. The Partnership shall pay the employer contribution and the employee contribution for the month following the layoff, with the provision that the enrolled employees shall repay the Partnership for any contribution made on their behalf within 12 months.
- c. An employee shall not be paid for leave at the time of the emergency layoff; however vacation, sick and personal leave will continue to accrue during the lay-off to be credited to the employee's balance upon return from the lay-off. If the reduction-in-force should occur before the employee returns, the vacation leave accumulated while on lay-off shall be paid along with other unused vacation leave that was on hand at the time of the layoff.
- d. Should an employee resign, retire, die or be dismissed during the lay-off, all vacation leave owed at the time of the lay-off shall be paid.
- e. An employee may be eligible for unemployment benefits with the North Carolina Employee Security Commission while on an emergency lay-off. Employees should contact the North Carolina Employment Security Commission for further details.

12. Hiring

Partnership for Children of Cumberland County, Inc.
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General Employment Policies

Section 110 – Communicable Disease Emergency

- a. During a communicable disease emergency, if new hires are needed to cover emergency operations, the President is authorized to execute the immediate hiring of an individual who is determined to be qualified and able to do the work by:
 - i. Waiving the posting policy,
 - ii. Waiving the minimum qualification policy and
 - iii. Waiving the hiring of relatives (nepotism) policy.
- b. Employees hired under these conditions should be given a temporary or time-limited appointment.
- c. The President is also authorized to offer competitive salaries for the duration of the emergency.

13. Employee Reassignments

- a. The President is authorized to assign employees where they are most needed and compensate them accordingly for the duration of the emergency.

For additional information about influenza, refer to the following websites:

Department of Health and Human Services

<http://www.flu.gov>

<http://www.pandemicflu.gov/plan/community/commitigation.html>

N. C. Division of Public Health:

<http://www.epi.state.nc.us/epi/gcdc/pandemic/html>

World Health Organization

<http://www.who.int/csr/disease/swinfluenza/en/index.html>

Department of Labor

http://www.osha.gov/Publications/influenza_pandemic.html

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

Employment Information – Recruitment, Selection and Termination
Section 213 – Telecommuting

1. Purpose

Telecommuting allows employees to work at home, on the road or in a client's location for all or part of their workweek. The Partnership considers telecommuting to be a viable, flexible work option when both the employee and the job are suited to such an arrangement. Telecommuting may be appropriate for some employees and jobs but not for others. Telecommuting is not an entitlement, it is not a companywide benefit, and it in no way changes the terms and conditions of employment with the Partnership.

2. Policies

a. General Procedures

Telecommuting can be informal, such as working from home for a short-term project or on the road during business travel, or a formal, set schedule of working away from the office as described below. Either an employee or a manager can suggest telecommuting as a possible work arrangement. The manager and/or department head, Human Resources, and the President will assess telecommuting eligibility and suitability.

Any long-term telecommuting arrangement made will be on a trial basis for the first three months and may be discontinued at will and at any time at the request of either the telecommuter or the organization. Every effort will be made to provide advance notice of such change to accommodate commuting, child care and other issues that may arise from the termination of a telecommuting arrangement. There may be instances, however, when no notice is possible.

When a telecommuting arrangement is approved, a draft telecommuting agreement will be prepared and signed by all parties, and a three-month trial period will commence.

Evaluation of telecommuter performance during the trial period will include regular interaction between the employee and the manager, and weekly face-to-face meetings to discuss work progress and problems. At the end of the trial period, the employee and manager will each complete an evaluation of the arrangement and make recommendations for continuance or modifications. Evaluation of telecommuter performance beyond the trial period will be consistent with that received by employees working at the office in both content and frequency.

An appropriate level of communication between the telecommuter and supervisor will be agreed to as part of the discussion process and will be more formal during the trial period. After conclusion of the trial period, the manager and telecommuter will communicate at a level consistent with employees working at the office or in a manner and frequency that is appropriate for the job and the

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

Employment Information – Recruitment, Selection and Termination
Section 213 – Telecommuting

individuals involved.

b. Eligibility

Individuals requesting formal telecommuting arrangements must be employed with the Partnership for a minimum of 18 months of continuous, regular employment and must have a satisfactory performance record. This requirement excludes positions funded by grants with specific teleworking requirements, positions that are remote by program design, or ad hoc arrangements due to emergency situations such as a pandemic.

