

Planning & Evaluation Committee

Tuesday, February 8, 2022

1:00 pm – 3:00 PM¹

Virtual Meeting via Zoom Invitation

Be the Driving Force . . .

. . . to engage partners to achieve lasting positive outcomes for all children, beginning at birth.

I. Determination of Quorum & Call to Order – Chair

Quorum = 3 of 8 total committee members or 33%

A. Chair's Comments

II. Approval of Minutes – October 12, 2021*²

III. President's Report – Mary Sonnenberg

IV. Planning, Monitoring, and Evaluation – Pamela Federline

A. 2nd Quarter/Mid-Year Reporting

B. Mosaic / GEMS update^Δ

C. Pre and mid-pandemic child care report^Δ

V. Information^Δ

A. Progress report on the Sustainability Plan – Scottie Seawell

VI. Adjournment

A. Next meetings – 1:00 p.m. to 3:00 p.m.

a. April 12, 2022

b. June 14, 2022

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

¹ We anticipate the meeting will be under an hour but is publicly posted as 1:00 – 3:00 p.m.

² There was no December 2021 P&E Committee meeting.



Partnership for Children of Cumberland County, Inc.
Allocation Committee Meeting Minutes
October 12, 2021 (1:00 pm – 3:00 pm)



P&E MEMBERS PRESENT: Cotina Jones, Kandy Cox-Dillion, Carl Mitchell, Mary McCoy, Birgit Sexton

P&E MEMBERS ABSENT: Amy Cannon, Martina Sconiers-Talbot

STAFF SUPPORT PRESENT: Genelle Blue, Lydia Wiles, Pamela Federline, Sharon Moyer, Heather Gallagher, Marie Lilly

Guest: Scottie Sewell

AGENDA ITEM	DISCUSSION & RECOMMENDATION	ACTION	FOLLOW-UP
I. Meeting called to Order	Cotina Jones called the meeting to order at 1:08 p.m. and thanked everyone for coming.	Called to Order	
II. Review of Minutes	The Planning and Evaluation (P&E) Committee meeting minutes of June 8, 2021, were mistakenly sent out for review. Pamela Federline presented the corrected August 10, 2021, for review and advised that the correct minutes would be resent to all Committee Members. The Minutes were reviewed and unanimously approved as presented.	Motion for approval submitted by Carl Mitchell, seconded by Birgit Sexton, and unanimously approved.	Pamela to send correct Minutes to all Committee Members
III. President's Report	Pamela Federline reviewed updated portions of the President's Report. Highlights include discussing programs that may receive carry-forward funds such as DSS Subsidy and WAGE\$ and possible submissions from internal CCPFC departments. P&E will request funds to help cover the cost of Mosaic /GEMS modifications. The Child Care Health Consultant program has offered a nursing position, but it is unknown if the candidate accepted it. Interviews are still in progress for the Health Educator positions. NCPC announced extensions for a second year of the program. Sharon Moyer discussed the updates for the Family Connects program. On October 4, 2021, Family Connects nursing staff began recruiting new parents. As of today's date, 38 families agreed to virtual home visits, with a 67% 'yes' rate among eligible families. Sharon also responded to questions about the program. Pamela continued with the President's Report. We continue to research funding options for the Infrastructure project, including a proposal in development to the County and City of Fayetteville. The Board of Directors passed a Vaccination policy requiring all staff members to be vaccinated by December 1 or submit exemption requests by November 1.	None	None



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AGENDA ITEM	DISCUSSION & RECOMMENDATION	ACTION	FOLLOW-UP
IV. Planning, Monitoring, and Evaluation	<p><i>Pamela Federline provided an overview of the following topics:</i></p> <p>A. CAD Changes: Kindermusik & Music Therapy; All Children Excel (ACE); Kaleidoscope. Pamela explained the proposed changes to the CADs. In particular, NCPC requested the changes to Kindermusik and Music Therapy. Carl suggested a slight modification to the language in the Kindermusik CAD, and Pamela amended it during the conversation. The proposed changes were presented for a vote and unanimously approved.</p> <p>B. Mosaic/GEMS Update: Pamela provided an update on the work with Mosaic, and that we hope to get a contract to Anna Marie Hall by next week for review.</p> <p>C. Pre and Mid-Pandemic Program Performance Report: Pamela presented the PFCCC Output Comparison Pre- to Full-Pandemic chart prepared by P&E staff and explained the information gathered and why some programs had no information reported.</p>	Motion for approval of CAD changes submitted by Carl Mitchell, seconded by Mary McCoy, and unanimously approved.	
V. Information	<p>A. First Quarter Reporting: Reports are due October 15, 2021. There have been problems with access to the GEMS database and a delay in updating the new fiscal reporting year. Mosaic is working on the situation.</p> <p>B. Sustainability Plan Progress Report: Scottie Seawell presented updates regarding her sustainability planning review.</p>	None	
VI. Meeting Adjourned	Cotina adjourned the meeting at 2:48 p.m. The next P&E meeting is December 14, 2021	None	

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

Committee Chair

Date

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

Secretary

Date

**Board of Directors Meeting
(Virtual Meeting)
Thursday, January 27, 2022
President's Report**

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

1. NCPC

- **Carry-forward funds & New State funds** – Carry-forward funds are in contract, effective 12/31/2021. The new State funds are anticipated to be released to NCPC in March. With the timing of the new funds, spend-down may be difficult. These new funds can be included in carry-forward for FY 22-23.
- **State Expansion of Child Care Health Consultants** – Our current contract was extended to June 30, 2022 as a no-cost extension. Funds were reduced due to lapsed salaries. Health Department has filled two positions. The Health Department has two contracts for providing CCHC services, one through the expansion grant and one through our Smart Start Allocation. There are three positions between the two contracts. Interviews are in process for the third position.
- **PDG Grant for Regional Pilots for Family Connects** – 4C has two nurse vacancies currently and is recruiting. Recruitment of families is currently limited to phone calls into the room. Home visits continue to be virtual. **Eligible births*** are those from Cumberland, Hoke and Robeson Counties. Those births at Cape Fear outside the current catchment area will receive follow-up from PFC staff. This will provide us valuable data as the pilot continues and we look at scaling up the program. Currently the three counties with births outside the catchment area are Harnett, Bladen and Sampson Counties. We are interviewing for the last position we have for this project.

	10/4/2021	1/25/2022
Total Births	0	1130
Eligible*	0	967
Not Eligible	0	163
Decline		14.27%
Scheduled/Completed		66.91%
Pending		10.55%
Unable to Contact		8.27%
County of Residency	Goal	1/25/2022
Cumberland	56%	83%
Hoke	28%	12%
Robeson	16%	5%

- 2. DCDEE** – Continue to monitor updated guidance for child care programs and NC Pre-K operation.
- **Region 5** Monitoring Reports have been submitted and are in review.

