

HYBRID Board of Directors Meeting

Agenda

Quorum is 10 = 50% + 1 Attendee (Total Board Members = 19)

Thursday, September 29, 2022

NC Pre-K – 12:00 pm – 12:30 pm

PFC Board – 12:30 pm – 2:00 pm

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 – Brian Jones [12:30]**
 - A. Volunteer Forms ^Δ
 1. Board Donations – 8 out of 19
 2. Fundraising
- V. **Approval of Minutes – Brian Jones [12:40]**
 - B. July 28, 2022*
- VI. **Consent Agenda – Providing Oversight* (See Section X.) – Brian Jones [12:45]**
- VII. **Establishing a Strategic Direction for the Future [12:50]**
 - A. Board Development ^Δ – Mary Sonnenberg / Brian Jones
 1. Board Member Resignation^Δ (Jami McLaughlin) – Brian Jones / Mary Sonnenberg
 2. Mandated NC Pre-K Positions – Brian Jones / Mary Sonnenberg
 - a. Parent of a Child 5 or Younger^Δ
 - b. Department of Social Services (Heather Skeens)^Δ
 3. Board Member Position Change (Mandated Position)* – Brian Jones / Mary Sonnenberg
 - a. Haja Jallow-Konrat from Community at Large to Parent of a Child 5 or Younger
 4. Board Members 1st Term Ending June 30, 2023^Δ – Brian Jones

Board Member	Position
Brian Jones	Other Non-Profit Human Service Agency
Steve Terry	Business Leader
Ebone Williams	Community at Large

5. Board Members 2nd Term Ending June 30, 2023^Δ – Brian Jones

Board Member	Position
Robin Deaver	Higher Education Institution
Sandee Gronowski	Military Community Representative
Dr. Meredith Gronski	Higher Education Institution
Karen McDonald	Municipal Government
Tawnya Rayman	Inter-Agency Coordinating Council or Parent of Child with a

	Disability
Wanda Wesley	Child Care Resource & Referral (non-employee) or Another Child Serving Agency Representative

- B. Organizational Chart (Effective October 1, 2022)* – Mary Sonnenberg / Anthony Ramos
- C. President Succession Plan (Effective October 1, 2022)* – Mary Sonnenberg / Anthony Ramos
- D. Board Priorities ^Δ – Mary Sonnenberg
 - 1. Capacity Building
 - 2. Sustainability
 - 3. Community Collaboration Leader

VIII. Ensuring Adequate Resources & Engagement [1:20]

- A. Financial Summary: August 2022 ^Δ – Marie Lilly
 - 1. Smart Start
 - 2. NC Pre-Kindergarten (*Discussed in NC Pre-K Committee*)
 - 3. South West Child Development Commission (SWCDC) – Region 5
 - 4. All Funding Sources
 - 5. Unrestricted State Revenues
 - 6. Cash and In-Kind Report
- B. August E-Trade Statement ^Δ – Mary Sonnenberg
- C. FY 22/23 Contingency Reversion Discussion ^Δ – Mary Sonnenberg
- D. Update on Building Construction, Phase 2 ^Δ – Mary Sonnenberg / Mike Yeager

IX. President's Report^Δ [1:50]

- 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. Events / Community Outreach

X. Consent Agenda Items

A. Program (Action Items)*

- 1. Human Resource Committee – (September 20, 2022) – Karen McDonald, Chair
 - a. HR 404 and 405 Vacation and Sick Leave - Revised (Effective January 1, 2023)
 - b. Position Updates Memo (Effective October 1, 2022)
 - c. Organizational Chart (Effective October 1, 2022) (*See Section VII.C.*)
 - d. President Succession Plan (Effective October 1, 2022) (*See Section VII.D.*)