Before entering into any telecommuting agreement, the employee and the manager, with the assistance of human resources and the president, will evaluate the suitability of such an arrangement, reviewing the following areas:

- ***Employee suitability.*** The parties will assess the needs and work habits of the employee, compared to traits customarily recognized as appropriate for successful telecommuters.
- ***Job responsibilities.*** The parties will discuss the job responsibilities and determine if the job is appropriate for a telecommuting arrangement.
- ***Equipment needs, workspace design considerations and scheduling issues.*** The parties will review the physical workspace needs, department scheduling and operational needs, and the appropriate location for telework.
- ***Tax and other legal implications.*** The employee must determine any tax or legal implications under IRS, state and local government laws, and/or restrictions of working out of a home-based office. Responsibility for fulfilling all obligations in this area rests solely with the employee.
- ***Fiscal Capacity.*** The parties will assess financial burden on program or admin funds as a measure to prevent adverse budgetary spending.

c. Equipment

On a case-by-case basis, the Partnership will determine, with information supplied by all parties, the appropriate equipment needs for each telecommuting arrangement. The IT department will serve as the primary resource in this matter. Equipment supplied by the organization will be maintained by the organization. Equipment supplied by the employee, if deemed appropriate by the organization, will be maintained by the employee. The Partnership accepts no responsibility for damage or repairs to employee-owned equipment. The Partnership reserves the right to make determinations as to appropriate equipment, subject to change at any time. Equipment supplied by the organization is to be used for business purposes only. The telecommuter must sign an inventory of all Partnership property received and agree to take appropriate action to protect the items from damage or theft. Upon termination of employment, all company property will be returned to the company as directed.

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

Employment Information – Recruitment, Selection and Termination
Section 213 – Telecommuting

The Partnership will supply the employee with appropriate office supplies (pens, paper, etc.) as deemed necessary. The Partnership may provide the employee a monthly stipend or a mobile connectivity device for business related expenses as a result of internet capabilities as budgets allow. In the event a stipend is provided, the employee will receive a Form 1099 for amounts equal or greater than \$600 in any calendar year.

The employee will establish an appropriate work environment within his or her home for work purposes. The Partnership will not be responsible for costs associated with the setup of the employee's home office, such as remodeling, furniture or lighting, nor for repairs or modifications to the home office space.

d. Security

Consistent with the organization's expectations of information security for employees working at the office, telecommuting employees will be expected to ensure the protection of proprietary company and customer information accessible from their home office. Steps include the use of locked file cabinets and desks, regular password maintenance, and any other measures appropriate for the job and the environment as addressed in each agreement.

e. Safety

Employees are expected to maintain their home workspace in a safe manner, free from safety hazards. The Partnership will provide each telecommuter with a safety checklist that must be completed at least twice per year. Injuries sustained by the employee in a home office location and in conjunction with his or her regular work duties are normally covered by the Partnership's workers' compensation policy. Telecommuting employees are responsible for notifying the employer of such injuries as soon as practicable. The employee is liable for any injuries sustained by visitors to his or her home worksite. Telecommuting employees must maintain homeowner's or renter's liability insurance.

Telecommuting is not designed to be a replacement for appropriate child care. Exceptions may be made in pandemic or other large-scale emergency circumstances. Although an individual employee's schedule may be modified to accommodate child care needs, the focus of the arrangement must remain on job performance and meeting business demands. Prospective telecommuters are encouraged to discuss expectations of telecommuting with family members prior to entering a trial period.

f. Time Worked

Telecommuting employees will be required to accurately record all hours worked using the Partnership's time-keeping system in accordance with HR 304 – Timekeeping. For non-exempt employees, hours worked in excess of those scheduled per day and per workweek require the advance approval of the

Partnership for Children of Cumberland County, Inc.
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Employment Information – Recruitment, Selection and Termination
Section 213 – Telecommuting

telecommuter's supervisor. Failure to comply with this requirement may result in the immediate termination of the telecommuting agreement.

g. General Remote Work Expectations

- Remote employees are expected to be available and communicative during scheduled work hours.
- Partnership work conduct rules and other policies continue to apply to offsite work locations.
- Consumption of alcohol during work hours is never acceptable.
- Employees should seek a quiet and distraction-free working space, to the extent possible.
- Supervisors may require employees to report to PFC as needed for work related meetings, staff schedule changes, or other events. Supervisors should give employees at least a 24-hour notice in such cases.
- Employees should not conduct in-person appointments in their homes for any work-related reason. Employees should instead use the conference room reservation system for in-person appointments following pandemic or emergency protocols as applicable.