- Enrollment continues to be down in child care programs and impacted by the ability to hire staff in child care programs.
 - We continue to follow guidance from DCDEE and follow the ChildCareStrongNC Public Health Toolkit. Updated January 13, 2022 (<https://covid19.ncdhhs.gov/media/220/download?attachment>). We continue to closely monitor 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.
 - All licensing requirements are back to pre-pandemic standards and applicable during monitoring visits by the DCDEE Consultants. DCDEE State Consultants are limiting their visits in programs at this time due to the increase in COVID cases.
 - **NC Pre-K site monitoring and state monitoring reports** are in process and due January 28.
 - **NC Pre-K** – the State Budget included 2% rate increases for NC Pre-K as well as \$20M for NC Pre-K start-up, quality and capital expenditures. More information is forthcoming from DCDEE on how this funding will be distributed.
 - **DCDEE received funding for updating database systems, including those used with NC Pre-K.** A survey has gone out to NC Pre-K Contract administrators for feedback as this work begins.
 - **N95 masks:** DCDEE is providing masks to Regional Lead Agencies to distribute to child care providers in the region. Julanda Jett is coordinating the distribution plan with the counties in Region 5. In addition, N95 masks are available through local DSS and Health Departments. We have received 850 masks through DSS that can be distributed to staff, tenants, visitors to the Family Resource Center and child care providers.
 - Vaccines continue to be widely available with active campaigns to increase vaccination rates. Children 5-11 years are now eligible for vaccines.
 - **Approved Stabilization Grants (November 1, 2021):** Eligible, approved providers from the first round have received payments, and reporting is due with each quarterly payment. Programs who have not applied may still apply for Stabilization Grants and can apply at any time and will be reviewed on a rolling basis.
 - Parent fees for subsidy are waived through June 2022. Our dual-subsidy programs follow suit with waiving parent fees.
 - **Regional Meetings focused on Transition strategies:** Information attached. Cumberland County falls in the Sandhills Region on February 28. The recommended team members are listed in the document for the meetings. This work falls within the statewide ESSA Early Learning work.
3. *Leandro* Case – The Court of Appeals ruled on Judge Lee’s order and denied the \$1.7B transfer of funds for implementation of *Leandro*. Additional filings have occurred around Judge Lee’s order.
 4. NC General Assembly – Short session will begin in May. NCPC is coordinating legislative meetings in the Family Connects Pilot regions in March and April. Sharon Moyer is the contact person for these. We will share information as soon as we have dates.
 5. Federal Level
 - **Free individual COVID Rapid Antigen tests** are available – www.covidtests.gov. Four per household are available through this program.
 - **N95 masks** will be available through participating pharmacies and community health centers. Each individual may receive three masks. These are starting to become available.

B. Grant Opportunities/Updates/RFPs

1. Continue to research capital grant opportunities.
2. Golden Leaf – based on our consultation with their program staff, our projects are not eligible. They do not have an early childhood focus.
3. Cumberland County has released their RFP process for non-profit organizations for ARP funds. Staff attended the information session on January 24.
4. The City of Fayetteville’s CDBG proposals are due January 28. We will be submitting a proposal for Phase 2 of the infrastructure project.
5. Cumberland Community Foundation Giving Tuesday Challenge: We were the recipient of \$6,280. This was a

significant increase from what we received last year. The funds are restricted to use for our Diaper Bank activity.

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. Clients may be served by appointment only. As COVID-19 numbers increase with the Omicron variant (or decrease) 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. The state continues to be under a state of emergency.
2. **PFC Guidelines: A summary of operational guidelines was presented to Executive Committee and approved at the August meeting.**
 - a. We continue to review additional guidance from CDC, OSHA, EEOC, and 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. Cumberland County continues to operate under a mask mandate indoors across the county, including all municipalities.
 - 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. Telework agreements are in the process of being updated for any staff whose work plan continues to include teleworking.
 - c. Vaccination for PFC staff: The Board of Directors adopted a vaccine mandate for staff, inclusive of accommodations for requested religious or medical exemptions. All staff complied by the January 4 deadline.
 - d. Virtual options for contact with families and providers continue, with face-to-face contact with families and providers available per DCDEE guidance. Purchases have been made to enhance health and safety in offices and for work in the field.
 - e. With our front desk being fully staffed, we opened to the public effective January 3. COVID precautions, including masking in all common areas and cleaning of high touch areas, will continue. The focus continues to be on services by appointment. Current hours remain in place and meet the needs of tenants at this time. We are working on activating the KIOSK check-in system.
 - f. 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:** Welcome to Terrance Forbes, IT Technician and Tiffany Reece, Coach. They both started on January 4. Casandra Smith, Caseworker will join the staff on January 31.
2. **Position openings posted: website link** (<https://www.indeed.com/cmp/Partnership-For-Children-of-Cumberland-County>)
 - Caseworker, Family Services
 - Program Specialist (2), Family Services
 - Parent Educator, ACE Program
 - Library Program Specialist, Provider Services
3. **Infrastructure Project:** We are working with Steve Fleming on the design for Phase 2 so that the RFP can be released.

E. 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 have had a few small hybrid meetings and continue to tweak the system. 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 continue monthly virtual meetings due to the size of our staff. We had our holiday celebration virtually at the All Staff meeting on December 15.
3. **NC Pre-K Recruitment continues. Applications for School year 21-22 continue to be online.** There is a drop box outside the front door for families to drop off applications. The workgroup formed to work on a Universal Application for Pre-K services continues to meet to get this system in place for recruitment for the 22-23 school year. **The new application for the 22-23 school year will be live by February 18. An “interest” form (<https://ccpfc.org/ninja-forms/87rdsb/>) is live on our website now so that parents can get the link to the application as soon as it goes live. Parents can also find the link on the NC Pre-K page on our website:** ccpfc.org/ncprek.
4. **Drive-Through Truckload of Hope Diaper Bank: February 12, March 12, April 9, May 14 and June 11** from 8:30-10:30 am. Volunteers needed. Contact Daniele Malvesti (dmalvesti@ccpfc.org) if you can assist. We are working on a new check in system using Eventbrite.
5. **Little Land** (a family outreach event and fundraiser): Has been postponed at this time due to COVID and our target population not being eligible for vaccines at this time. We are planning other events for the fall, including bringing back The Soiree. More information will be coming soon. Sharon Moyer (smoyer@ccpfc.org) will have more information in upcoming meetings.
6. Cumberland County was featured in a town hall about “Keys to Economic Recovery from COVID-19” at Fayetteville State University. The town hall will air on ncIMPACT on PBS January 31 at 7:30. It will also be posted on the PBS website following the airing: <https://www.pbsnc.org/watch/ncimpact/#TownHalls>
7. WRAL article: The Pandemic and our children: how COVID-19 affected kids across NC (<https://www.wral.com/coronavirus/the-pandemic-and-our-children-how-covid-19-affected-kids-across-nc/20040560/>).



2022 Support for Local Communities: Transitions

Join us virtually for an opportunity to reconvene and collaborate with your local early learning partners to develop/improve transition strategies/plans.

Transition Goal in NC: All young children birth through age 8 and their families are engaged and supported as they transition between home, early care and education programs, and schools. Early care and education programs and schools collaborate so that they are ready to support all children effectively and engage with families and each other within the context of the community to plan transitions that meet the diverse needs of all children and families.

In 2022, the NC Division of Child Development and Early Education, NC Department of Public Instruction, NC Partnership for Children, NC Early Childhood Foundation, the SERVE Center at UNCG, and EducationCounsel will support local communities in collaborating to create/update transition plans that meet requirements for all community partners and create an opportunity for meaningful coordination and collaboration. We listened to your feedback about the importance of having additional regional meetings with dedicated time to collaborate with local partners in order to provide the best possible experiences and services for young children and their families.

Building a strong foundation for learning takes all of us working together. With its requirements to engage early learning stakeholders, the Every Student Succeeds Act provides an opportunity to engage community partners to support our children in fulfilling their potential and strengthen the birth-through-third grade continuum. In addition, NC Senate Bill 740 directed the Department of Health and Human Services, in consultation with the Department of Public Instruction and any other interested agencies, to work together to develop and implement a statewide vision for early education. As part of that work, the bill directs the departments to devise a way for preschool programs to prepare a preschool to kindergarten transition plan for all children enrolled in the NC Pre-K program. DHHS in consultation with the NCDPI, is piloting a standardized method for Pre-K teachers to collect evidences of learning and document children's learning statuses in the five (5) domains of learning and development. This method leverages a subset of the widely held expectations from North Carolina's Foundations for Early Learning and Development, which align vertically with the construct progressions measured by North Carolina's Early Learning Inventory. And finally, NC Senate Bill 387 includes NC's Read to Achieve Program requirements to administer formative assessments to children at the conclusion of their participation in the NC Pre-K program and share the results with the child's kindergarten teacher at the beginning of the next school year.

Along with requirements and opportunities in ESSA and NC Senate Bills 740 and 387, there are transition requirements in all of our early childhood programs. It begins with aligning strategies. No matter where you sit, you develop/implement transition plans for young children and their families. LEAs, Head Start grantees, Smart Start local partnerships, and many other community organizations develop transition plans for children and families as they enter in and exit various programs and services.