B. Committee Information (Non-Action) ^Δ

- 1. Executive Committee (Acting as Board) Minutes
 - a. June 30, 2022
- 2. Child Care Resource & Referral Committee – (September 15, 2022) – Wanda Wesley, Chair
 - a. Information Sheet Attached
- 3. Facility & Tenant Committee – (September 19, 2022 meeting CANCELED) – Ebone Williams, Chair
- 4. Human Resource Committee
 - a. Vaccination Policy – sunseting enactment for COVID-19
 - b. Open Positions – Program Specialist, IT Engineer, Contracts Coordinator, MAC Accountant
 - i. Candidates can apply at www.indeed.com/cmp/Partnership-For-Children-of-Cumberland-County

XI. Adjourn [2:00]

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



Partnership for Children of Cumberland County, Inc.
Hybrid Board of Directors Meeting Minutes
July 28, 2022 (12:05 pm – 12:17 pm) and (12:46 pm – 1:50 pm)
Be the Driving Force



MEMBERS PRESENT: Lonnie Ballard (arrived @ 12:25pm), Shona Bannister (D) (left @ 1pm), Robin Deaver* (left @ 1:36pm), Maria Ford (D), Terrasine Gardner (arrived @ 12:21pm), Sandee Gronowski*, Dr. Meredith Gronski, Haja Jallow-Konrat, Brian Jones, Andrea McGillivray, Ayesha Neal*, Tawnya Rayman, Steve Terry and Wanda Wesley
MEMBERS ABSENT: Dr. Pamela Adams-Watkins, Lisa Childers, Mary Mathis, Karen McDonald, Jami McLaughlin, Tre'vone McNeill, Heather Skeens and Ebone Williams
NON-VOTING ATTENDEES: Dr. Marvin Connelly, Jr. (arrived @ 12:34pm), Dorothy Adams, Ar-Nita Davis, Pamela Federline, Belinda Gainey*, Marie Lilly*, Carole Mangum, Josh Morris, Sharon Moyer, Candy Scott*, Mary Sonnenberg* and Mike Yeager

**Attended in person*

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) 2022/2023 Board Officers	A. At 12:05 pm, Sandee Gronowski, PFC Board Chair, introduced herself and other board officers, Board Vice-Chair – Brian Jones, Board Secretary – Ayesha Neal and Board Treasurer – Haja Jallow-Konrat, to the board.		
1. Sandee Gronowski – Chair			
2. Brian Jones – Vice-Chair	B. Sandee introduced Mary Sonnenberg, PFC President, to all the new board members.	None	None
3. Ayesha Neal – Secretary	C. Sandee welcomed each new board member to the board. Lisa Childers has previously served on the board and Maria Ford has attended several NC Pre-K and board meetings. Maria will serve as the designee for Cumberland County Schools.	None	None
4. Haja Jallow-Konrat – Treasurer			
B. Partnership for Children (PFC) President – Mary Sonnenberg			
C. New Board Members			
1. Lisa Childers			
2. Maria Ford (CCS Designee)			
III. Responsibilities			
A. Board Responsibilities / Quorum	A. Sande Gronowski 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. Quorum is needed at all meetings for action items to be voted upon. Sandee asked board members to place meeting dates and times on their calendars and if they are unable to attend meetings, let her or Belinda Gainey know ahead of time.	None	None
B. Conflict of Interest			
C. Volunteer Forms			
1. Cash and In-Kind			
D. Board Donations	B. Mary Sonnenberg 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	None	None
1. Fundraising			



Partnership for Children of Cumberland County, Inc.
Virtual Board of Directors Meeting Minutes
July 28, 2022 (12:05 pm – 12:17 pm) and (12:46 pm – 1:50 pm)
Be the Driving Force