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

Employment Information – Benefits

Section 402 – Holidays

1. Paid Holidays

- a. The Partnership will grant holiday paid time off to all eligible employees on the holidays listed below:
 - 1) New Year's Day (January 1)
 - 2) Martin Luther King, Jr. Day (third Monday in January)
 - 3) Good Friday (Friday before Easter)
 - 4) Memorial Day (last Monday in May)
 - 5) Juneteenth (June 19)
 - 6) Independence Day (July 4)
 - 7) Labor Day (first Monday in September)
 - 8) Veterans' Day (November 11)
 - 9) Thanksgiving Eve (fourth Wednesday in November)
 - 10) Thanksgiving Day (fourth Thursday in November)
 - 11) Day after Thanksgiving Day (fourth Friday in November)
 - 12) Christmas Eve (December 24)
 - 13) Christmas Day (December 25)
 - 14) Floater Day (1 extra day during the year to be determined by the President)

Note: The Partnership is closed one week during the Christmas holidays

2. Eligibility for Paid Holidays

- a. All regular, full-time and part-time employees in good standing will receive holiday pay at their regular rate of pay, provided they meet the following conditions:
 - 1) Are in active pay status (including paid leave) on the last work day prior to the paid holiday or on the first work day following the paid holiday.
- b. Full-time and abbreviated schedule employees receive holiday pay at their regular rate of pay multiplied by 8 hours.
- c. Part-time employees receive holiday pay at their regular rate of pay multiplied by 4 hours.
- d. Employees will not be entitled to holiday pay in the following circumstances:
 - 1) The employee is in an out-of-pay or layoff status.
 - 2) The employee is on an unpaid leave of absence when the holiday occurs

3. Procedures

- a. If a recognized holiday falls during an eligible employee's paid absence (such as vacation or sick leave), holiday pay will be provided instead of the paid time off benefit that would otherwise have applied.
- b. If eligible non-exempt employees work on a recognized holiday, they will receive holiday pay plus wages at one and one-half times their straight-time rate for the hours worked on the holiday. Written approval is required by the President before an employee works on a holiday.

Partnership for Children of Cumberland County, Inc.
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Employment Information – Benefits

Section 402 – Holidays

- c. A recognized holiday that falls on a Saturday will be observed on the preceding Friday. A recognized holiday that falls on a Sunday will be observed on the following Monday.
- d. The Partnership will close for one week during the Christmas holiday. Each employee will need to reserve a number of their vacation or personal days each year (to be determined each year) to accommodate the closing of the office for that week. If an employee does not have any available vacation or personal time, the days (other than holiday) will be an unpaid leave of absence.
- e. Paid time off for holidays will not be counted as hours worked for the purposes of determining whether overtime pay is owed.

CCR&R Advisory Committee Recommendation

Meeting for September 16, 2021

Information:

- 1) Wanda Wesley, Committee Chair, called the CCR&R Committee meeting to order.
- 2) Prior meeting minutes were approved.
- 3) Wanda Wesley, Committee Chair, introduced new member Carla Brooks.
- 4) Mary Sonnenberg, President, shared highlights from the President's Report. The report included the following information:
 - State Expansion of Child Care Health Consultants
 - PDG Regional Grants for Family Connects through NCPC
 - COVID-19 Updates
 - PFC Updates
- 5) Candy Scott, Vice President of Programs, Michelle Hearon, Division Administrator – Family Services, and Julanda Jett, Division Administrator – Providers Services provided an overview of the CCR&R Department Report & Updates. The Report included information regarding:
 - Fiscal Update
 - Filled and Open Positions
 - New Hire – Rosa Bello, Program Specialist (NC Pre-K)
 - Openings: HSB Specialist, Program Specialist (Subsidy), Parent Educator – 2 (ACE/Kaleidoscope), Caseworker, and Program Specialist (Lending Library)
 - Fort Bragg/Cumberland County Food Policy Council Recruitment
 - NC Pre-K Universal Application
- 6) Programs Department Units gave the following programmatic updates:
 - Family Services
 - Consumer Education and Referral
 - Subsidy & NC Pre-K
 - All Children Excel (ACE)
 - Kaleidoscope
 - Provider Services (Technical Assistance and Region 5)
 - Technical Assistance & Training
 - Infant Toddler Project
 - HSB Project
 - Library