What would be possible if we aligned these plans and our work to create a system that builds a strong foundation of learning for all children in our communities? What would be possible if districts



had support to collaborate across systems to focus on transitions and all the pieces that fall underneath such as family engagement and professional development? We are committed to doing just that.

JOIN US! Build your team and attend a virtual regional meeting. Please talk with your local team members and plan your registration/attendance. Although registration allows individuals to register, please be sure your team is communicating and planning to attend as a team. The focus of this meeting is local coordination/collaboration; therefore, team attendance is vital for optimal success. Many of you developed local teams several years ago when this work began and meet regularly. If you don't currently have a local team, now is the time to form your team. Meetings will focus on reconnecting with local partners since the pandemic, requirements/opportunities related to transition, a panel discussion, and support to begin development/updates to local transition plans.

Suggested Attendees

- Superintendent or designee
- Title I Director
- Partnership for Children Executive Director or Program Director
- Head Start Director or Agency Executive Director
- CCR&R Representative
- NC Pre-K Administrator
- Early Intervention/Preschool Coordinators (and/or Exceptional Children's Director)
- Elementary Director/Principal
- Teacher: Preschool & Kindergarten

Other Early Learning Partners to consider (various positions associated with young children and their families)

- Homeless Education Liaison
- DSS Director or Early Childhood Subsidy Representative
- Public Library Children's Services Administrator
- Health Department – Child Services Representative
- Private Child Care Administrator/Teacher
- Parental Organization Administrator

Please register for the meeting scheduled in your [NC State Board of Education Region](#). (*Note: We know that some of you work in multiple counties. We will use the county you select in the registration process for placement in a breakout room to plan with one of your local community teams.) If for some reason your team is not able to meet on the scheduled date, please contact Carla Garrett at cgarrett@serve.org to discuss. Please know that in order for a team to attend a meeting outside of the assigned State Board of Education region, the entire team will need to agree to the change.

*Teams are encouraged to gather together in one location to attend the regional virtual meeting, if team members feel comfortable and safe doing so.



State Board of Education Region	Date	Time	Register Now: Space is limited
Northwest	February 9, 2022	1:00 pm - 3:00 pm	https://uncg.zoom.us/meeting/register/tJlsdOuvpjs pEt0xMYRALD9uXI2FyYpututp Deadline February 2
Southwest	February 10, 2022	2:00 pm - 4:00 pm	https://uncg.zoom.us/meeting/register/tJcqu6vpz8 pGNamy8-TgrmAZO2Vb-LZp4Ga Deadline February 3
Piedmont-Triad	February 11, 2022	10:00 am - 12:00 pm	https://uncg.zoom.us/meeting/register/tJMtfuqtqT0 tG9VaiSlk28HLH-mKkM4rYlcj Deadline February 4
Sandhills	February 28, 2022	12:00 pm - 2:00 pm	https://uncg.zoom.us/meeting/register/tJ0rdOuurTl qG9bShPWJJOhAXzQiFoCBOHVo Deadline February 21
North Central	March 1, 2022	12:00 pm - 2:00 pm	https://uncg.zoom.us/meeting/register/tJlpfu-srzwE9QQeU85Fff_I9_V149-MLxu Deadline February 22
Northeast	March 3, 2022	3:00 pm - 5:00 pm	https://uncg.zoom.us/meeting/register/tJ0qcuioqTk uGt3A0SLnfj-vvJsid9AzkUNO Deadline February 24
Southeast	March 7, 2022	12:00 pm - 2:00 pm	https://uncg.zoom.us/meeting/register/tJUvcumogj wpE9IGNMz99ejuPK8-ZxnPcCHc Deadline February 28
Western	March 10, 2022	1:00 pm - 3:00 pm	https://uncg.zoom.us/meeting/register/tJUkceCvpj0 iH9bHNNwcYQp7HMwg9zI64_1By Deadline March 5

In preparation for the meeting, please review and have access to the following documents:

- LEA/Head Start MOU
- Local ESSA Plan
- Local Community Transition Plan

It is the intent of the NC Transition Pilot Initiative, as well as the focus on transition within the statewide ESSA Early Learning work, to include strategies and practices for successfully transitioning all children and their families into kindergarten and creating a shared understanding among early childhood programs, schools, administrators/directors, and families of what children should experience between early childhood programs and schools. This statewide initiative supports local coordination/collaboration and preparation for future work on a systems approach to early childhood coordination.



For more information, contact:

Carla Garrett cgarrett@serve.org The SERVE Center at UNCG	Dr. Kristi Snuggs Kristi.snuggs@dhhs.nc.gov NC Division of Child Development and Early Education	Macy Jones Macy.jones@dpi.nc.gov NC Department of Public Instruction- Head Start State Collaboration Office
Amy Cubbage acubbage@smartstart.org North Carolina Partnership for Children	Muffy Grant mgrant@buildthefoundation.org NC Early Childhood Foundation	Elysa Cash Elysa.cash@educationcounsel.com John Pruette John.pruette@educationcounsel.com EducationCounsel

Output Data Entered in Fiscal Year 2021 - 2022 for Cumberland

Activity: All Children Excel (ACE)
PSC: 5505

FS Nurturing Parenting Program (NPP) - Nurturing Skills for Families		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of parents/guardians participating		NA	0			0
FS Nurturing Parenting Program (NPP) - Parents and their Infants, Toddlers and Preschoolers - Group Sessions		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of parents/guardians participating		7	0			7

Activity: Assuring Better Child Health and Development (ABCD)
PSC: 5410

H Assuring Better Child Health and Development (ABCD) (AA)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of children in participating practices		0	26369			26369
Number of medical practices participating		23	0			23

Activity: Child Care Health Consultant
PSC: 3414

ECE Training		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of staff participating		0	3			3
H Child Care Health Consultation (CCHC) (AA)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
How many child care facilities have been assigned to this Program ID? (Facility Assignment task)						
Number of child care classrooms receiving technical assistance using the NC Health and Safety Assessment and Encounter Tool		0	0			0
Number of child care facilities receiving technical assistance using the NC Health and Safety Assessment and Encounter Tool		0	0			0
Number of staff receiving Technical Assistance		0	0			0

Activity: Child Care Resource and Referral
PSC: 3104

ECE CCR&R: Consumer Education & Referral		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of parents/guardians receiving consumer education about child care		396	156			552
Number of parents/guardians receiving referrals to child care		97	106			203
ECE Coaching & Advising for Higher Education		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
How many child care facilities have been assigned to this Program ID? (Facility Assignment task)						
Number of child care facilities with at least one staff person participating		1	2			3
Number of staff receiving/participating in higher education advising		1	5			6
ECE Incentives for Accessing Higher Education		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
How many child care facilities have been assigned to this Program ID? (Facility Assignment task)						
Number of child care facilities with at least one staff person participating		0	0			0
Number of family child care home providers attending a college course		0	0			0
Number of license-exempt staff attending a college course		0	0			0
Number of staff in child care centers attending a college course		0	0			0

ECE Incentives to Support Stars

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
How many child care facilities have been assigned to this Program ID? (Facility Assignment task)					
Number of family child care homes that receive ongoing or periodic funding or incentives designed to support quality	0	0			0
Number of child care centers that receive one time grants, awards, or bonuses designed to support quality	0	0			0
Number of child care centers that receive ongoing or periodic funding or incentives designed to support quality	0	0			0
Number of child care facilities participating {overall total}.	0	0			0
Number of family child care homes that receive one time grants, awards, or bonuses designed to support quality	0	0			0

ECE Technical Assistance to Support Other Quality

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
How many child care facilities have been assigned to this Program ID? (Facility Assignment task)					
Number of child care facilities participating {overall total}.	0	0			0
Number of child care facilities receiving TA for NAEYC accreditation	0	0			0
Number of child care facilities receiving TA with BAS	NA	NA			0
Number of child care facilities receiving TA with CLASS	0	0			0
Number of child care facilities receiving TA with PAS	NA	NA			0
Number of child care facilities receiving TA with POEMS	0	0			0