	<p>PFC building related; they must recuse. It is important that all of the Conflict of Interest Forms are completed and returned. The auditors review this information on an annual basis.</p> <p>C. Mary 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 Sandee, etc.</p> <p>C.1. Mary 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. In the near future, the volunteer form will not need to be completed, time will be placed directly into a portal.</p> <p>D. Sandee 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. There is a PayPal link on the website that can be used to donate as well. Sandee stated that the sooner board members donate the better.</p>	None	None
IV. Determination of NC Pre-K Quorum & Call to Order		None	None
V. Adjourn NC Pre-K		None	None
VI. Determination of Board Quorum & Call to Order	<p>The meeting of the Board of Directors was held via ZOOM on July 28, 2022 beginning at 12:46 pm pursuant to prior written notice to each Board member. Sandee Gronowski, 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><i>Due to the possibility of losing quorum, since some board members needed to leave the meeting early, action items (Items VII.A., VIII., XI.C. and XI.D.) were reviewed and voted on first.</i></p>	Called to Order	None
VII. Approval of Minutes* A. May 19, 2022*	<p>A. The minutes of the May 19, 2022 Board of Directors meeting were previously distributed electronically and reviewed by the board members.</p> <p>Dr. Meredith Gronski moved to accept the May 19, 2022 Board Meeting minutes as presented. Haja Jallow-Konrat seconded the motion. Hearing no further discussion, the Chair put the motion to a vote and asked if there was any oppositions. Virtual board members who opposed the action were asked to type it in the ZOOM Chat Box. All votes were unanimous. There were no abstentions. The motion carried.</p>	Motion Carried	None
VIII. Consent Agenda – Providing Oversight* (See Section XII.)	<p>Sandee Gronowski requested a motion to accept the Consent Agenda Section XII.</p> <p>Dr. Meredith Gronski moved to accept the Consent Agenda Section XII. as presented. Dr. Marvin Connelly, Jr. seconded the motion. Hearing no further discussion, the Chair put the</p>	Motion Carried	None



Partnership for Children of Cumberland County, Inc.
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	<p>motion to a vote and asked if there was any oppositions. Virtual board members who opposed the action were asked to type it in the ZOOM Chat Box. All votes were unanimous. There were no abstentions. The motion carried.</p>		
IX. President's Report ^Δ	The President's Report was included in the packet.	None	None
<p>X. Establishing a Strategic Direction for the Future</p> <p>A. Board Development^Δ</p> <p>1. New Board/Committee Orientation</p> <p>a. Virtual Self-Directed Sessions (links to be emailed by Belinda Gainey)</p> <p>b. Q&A in Person, TBD</p> <p>B. Board Priorities^Δ – Mary Sonnenberg</p> <p>1. Capacity Building</p> <p>2. Sustainability</p> <p>3. Community Collaboration Leader</p> <p>C. President's Goals^Δ</p> <p>1. Implement operational efficiencies, cross-functionality, and strategic succession plans</p> <p>2. Increase engagement and recognition of board members, providers, and other stakeholders</p> <p>3. Continue to leverage technology and accountability through program delivery and NC Pre-K recruitment</p> <p>D. Charged with Governance Letter from Auditors^Δ</p>	<p>A.1.a. & A.1.b. Sandee and Mary reported that the New Board/Committee Orientation is open to all board and committee members. Due to the fact that the new board members have participated on the board previously, this year Belinda Gainey will email the virtual self-directed sessions to board members upon request and a question and answer session will take place once seats are filled on several committees. Board members were asked that if they knew of any good candidates to the board and/or committee to direct them to the nomination form.</p> <p>B. Mary provided updates on the Board Priority Groups: Capacity Building, Sustainability and Community Collaboration Leader. A handout was provided in the packet.</p> <p>C. Sandee and Mary will meet monthly to track the President's Goals: Implement operational efficiencies, cross-functionality and strategic succession plans, increase engagement and recognition of board members, providers and other stakeholders and continue to leverage technology and accountability through program delivery and NC Pre-K recruitment. Sandee asked board members what was important to them as board members and they can become more involved. She asked if there was an area that they did not understand, if so just let her know.</p> <p>D. Mary provided an overview of the Governance Letter received from the auditors.</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>



Partnership for Children of Cumberland County, Inc.
Virtual Board of Directors Meeting Minutes
July 28, 2022 (12:05 pm – 12:17 pm) and (12:46 pm – 1:50 pm)
Be the Driving Force