ECE Technical Assistance to Support Stars

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
How many child care facilities have been assigned to this Program ID? (Facility Assignment task)					
Number of child care facilities participating {overall total}.	10	6			16
Number of child care facilities receiving technical assistance with ECERS	8	6			14
Number of child care facilities receiving technical assistance with FCCERS	1	1			2
Number of child care facilities receiving technical assistance with ITERS	3	1			4

ECE Training

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of staff participating	230	170			400

Activity: Circle of Parents Support Program**PSC: 5505****FS Circle of Parents (AA)**

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of parents/guardians participating	1	0			1

Activity: Community Engagement and Development (CED)**PSC: 5517****FS Community Outreach Information & Resources Community Outreach**

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of community outreach events	12	10			22
Number of community presentations given	3	8			11

SBO Systems Building

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of EC Profile Indicators working to improve through collective efforts	1	0			1
Number of meetings led by other organizations where local partnership raised issue about one or more EC Profile indicators	15	15			30
Number of meetings the local partnership convened with outside organizations to address one or more EC Profile indicators	10	27			37

Activity: DSS Child Care Subsidy**PSC: 2340****Subsidy - State Subsidy Contract: TANF/CCDF Eligible only**

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of children funded	NA	NA			0

Activity: DSS Child Care Subsidy Support PSC: 2360
Subsidy - DSS Services Support (AA)

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
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No output required

Activity: Family Connects PSC: 5413
FS Family Connects

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
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Number of parents/guardians participating

0	0			0
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Activity: Kaleidoscope Play and Learn PSC: 5506
FS Facilitated Parent Child Playgroups- Kaleidoscope

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
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Number of children participating

NA	0			0
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Number of parents/guardians participating

NA	0			0
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Activity: Kindermusik & Music Therapy PSC: 5417
H Early Intervention Services

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
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Number of children with special needs who receive early intervention therapy or services

90	43			133
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Number of at risk children who participate in Kindermusik classes.

122	129			251
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Activity: Lending Library PSC: 3115
ECE Lending Library

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
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1.a. Number of child care staff who use lending library resources

NA	NA			0
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1.b Number of child care facilities with at least one staff member who uses lending library resources

NA	NA			0
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2. Number of parents/caregivers who use lending library resources

NA	NA			0
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3 . Number of other adults (TAs, home visitors, therapists, etc.) who use lending library resources

NA	NA			0
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4. Unduplicated total number of adults who use lending library resources (unduplicated number of adults reported in 1.a, 2, & 3)

NA	NA			0
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5. Total number of visits to the lending library (cumulative number each quarter, not unduplicating visitors)

NA	NA			0
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Activity: NC Pre-K Enhancements (Non-TANF/CCDF) PSC: 2348
Subsidy - NC Pre-K Enhancement Subsidy: NON TANF/CCDF Eligible (AA)

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
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Number of children funded

NA	NA			0
----	----	--	--	---

Activity: NC Pre-K Enhancements (TANF/CCDF) PSC: 2342
Subsidy - NC Pre-K Enhancement Subsidy: TANF/CCDF Eligible only (AA)

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
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Number of children funded

NA	NA			0
----	----	--	--	---

Activity: Parents for Higher Education (PFHE) Subsidy (TANF/CCDF) PSC: 2341

Subsidy - Dual Subsidy: TANF/CCDF Eligible only (AA)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of children funded		25	3			28

Activity: Parents for Higher Education (PFHE) Subsidy Support **PSC: 2361**

Subsidy - Dual Subsidy Services Support (AA)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
No output required						

Activity: PFC Child Care Subsidy (TANF/CCDF) **PSC: 2341**

Subsidy - Dual Subsidy: TANF/CCDF Eligible only (AA)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of children funded		0	16			16

Activity: PFC Child Care Subsidy Non-TANF/CCDF **PSC: 2347**

Subsidy - Dual Subsidy: NON TANF/CCDF Eligible (AA)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of children funded		0	1			1

Activity: PFC Child Care Subsidy Support **PSC: 2361**

Subsidy - Dual Subsidy Services Support (AA)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
No output required						

Activity: Planning, Monitoring and Evaluation **PSC: 5603**

Program Coordination/Evaluation (AA)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
No output required						

Activity: Reach Out and Read (ROR) **PSC: 5523**

FS Reach Out and Read (ROR) (AA)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of children participating		639	547			1186
Number of medical practices participating		2	0			2

Activity: WAGES **PSC: 3107**

ECE Professional Development Supplements - WAGES (AA)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of child care facilities participating		NA	NA			0
Number of staff participating		NA	NA			0

Pre-Pandemic to Current Child Care Availability in Cumberland County and Current Available Slots Comparison by Month (2019 to 2021)

2021				2020				2019				Overall 2019 to 2021 Change in Childcare Access				Overall 2019 to 2021 Change in Childcare Access			
	FCCH	Centers	Total		FCCH	Centers	Total		FCCH	Centers	Total		FCCH	Centers	Total		FCCH	Centers	Total
January	78	211	289	January	77	212	289	January	88	210	298	January	-10.00	1.00	-9.00	January	-11%	0%	-3%
February	78	213	291	February	77	212	289	February	87	211	298	February	-9.00	2.00	-7.00	February	-10%	1%	-2%
March	78	213	291	March	77	212	289	March	86	214	300	March	-8.00	-1.00	-9.00	March	-9%	0%	-3%
April	78	215	293	April	74	213	287	April	86	214	300	April	-8.00	1.00	-7.00	April	-9%	0%	-2%
May	77	214	291	May	74	214	288	May	86	214	300	May	-9.00	0.00	-9.00	May	-10%	0%	-3%
June	77	214	291	June	74	214	288	June	84	215	299	June	-7.00	-1.00	-8.00	June	-8%	0%	-3%
July	77	214	291	July	74	213	287	July	84	215	299	July	-7.00	-1.00	-8.00	July	-8%	0%	-3%
August	77	214	291	August	74	213	287	August	83	212	295	August	-6.00	2.00	-4.00	August	-7%	1%	-1%
September	78	215	293	September	76	212	288	September	83	212	295	September	-5.00	3.00	-2.00	September	-6%	1%	-1%
October	77	215	292	October	77	210	287	October	78	212	290	October	-1.00	3.00	2.00	October	-1%	1%	1%
November	77	215	292	November	77	210	287	November	78	211	289	November	-1.00	4.00	3.00	November	-1%	2%	1%
December	77	215	292	December	76	210	286	December	77	212	289	December	0.00	3.00	3.00	December	0%	1%	1%

Available Slots by Month

January	FCCH	Centers	Total	January	FCCH	Centers	Total	January	FCCH	Centers	Total	January	FCCH	Centers	Total	January	FCCH	Centers	Total
Infants	31	399	430	Infants	40	477	517	Infants	30	455	485	Infants	1.00	-56.00	-55.00	Infants	3%	-12%	-11%
1	58	691	749	1	60	818	878	1	55	793	848	1	3.00	-102.00	-99.00	1	5%	-13%	-12%
2	69	946	1015	2	60	1096	1156	2	82	1112	1194	2	-13.00	-166.00	-179.00	2	-16%	-15%	-15%
3	63	1150	1213	3	77	1422	1499	3	81	1420	1501	3	-18.00	-270.00	-288.00	3	-22%	-19%	-19%
4	54	2070	2124	4	59	2447	2506	4	65	2207	2272	4	-11.00	-137.00	-148.00	4	-17%	-6%	-7%
5PS	15	646	661	5PS	13	614	627	5PS	17	817	834	5PS	-2.00	-171.00	-173.00	5PS	-12%	-21%	-21%
Total 0-5PS	290	5902	6192	Total 0-5PS	309	6874	7183	Total 0-5PS	330	6804	7134	Total 0-5PS	-40.00	-902.00	-942.00	Total 0-5PS	-12%	-13%	-13%