<p>XI. Ensuring Adequate Resources & Engagement</p> <p>A. Financial Summary: June 2022 ^Δ</p> <ol style="list-style-type: none"> 1. Smart Start 2. NC Pre-Kindergarten (<i>Discussed in NC Pre-K Committee</i>) 3. South West Child Development Commission (SWCDC) – Region 5 4. All Funding Sources 5. Unrestricted State Revenues 6. Cash and In-Kind Report <p>B. June E-Trade Statement ^Δ</p> <p>C. Anticipated FY 22-23 Smart Start Increase of Admin Funds & Decrease of Services Fund*</p> <p>D. Cumberland Community Foundation – Endowment*</p> <p>E. Update on Building Construction, Phase 2 ^Δ</p>	<p>A. Marie Lilly and Mary provided an overview of the June 2022 Financial Summary.</p> <p>A.6. Marie provided an overview of the Cash and In-Kind Report.</p> <p>B. Mary Sonnenberg provided an overview of the June E-Trade statement.</p> <p>C. Mary reported that the state approved increasing the aggregate Admin rate of from 8% to 9% for FY 22/23; not sure how much PFC will receive but this will involve shifting service monies into Admin. The amount will possibly be between \$28,000-\$68,000. Approval is needed to move these funds from services to Admin. Terrasine Gardner moved to accept PFC moving service funds into Admin funds as presented. Robin Deaver seconded the motion. Hearing no further discussion, the Chair put the motion to a vote and asked if there was any opposals. Virtual board members who opposed the action were asked to type it in the ZOOM Chat Box. All votes were unanimous. There were no abstentions. The motion carried.</p> <p>D. Mary reported that the annual letter was received from the Cumberland Community Foundation asking if PFC would like to withdraw funding from the endowment. PFC staff recommends not withdrawing any money and allowing the endowment to continue to grow. Haja Jallow-Konrat moved to accept PFC not removing any monies from the endowment as presented. Wanda Wesley seconded the motion. Hearing no further discussion, the Chair put the motion to a vote and asked if there was any opposals. Virtual board members who opposed the action were asked to type it in the ZOOM Chat Box. All votes were unanimous. There were no abstentions. The motion carried.</p> <p>E. Mary stated that a change order has been completed to add an extra window; waiting for windows to arrive. Once the windows arrive, it will involve moving people from their offices. There are offices that are vacant; these offices need to be rented.</p>	<p>None</p> <p>None</p> <p>None</p> <p>Motion Carried</p> <p>Motion Carried</p> <p>None</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>
<p>XII. Consent Agenda Items (See Agenda)</p>	<p>The Consent Agenda items were approved in Section VIII. Consent Agenda – Providing Oversight.</p>		
<p>XIII. Adjourn</p>	<p>As there was no further business; the chair announced the meeting adjourned. The meeting was adjourned at 1:50 pm.</p>	<p>Adjourned</p>	<p>None</p>

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

Secretary of Meeting

Date

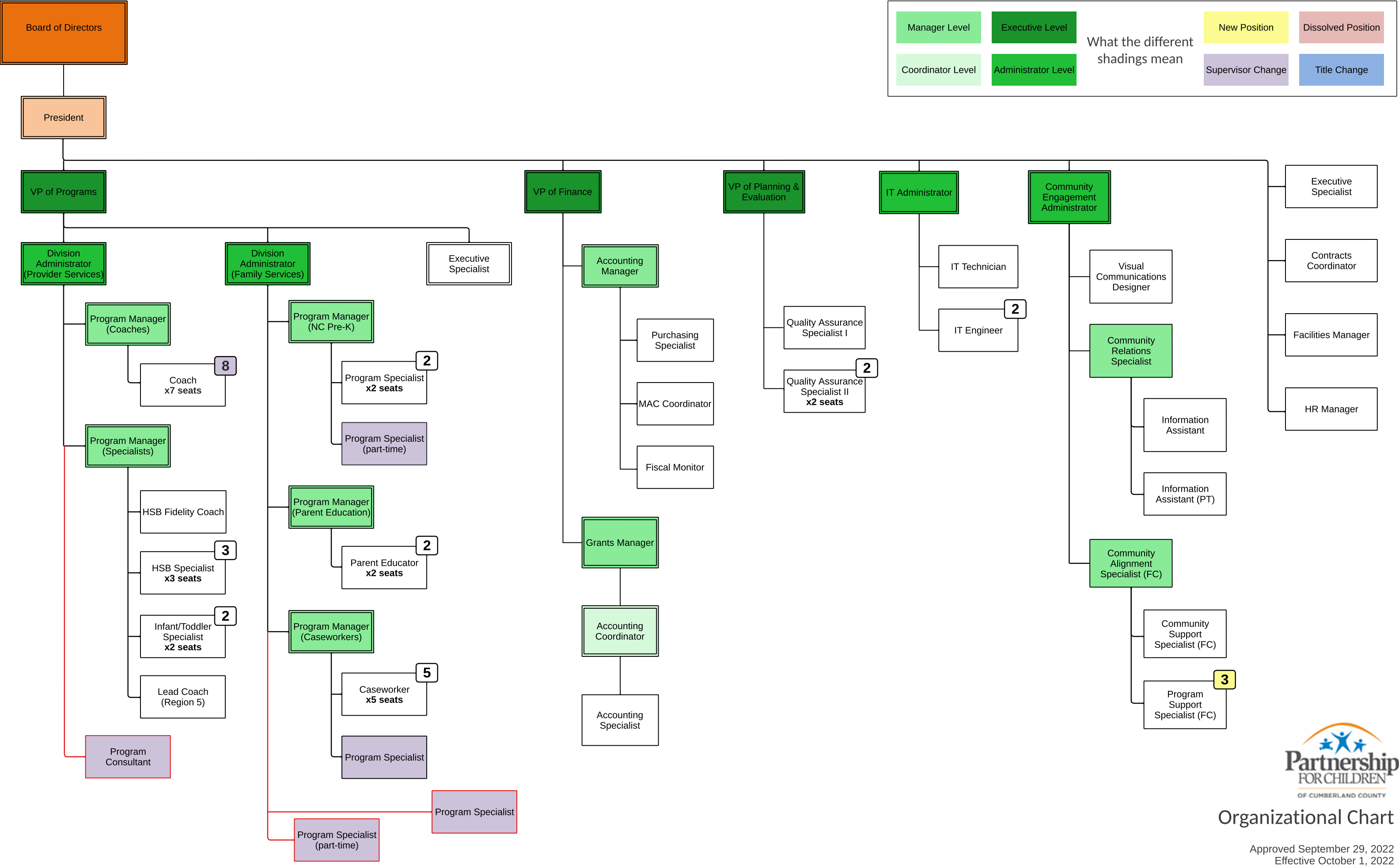
Approval: Based on Committee consensus, the minutes of the above stated meeting are hereby approved as presented and/or corrected.