February	FCCH	Centers	Total	February	FCCH	Centers	Total	February	FCCH	Centers	Total	February	FCCH	Centers	Total	February	FCCH	Centers	Total
Infants	31	394	425	Infants	40	466	506	Infants	34	483	517	Infants	-3.00	-89.00	-92.00	Infants	-9%	-18%	-18%
1	58	681	739	1	64	829	893	1	56	792	848	1	2.00	-111.00	-109.00	1	4%	-14%	-13%
2	69	941	1010	2	64	1107	1171	2	75	1113	1188	2	-6.00	-172.00	-178.00	2	-8%	-15%	-15%
3	63	1141	1204	3	74	1382	1456	3	74	1438	1512	3	-11.00	-297.00	-308.00	3	-15%	-21%	-20%
4	54	2063	2117	4	60	2407	2467	4	74	2267	2341	4	-20.00	-204.00	-224.00	4	-27%	-9%	-10%
5PS	15	644	659	5PS	15	735	750	5PS	18	827	845	5PS	-3.00	-183.00	-186.00	5PS	-17%	-22%	-22%
Total 0-5PS	290	5864	6154	Total 0-5PS	317	6926	7243	Total 0-5PS	331	6920	7251	Total 0-5PS	-41.00	-1056.00	-1097.00	Total 0-5PS	-12%	-15%	-15%

Pre-Pandemic to Current Child Care Availability in Cumberland County and Current Available Slots Comparison by Month (2019 to 2021)

2021				2020				2019				Overall 2019 to 2021 Change in Childcare Access				Overall 2019 to 2021 Change in Childcare Access			
March	FCCH	Centers	Total	March	FCCH	Centers	Total	March	FCCH	Centers	Total	March	FCCH	Centers	Total	March	FCCH	Centers	Total
Infants	31	394	425	Infants	40	466	506	Infants	32	506	538	Infants	-1.00	-112.00	-113.00	Infants	-3%	-22%	-21%
1	58	681	739	1	64	829	893	1	60	793	853	1	-2.00	-112.00	-114.00	1	-3%	-14%	-13%
2	69	941	1010	2	64	1107	1171	2	79	1151	1230	2	-10.00	-210.00	-220.00	2	-13%	-18%	-18%
3	63	1141	1204	3	74	1382	1456	3	77	1500	1577	3	-14.00	-359.00	-373.00	3	-18%	-24%	-24%
4	54	2063	2117	4	60	2407	2467	4	77	2276	2353	4	-23.00	-213.00	-236.00	4	-30%	-9%	-10%
5PS	15	644	659	5PS	15	735	750	5PS	19	991	1010	5PS	-4.00	-347.00	-351.00	5PS	-21%	-35%	-35%
Total 0-5PS	290	5864	6154	Total 0-5PS	317	6926	7243	Total 0-5PS	344	7217	7561	Total 0-5PS	-54.00	-1353.00	-1407.00	Total 0-5PS	-16%	-19%	-19%
April				April				April				No changes from previous month							
Infants	31	394	425	Infants	36	457	493	Infants	32	506	538								
1	58	681	739	1	60	828	888	1	60	793	853								
2	69	941	1010	2	65	1098	1163	2	79	1151	1230								
3	63	1141	1204	3	74	1378	1452	3	77	1500	1577								
4	54	2063	2117	4	58	2280	2338	4	77	2276	2353								
5PS	15	644	659	5PS	15	822	837	5PS	19	991	1010								
Total 0-5PS	290	5864	6154	Total 0-5PS	308	6863	7171	Total 0-5PS	344	7217	7561								
May				May				May				May				May			
Infants	28	391	419	Infants	36	450	486	Infants	30	497	527	Infants	-2.00	-106.00	-108.00	Infants	-7%	-21%	-20%
1	59	669	728	1	60	835	895	1	58	773	831	1	1.00	-104.00	-103.00	1	2%	-13%	-12%
2	63	927	990	2	65	1097	1162	2	79	1110	1189	2	-16.00	-183.00	-199.00	2	-20%	-16%	-17%
3	65	1125	1190	3	74	1378	1452	3	83	1452	1535	3	-18.00	-327.00	-345.00	3	-22%	-23%	-22%
4	49	2034	2083	4	58	2280	2338	4	65	2151	2216	4	-16.00	-117.00	-133.00	4	-25%	-5%	-6%
5PS	27	640	667	5PS	15	824	839	5PS	22	1232	1254	5PS	5.00	-592.00	-587.00	5PS	23%	-48%	-47%
Total 0-5PS	291	5786	6077	Total 0-5PS	308	6864	7172	Total 0-5PS	337	7215	7552	Total 0-5PS	-46.00	-1429.00	-1475.00	Total 0-5PS	-14%	-20%	-20%
June				June				June				June				June			
Infants	28	391	419	Infants	36	450	486	Infants	31	458	489	Infants	-3.00	-67.00	-70.00	Infants	-10%	-15%	-14%
1	59	669	728	1	60	835	895	1	58	792	850	1	1.00	-123.00	-122.00	1	2%	-16%	-14%
2	63	927	990	2	65	1097	1162	2	81	1075	1156	2	-18.00	-148.00	-166.00	2	-22%	-14%	-14%
3	65	1125	1190	3	74	1378	1452	3	78	1440	1518	3	-13.00	-315.00	-328.00	3	-17%	-22%	-22%
4	49	2034	2083	4	58	2280	2338	4	65	2077	2142	4	-16.00	-43.00	-59.00	4	-25%	-2%	-3%
5PS	27	640	667	5PS	15	824	839	5PS	26	1129	1155	5PS	1.00	-489.00	-488.00	5PS	4%	-43%	-42%
Total 0-5PS	291	5786	6077	Total 0-5PS	308	6864	7172	Total 0-5PS	339	6971	7310	Total 0-5PS	-48.00	-1185.00	-1233.00	Total 0-5PS	-14%	-17%	-17%

Pre-Pandemic to Current Child Care Availability in Cumberland County and Current Available Slots Comparison by Month (2019 to 2021)

2021				2020				2019				Overall 2019 to 2021 Change in Childcare Access				Overall 2019 to 2021 Change in Childcare Access			
July	FCCH	Centers	Total	July	FCCH	Centers	Total	July	FCCH	Centers	Total	July	FCCH	Centers	Total	July	FCCH	Centers	Total
Infants	28	391	419	Infants	36	449	485	Infants	31	458	489	Infants	-3.00	-67.00	-70.00	Infants	-10%	-15%	-14%
1	58	669	727	1	60	820	880	1	58	792	850	1	0.00	-123.00	-123.00	1	0%	-16%	-14%
2	61	927	988	2	63	1051	1114	2	81	1075	1156	2	-20.00	-148.00	-168.00	2	-25%	-14%	-15%
3	65	1125	1190	3	71	1326	1397	3	78	1440	1518	3	-13.00	-315.00	-328.00	3	-17%	-22%	-22%
4	48	2034	2082	4	58	2258	2316	4	65	2077	2142	4	-17.00	-43.00	-60.00	4	-26%	-2%	-3%
5PS	25	640	665	5PS	14	811	825	5PS	26	1129	1155	5PS	-1.00	-489.00	-490.00	5PS	-4%	-43%	-42%
Total 0-5PS	285	5786	6071	Total 0-5PS	302	6715	7017	Total 0-5PS	339	6971	7310	Total 0-5PS	-54.00	-1185.00	-1239.00	Total 0-5PS	-16%	-17%	-17%
August	FCCH	Centers	Total	August	FCCH	Centers	Total	August	FCCH	Centers	Total	August	FCCH	Centers	Total	August	FCCH	Centers	Total
Infants	28	391	419	Infants	36	449	485	Infants	34	445	479	Infants	-6.00	-54.00	-60.00	Infants	-18%	-12%	-13%
1	58	669	727	1	60	820	880	1	52	786	838	1	6.00	-117.00	-111.00	1	12%	-15%	-13%
2	61	927	988	2	63	1051	1114	2	78	1043	1121	2	-17.00	-116.00	-133.00	2	-22%	-11%	-12%
3	65	1125	1190	3	71	1326	1397	3	88	1363	1451	3	-23.00	-238.00	-261.00	3	-26%	-17%	-18%
4	48	2034	2082	4	58	2258	2316	4	73	1974	2047	4	-25.00	60.00	35.00	4	-34%	3%	2%
5PS	25	640	665	5PS	14	811	825	5PS	23	1056	1079	5PS	2.00	-416.00	-414.00	5PS	9%	-39%	-38%
Total 0-5PS	285	5786	6071	Total 0-5PS	302	6715	7017	Total 0-5PS	348	6667	7015	Total 0-5PS	-63.00	-881.00	-944.00	Total 0-5PS	-18%	-13%	-13%
September	FCCH	Centers	Total	September	FCCH	Centers	Total	September	FCCH	Centers	Total	No changes from previous month							
Infants	28	391	419	Infants	36	438	474	Infants	34	445	479								
1	58	669	727	1	60	819	879	1	52	786	838								
2	61	924	985	2	64	1027	1091	2	78	1043	1121								
3	65	1124	1189	3	75	1285	1360	3	88	1363	1451								
4	48	2030	2078	4	58	2201	2259	4	73	1974	2047								
5PS	25	635	660	5PS	14	808	822	5PS	23	1056	1079								
Total 0-5PS	285	5773	6058	Total 0-5PS	307	6578	6885	Total 0-5PS	348	6667	7015								
October	FCCH	Centers	Total	October	FCCH	Centers	Total	October	FCCH	Centers	Total	October	FCCH	Centers	Total	October	FCCH	Centers	Total
Infants	27	390	417	Infants	32	394	426	Infants	32	460	492	Infants	-5.00	-70.00	-75.00	Infants	-16%	-15%	-15%
1	48	664	712	1	59	676	735	1	50	788	838	1	-2.00	-124.00	-126.00	1	-4%	-16%	-15%
2	60	921	981	2	71	944	1015	2	65	1056	1121	2	-5.00	-135.00	-140.00	2	-8%	-13%	-12%
3	63	1119	1182	3	76	1158	1234	3	71	1376	1447	3	-8.00	-257.00	-265.00	3	-11%	-19%	-18%
4	46	2026	2072	4	55	2072	2127	4	67	2098	2165	4	-21.00	-72.00	-93.00	4	-31%	-3%	-4%
5PS	23	635	658	5PS	15	683	698	5PS	10	809	819	5PS	13.00	-174.00	-161.00	5PS	130%	-22%	-20%
Total 0-5PS	267	5755	6022	Total 0-5PS	308	5927	6235	Total 0-5PS	295	6587	6882	Total 0-5PS	-28.00	-832.00	-860.00	Total 0-5PS	-9%	-13%	-12%

Pre-Pandemic to Current Child Care Availability in Cumberland County and Current Available Slots Comparison by Month (2019 to 2021)

2021				2020				2019				Overall 2019 to 2021 Change in Childcare Access				Overall 2019 to 2021 Change in Childcare Access			
November	FCCH	Centers	Total	November	FCCH	Centers	Total	November	FCCH	Centers	Total	November	FCCH	Centers	Total	November	FCCH	Centers	Total
Infants	27	390	417	Infants	32	394	426	Infants	40	475	515	Infants	-13.00	-85.00	-98.00	Infants	-33%	-18%	-19%
1	48	664	712	1	59	676	735	1	53	812	865	1	-5.00	-148.00	-153.00	1	-9%	-18%	-18%
2	60	921	981	2	71	944	1015	2	74	1068	1142	2	-14.00	-147.00	-161.00	2	-19%	-14%	-14%
3	63	1119	1182	3	76	1158	1234	3	66	1453	1519	3	-3.00	-334.00	-337.00	3	-5%	-23%	-22%
4	46	2026	2072	4	55	2072	2127	4	65	2391	2456	4	-19.00	-365.00	-384.00	4	-29%	-15%	-16%
5PS	23	635	658	5PS	15	683	698	5PS	11	553	564	5PS	12.00	82.00	94.00	5PS	109%	15%	17%
Total 0-5PS	267	5755	6022	Total 0-5PS	308	5927	6235	Total 0-5PS	309	6752	7061	Total 0-5PS	-42.00	-997.00	-1039.00	Total 0-5PS	-14%	-15%	-15%
December	FCCH	Centers	Total	December	FCCH	Centers	Total	December	FCCH	Centers	Total	December	FCCH	Centers	Total	December	FCCH	Centers	Total
Infants	26	391	417	Infants	31	399	430	Infants	36	485	521	Infants	-10.00	-94.00	-104.00	Infants	-28%	-19%	-20%
1	56	667	723	1	58	691	749	1	59	811	870	1	-3.00	-144.00	-147.00	1	-5%	-18%	-17%
2	76	879	955	2	69	946	1015	2	70	1073	1143	2	6.00	-194.00	-188.00	2	9%	-18%	-16%
3	62	1183	1245	3	63	1150	1213	3	66	1437	1503	3	-4.00	-254.00	-258.00	3	-6%	-18%	-17%
4	53	2087	2140	4	54	2070	2124	4	59	2482	2541	4	-6.00	-395.00	-401.00	4	-10%	-16%	-16%
5PS	20	595	615	5PS	15	646	661	5PS	13	576	589	5PS	7.00	19.00	26.00	5PS	54%	3%	4%
Total 0-5PS	293	5802	6095	Total 0-5PS	290	5902	6192	Total 0-5PS	303	6864	7167	Total 0-5PS	-10.00	-1062.00	-1072.00	Total 0-5PS	-3%	-15%	-15%

Key:

Decrease from previous month

Increase from previous month

**Sustainability Assessment
Summary Report
for
Partnership for Children of Cumberland County
November 5, 2021**

Introduction

From March 1 to September 30, 2021, Scottie Seawell, a consultant with Leading and Governing Associates, Inc. worked with staff and board members of the Partnership for Children of Cumberland County (PFC) to assess its capacity in 8 areas. This was the first part of a three-part process to develop sustainability plans in support of the partnership's vision and mission. The Partnership for Children of Cumberland County envisions "an economically prosperous community where families are successful and children thrive." To achieve this vision, the partnership "will be the driving force to engage partners to achieve lasting positive outcomes for all children, beginning at birth." Leading and Governing Associates is a consulting practice dedicated to strengthening the capacity of public purpose organizations and associations to engage their stakeholders and each other in meaningful policy, governance, and organizational conversations and decision-making processes.

This report (1) describes the assessment process, (2) summarizes the data and information collected through interviews, attendance at board and committee meetings, focus group sessions, and a document and website review, and (3) highlights areas to prioritize and plan for increased sustainability and capacity building. PFC contracted with Scottie Seawell, Principal Consultant with Leading and Governing Associates to conduct the sustainability assessment, design and facilitate the planning process, and consult with PFC staff-leads, and board and committee members on initial implementation of the sustainability plans.

The Assessment Process

In 2020, just prior to the start of the COVID-19 Pandemic, the board of directors and leadership staff of PFC began a review of its strategic priorities and to update its next five-year strategic plan. Strategic planning, the aligning of an organization's resources toward its vision and in support of its mission, is one of six areas of organizational capacity, and is necessary for the organization to perform successfully and sustainably.

When assessing an organization's current capacity, we look to answer six questions related to six key areas of capacity: (Nonprofit Learning Resources)

1. Mission, Vision and Strategy (MVS)
"Does the organization have a clear mission, and are strategies in alignment with this mission?"
2. Governance and Leadership (GL)
"Does the organization have strong governance and foster leadership?"