Committee Chair

Date

Board Transition Worksheet - September 29, 2022

NCPC Suggested Roles - Government		Board Member	1st Term Expires	2nd Term Expires	Race/Ethnicity
County Commissioner's Office	Open				
County Manager's Office	Open				
1 Department of Social Services - NC Pre-K Mandated		Skeens, Heather	NCPK		Caucasian
Local Health Agency or Health Services Provider	Open				
2 School Administrator - NC Pre-K Mandated		Connelly, Dr. Marvin	NCPK		Black
3 Higher Education Institution		Deaver, Robin		6/30/2023	Caucasian
4		Gronski, Dr. Meredith		6/30/2023	Caucasian
5 Local Cooperative Extension Agency		Childers, Lisa*	6/30/2025	6/30/2028	Caucasian
Local Public Library	Open				
6 Municipal Government		McDonald, Karen		6/30/2023	Black
NCPC Suggested Roles - Services		Board Member	1st Term Expires	2nd Term Expires	
7 Child Care Provider - Licensed Center - NC Pre-K Mandated		Mathis, Mary	6/30/2024	6/30/2027	Black
Child Care Provider - Licensed Home	Open				
Military Child Care Rep	Open				
8 Local Head Start Program Representative - NC Pre-K Mandated		Ballard, Lonnie	NCPK		Black
9 Local Mental Health Community Organization		Gardner, Terrasine	6/30/2022	6/30/2025	Black
10 Child Care Resource & Referral (non-employee) or Another Child-		Wesley, Wanda		6/30/2023	Black
11 Serving Agency Representative - NC Pre-K Mandated		Neal, Ayesha	6/30/2021	6/30/2024	Black
12 Other Non-Profit Human Service Agency		Brian Jones	6/30/2023	6/30/2026	Black
13 Public School Exceptional Children's Preschool Program Representative - NC Pre-K Mandated		Dr. Pamela Adams-Watkins	NCPK		Black
NCPC Suggested Roles - Business/Community		Board Member	1st Term Expires	2nd Term Expires	
14 Parent of a child 5 or younger - NC Pre-K Mandated		Jallow-Konrat, Haja	6/30/2024	6/30/2027	Black
15 Faith Community		McNeill, Tre'vone	6/30/2022	6/30/2025	Black
16 Inter-Agency Coordinating Council or Parent of a Child with a Disability		Rayman, Tawnya		6/30/2023	Caucasian
Foundation or other Philanthropic Organization	Open				
17 Business Leader		Terry, Stephen	6/30/2023	6/30/2026	Caucasian
18 Military Community Rep		Gronowski, Sandee		6/30/2023	Caucasian
19 Community At Large		Williams, Ebone	6/30/2023	6/30/2026	Black
		Morris, Charles	Emeritus		
			1st Term Ending 6/30/23 = 3 2nd Term Ending 6/30/23 = 6		12 - Black 7 - Caucasian
			1st Term Ending 6/30/24 = 2 2nd Term Ending 6/30/24 = 1		
			1st Term Ending 6/30/25 = 1 2nd Term Ending 6/30/25 = 2		
			2nd Term Ending 6/30/26 = 3 2nd Term Ending 6/30/27 = 2		
			2nd Term Ending 6/30/28 = 1		



Organizational Chart

Approved September 29, 2022
Effective October 1, 2022

MEMO: Changes to Succession Plan

1. Replaced references to VP of Information Technology (dissolved position) with VP of Planning and Evaluation
2. Added First Bank to Key Information Inventory

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.