3. Program Delivery and Impact (PDI)
“Is the organization effective in its delivery of programs and services, and is evaluation of impact integral to the organization?”
4. Strategic Relationships (SR)
“Does the organization have strong and positive relationships with external stakeholders?”
5. Resource Development (RD) (Human, Financial, Information, Physical, and Reputation)
“Is the organization sustainable?”
6. Internal Operations and Management (IOM)
(Policies, Practices, Planning, Decision-Making, and Actions)
“Does the organization have a strong and sound core infrastructure?”

In addition to reviewing and updating PFC’s strategic plan, the board and leadership staff prioritized the development of sustainability plans in eight areas:

1. Grant Procurement
2. Fundraising
3. Communications
4. Volunteer Recruitment and Retention
5. Staff Recruitment and Retention
6. Facility/Tenant Recruitment and Retention
7. Program Development
8. Board Recruitment, Retention and Engagement

Introductory Meetings

To introduce the sustainability assessment and planning process and to encourage broad participation by members of the board and staff, Scottie Seawell attended board, committee, and staff meetings to share an overview of the process, encourage participation and give participants an opportunity to ask questions and share their thoughts and ideas for the process. The greatest benefit to the organization from the assessment process is realized when participants are informed and encouraged to actively engage.

Document and Online Web Review

The consultant reviewed organizational and community documents, websites, and news as background information for the qualitative assessment. These documents included:

Partnership Website and Documents:

Partnership for Children of Cumberland County website

2021 Board Orientation Ebook

PFC Organization Chart

PFC 2018-2021 Strategic Plan

PFC Strategic Plan for Sustainability Sub-plan Outline

PFC 2020 Strategic Priority Action Plans

Effects of Racial Inequities & Systemic Racism on Young Children and Their Families:

Our Statement on Racial Inequities and Systemic Racism – June 2020

PFC Strategic Planning Meeting notes – 2020
PFC Board and Committee Meeting Schedules for FY 2020-2021 and FY 2021-2022
PFC Committees FY 2020-2021 and FY 2021-2022
2019 IRS 990 -- Partnership for Children
Living Wage Calculator for Cumberland County, NC

News Articles and Posts:

“Leaving the Classroom: Addressing the Crisis of NC’s Early Childhood Educator Turnover,” Child Care Services Association, 2019
“Richmond Fed president doesn’t see unemployment benefits alone causing worker shortage,” Raleigh N&O, August 25, 2021
“Commission on Access to Sound Basic Education urges action on Leandro,” EdNC, September 28, 2021
“Building back better: Ensuring Black babies thrive in their first 1,000 days,” EdNC, Perspective, September 28, 2021
“Why the Generosity Commission is a waste of time.,” Allison Carney Consulting, October 15, 2021
“Democracy is Dying. Philanthropy Needs to Stop Its Toxic Intellectualizing.,” Vu Le, NonprofitAf, October 18, 2021
“Building Community from the Inside Out,” BuildingMovement.org
“COVID Impact on child care providers and facilities,” Zogby Analytics Executive Summary, June 2021

Partner Organizations:

NC Early Childhood Action Plan
NC Smart Start website
 Family Engagement and Leadership Action Guide Toolkit
 NCPC Overview of Leandro v. North Carolina, January 2020
 Smart Start Talking Points on Leandro
 NCPC RFP for MAC Lead Site –February 16, 2020
 “Smart Start Needs Formula Review,” WestEd Smart Start Report – 2021
Cumberland County Schools website and “Strategic Plan 2024”
Cumberland Community Foundation website
CCR&R Council website
Cohn Reznick website (auditors)

Federal and State Agencies:

US Department of Labor, “Families First Coronavirus Response Act: Employer Paid Leave Requirements”
NC Child Update – August 13, 2021
NC Department of Health and Human Services, Child Care Health Consultants, overview
NC Department of Health and Human Services, Child Care Strong Public Health Toolkit, October 15, 2021

Interviews

The consultant conducted 16 phone interviews between May 17 and September 15, 2021. Two external interviews and 14 internal interviews. The interviews were designed to last approximately 30 -60 minutes and to share an overview of the sustainability planning initiative, gather participants input on the strengths of the partnership, opportunities and challenges facing the partnership, and to describe what success of the sustainability planning effort would look like. The following individuals were interviewed:

PFC Staff:

Rebecca Beck
Pamela Federline x2
Belinda Gainey
Ben Hughes
Marie Lilly
Daniele Malvesti
Sharon Moyer
Anthony Ramos
Steve Riley
Candy Scott

Mary Sonnenberg
Mike Yeager

PFC Board Chair: Meredith Gronski

External Interviews:

Dawn Rochelle, Onslow One Place (PFC)
Ashley Curtice, Cumberland County Health
Department

Focus Groups

6 Staff focus groups held between July 8 and September 2, 2021

1 Leadership Team focus group held on July 7, 2021

1 Direct Service Provider discussion group with 4 providers held on September 14, 2021

Assessment Highlights

During the 2021 Smart Start Conference, Susan Gale Perry, Deputy Secretary for Opportunity and Well-being at the NC Department of Health and Human Services spoke to lessons we are learning from the pandemic and urged participants to take the opportunity that comes from this time of urgency and disruption to change the way we work together by:

1. Building and earning trust – with our partners, with our data, with our messaging and messengers such that we foster cultures of inquiry and welcome change and improvements in the early childcare and education system
2. Measuring what matters – what is the data telling us to do? What course corrections are needed? Where are growth opportunities? What are old ways of doing things of which we need to let go?
3. Respecting the whole system -- at all levels of the system, consider what each is best suited to do – local, state, regional, national. Consider how best to invest in children, the childcare workforce, and the systems behind quality childcare like resource and referral, training and technical assistance, livable wages, and compensation. What are new ways of being in relationship in community, across sectors and at different levels in the system?

Advocacy is Core to Sustainability

Almost everything the Partnership for Children does, is a form of advocacy. Advocacy is not the same as “lobbying” which is prohibited, by a 501©3 if it is the majority or core of the nonprofit’s purpose or mission. Lobbying is not at the core of PFC’s purpose, but advocacy is. Advocacy is all the things the partnership is already doing related to community engagement, board engagement, grant writing, fundraising, communicating, educating, marketing, program and service delivery and improvement, training and technical services, staff recruitment and retention, tenant recruitment and retention, board engagement, loan approval, and systems change and equity work. Bottomline, advocacy is an essential element to a nonprofit’s sustainability and its ability to successfully advance on its mission and vision.

In the formation of programs and legislation, advocacy that is nonpartisan is also important and essential to the sustainability of the early childcare, education, and health sectors and systems. In these cases, “What you're addressing are the guts of legislation and why certain legislation is important and what's needed in order for the system to function.” (Sharon Anderson, Mission: Impact Podcast, September 14, 2021) In these cases, you are educating and sharing important information about what you know best. It’s advocacy and it’s not prohibited. It’s okay to talk about your vision and mission, it’s okay to tell members of your community and your elected and appointed representatives what is needed to sustainably advance on your vision and mission.

In support of all children, birth to 5, and their families, the partnership should continue its advocacy to inform and align efforts such that “every child has the support they need to enter kindergarten healthy and ready to succeed.” This should be the primary area of focus of any strategic and sustainability planning effort. More than 90% of the partnership’s funding comes from state and federal funding sources. This behooves board and executive leadership to thoroughly consider how much it costs to run the partnership and to collaborate with other partnerships from across the state and make the case, with “one voice” and “good data” that these services are essential (as the pandemic has highlighted) and that they must be funded accordingly. Likewise, a “good data” and a “one voice” approach is strongly encouraged to make the case for adequate funding of childcare providers such that all families can afford high quality care for their children, as needed. The CEO/President is encouraged, as is the **board of directors**, to continue your efforts to build connections at the local, regional, and state levels to help develop that “one voice” to inform and align efforts across the state.

Deepen the Use of Measures of Impact

“PFC recognizes that children neither begin nor end their education on an equal footing. PFC invests in services for those identified in greatest need and those at risk of poor academic and long-term life outcomes.” – Board of Directors/Committee Member Manual, FY 2021-2022

Measures of impact are data that can show, for example, if access to high quality programs and services is improving children’s outcomes in the community or if efforts to recruit, develop and retain childcare providers are successful. To determine the long-term sustainability of the partnership’s programs and services, measures of impact, which go beyond reporting on

outputs like numbers of families served, providers trained, or classes taken (all outputs), should be well understood by everyone involved in the collection, monitoring, and evaluation of the data. This is important so that data, in support of the partnership's strategic direction and sustainability, is collected, disaggregated, evaluated, and used, not only to meet reporting requirements, but also to make programmatic decisions, write compelling grant proposals, and to advocate for course corrections -- policy changes and requests for additional resources to improve outcomes at all levels -- individual, family, organizational, community, regional, state, and federal.

For sustainability purposes, measures of impact can be used as a flashlight or lantern to make course corrections when and where necessary. Without disaggregated data it is almost impossible to address inequities and make sustainable course corrections in the delivery of services and programs to those most in need. In support of PFC's sustainability planning initiative, the consultant can work with staff to hone the collection, evaluation, and use of a few impact measures aligned with the agency's strategic priorities. These measures can then also be shared in grant proposals, advocacy and awareness campaigns, fundraising appeals, collaborative initiatives, and staff and board member recruitment and development.

Streamline and Modernize Internal Operations and Management Systems

Relatedly, it is recommended that the appropriate board committees and staff continue to put in place and update internal operations and management practices that support the sustainability of the partnership and which mitigate the impact of future emergencies like pandemics, staff illness, or turnover. Suggestions include:

- Create and regularly update succession plans, not only for the president, but "mini-succession and back up plans" for other key staff
- Improve timing of staff orientations and include a buddy/mentor program for new staff members
- Streamline and digitize systems used throughout the partnership and for which the pandemic illuminated a need for staff and board members to access in the office and/or remotely. This includes procurement requests, vendor payments, documentation for audits, budget development, program applications and information, meeting materials, etc. Such improvements could have the biggest impact on staff well-being, retention, and job satisfaction while also improving overall work efficiencies and sustainability.
- Advocate and work with NCPC, DCDEE, NC DHHS, etc. to improve and modernize system-wide, internal operations and management systems and encourage efforts, which the pandemic accelerated, to streamline and digitize systems across networks.

Strengthen the Sense of Community within PFC

Core strengths to build upon are the partnership's human talent, staff's dedication to the vision and mission of the partnership, and its family friendly workplace policies. The partnership is encouraged to continue to improve the work-life mix of staff as it has throughout the pandemic including competitive staff salary and benefit packages, policies, and resources for successful use of remote work opportunities, onsite breastfeeding space and breakrooms, fun and social components to staff meetings, and improvements to the physical space. Additional ideas

suggested during the assessment phase include the development or restart of an eNewsletter, improving the timing of new staff orientation, supervisory training for remote work, and the streamlining, simplifying, and digitizing of internal management systems and operations. See full list of ideas shared to strengthen and improve staff's sense of community within PFC.

Key sustainable practices to continue:

1. Grant Procurement

- Alignment of multiple funding streams to sustainably fund and implement programs
- Finance and IT at the table at the beginning of new grants process/administration
- GEMS/MOSAIC – for data collection and evaluation to guide decision making

2. Fundraising

- External Communications and Social Media
- 100% Board Member Giving
- Google Ads Grant
- Circle of Friends Campaign, 10-10 Club

3. Communications

- External Communications and Social Media
- Asking for input from providers, staff, tenants, board, community, etc.
- COVID - Sharing Information on vaccine and funding availability, current guidance, etc.
- Google Ads Grant

4. Volunteer Recruitment and Retention

- External Communications and Social Media
- Circle of Friends Campaign, 10-10 Club
- Online Volunteer Signup Form
- Diaper Bank

5. Staff Recruitment and Retention

- Commitment to vision, mission, and strategic priorities
- Family Friendly Policies & Benefits
- Flexible work schedule and opportunities to work remotely

6. Facility/Tenant Recruitment and Retention

- Mission and goals align with provider and partner organizations' missions
- Family Resource Center
- COVID - Continuing to operate while ensuring staff's, tenants', and volunteers' safety and well-being
- Nice operating environment and space; maintained and upgraded/improved

7. Program Development

- Positive relationships between providers and partnership staff
- New programs aligned with mission, vision, and priorities
- Positive programmatic impacts for children and families
- GEMS/MOSAIC – for data collection and evaluation to guide decision making

8. Board Recruitment, Retention and Engagement

- Commitment to Vision, Mission and Strategic Priorities
- Diversity of Board Members
- Board Chair and President/CEO Relationship
- Well-run board and committee meetings
- Circle of Friends Campaign, 10-10 Club
- 100% Board Member Giving

9. Financial Management

- Financial Management, Reporting and Oversight
- Finance and IT at the table at the beginning of new grants process/administration
- Clean Audits

10. Information Technology

- Finance and IT at the table at the beginning of new grant process/administration
- COVID – boon for technology and automating systems
- Continue to digitize and automate as with DocuSign, ACH, Paychex, and other processes
- Digital/Online Access to Information

Summary of Recommendations and Conclusions

In all eight areas of sustainability, the Partnership's work is guided by a clear vision, urgent mission, and strategic priorities. A clear mission with aligned strategic priorities is foundational to the overall sustainability of the organization and its ability to "be the driving force to engage partners to achieve lasting positive outcomes for all children, beginning at birth." The only suggestion made throughout this assessment with regards to the strategic plan is to "make the strategic plan more accessible to the public and be a little less jargony."

Undertaking a sustainability assessment and planning initiative in support of the partnership's strategic priorities and which brings board members and staff together to co-create action plans, can also create the energy, relationships, understanding and commitment necessary to deliver on mission in pursuit of the partnership's vision. The recent combined effects of the COVID-19 pandemic, long-standing racial injustice, and economic turmoil have made it extremely difficult for all of us and without question children and their families and the people in the systems who work hard every day to support them to live full lives and make good livings. But the combined effects of these three travesties also mean there is a sense of urgency that hasn't existed in a very long time, if ever. Working together to seize the moment and think and plan strategically holds great promise for brighter days to come.

For sustainability planning, four priority areas of focus are recommended:

- Advocacy by leadership – president, vice presidents, and board members
- Deepening measures of impact – for use in all eight areas of sustainability, particularly the areas of program development and grant procurement
- Streamlining and modernizing internal operations and management systems
- Strengthening the sense of community within PFC

Recommended next steps:

1. Share assessment highlights and develop detailed timeline for action planning – November and December 2021
2. Prioritize and develop action plans with leads, timelines and expected outcomes for each area of sustainability -- January- February 2022
3. Take initial first steps to implement sustainability plans – March – May 2022

Respectfully submitted by,

**Scottie Seawell, Vice President
Leading and Governing Associates, Inc.**

Attachments to Report

- a. Key to Assessment Details by Sustainability Area
- b. Assessment Details by Sustainability Area
- c. Interview protocol
- d. Focus group protocol

Key to Assessment Details by Sustainability Area

Key for Capacity Building Areas:

Mission, Vision Strategy - **MVS**

Governance and Leadership - **GL**

Program Delivery and Impact - **PDI**

Strategic Relationships - **SR**

Resource Development - Human, Financial, Physical, Information and Reputation - **RD**

Internal Operations and Management (Policies, Practices, Planning, Decision-Making, and Actions) - **IOM**

Strength to build upon = **+**

Opportunity for improvement = **>**

Key for Assessment Tool:

II - Internal Interview

EI - External Interview

F- Focus Group

AS- All Staff Meeting

BD - Board Development Committee

BM - Board Meeting

CED - Community Engagement and Development Committee

EX - Executive Committee

FC- Family Connects

FD - Fund Development

FI - Finance Committee

FT - Facility and Tenants Committee

HR - HR Committee

NCPK - NC Pre-K Committee

PC - Program Committee (Formerly CCR&R)

P&E - Planning and Evaluation Committee

PR - President's Report

DW - Document and Web Review