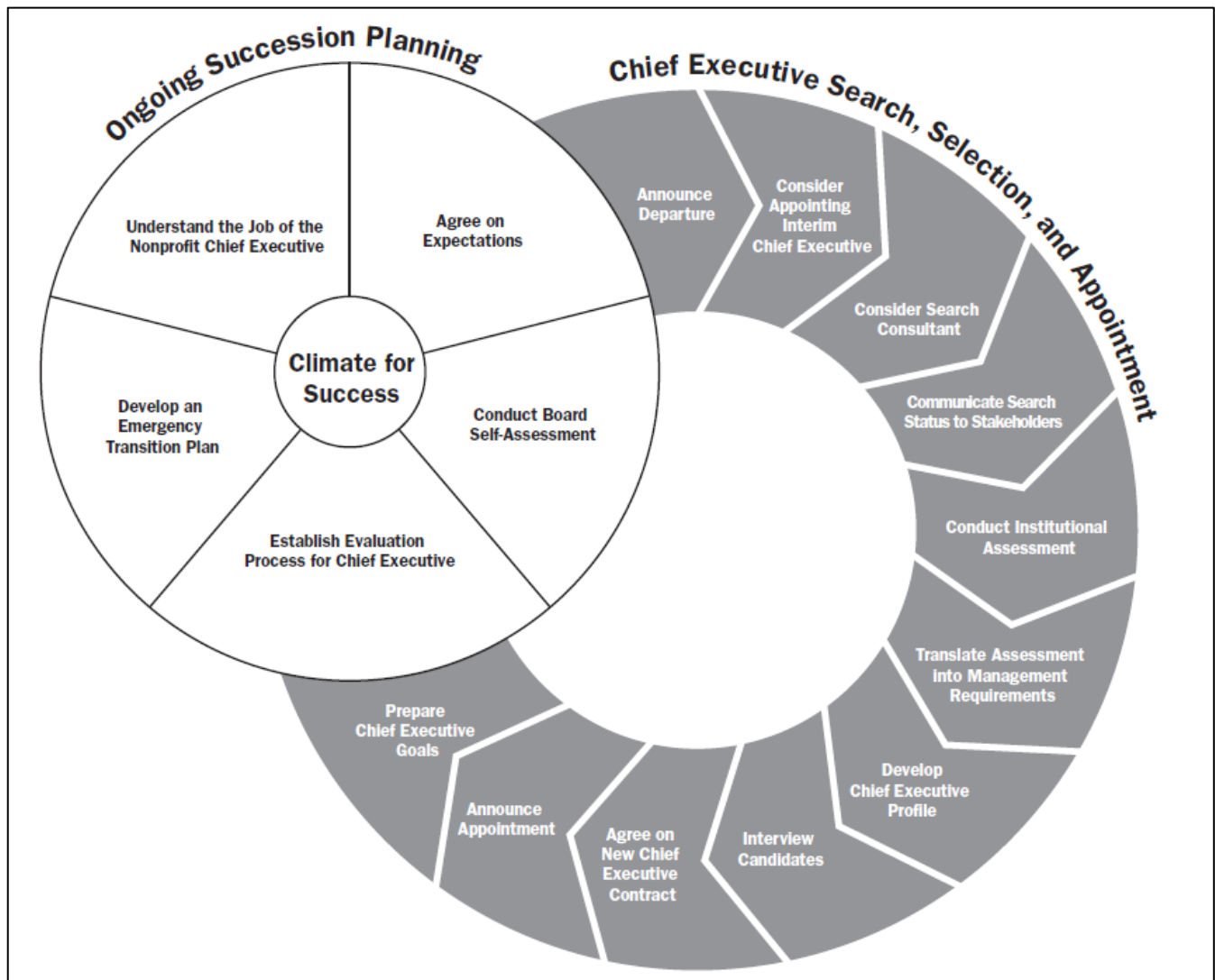


Figure 1. Model for Succession Planning Cycle

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 Planning and Evaluation 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 Planning and Evaluation 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 ☒ Purchasing Spec's Office ☐ _____
 Volunteer Records* ☒ Contract Coordinator's Office ☐ _____ ☐ 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: 237017330701 (checking)

Branch Representative(s): Sam Norris

Phone Number: 919-829-6580

Email: samuel.norris@bofa.com

Name: First Bank

Account Number: 1221007521 (Checking account for Construction Loan)

Representative: Wendy Smith

Phone Number: 910-475-1319

Name: PNC Bank

Account Number: 53-2163-7531 Money Market Account

Representative Name: Lavonne Barbour

Phone Number: 910-868-7504

Email: lavonne.barbour@rbc.com

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Name: Lumbree Guaranty Bank
Certificate Number: 15999 (Certificate of Deposit)
Phone Number: 910-424-0010

Name: E-Trade Securities
Account Number: 45025342
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

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 Fayetteville, NC 28303
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 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
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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

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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 2022/2023 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 - <i>NC Pre-K Mandated</i>
2	Ballard	Lonnie	Action Pathways	Local Head Start Program - <i>NC Pre-K Mandated</i>
3	Connelly	Dr. Marvin	Cumberland County Schools	School Administrator - <i>NC Pre-K Mandated</i>
		<i>Alana Hix - Designee - School Administrator</i>		
4	Deaver	Robin	Fayetteville Technical Community College	Higher Education Institution
5	<i>Eason</i>	<i>Shanay*</i>	<i>Tiny Imprints Child Care</i>	<i>Child Care Provider Licensed Home</i>
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 - <i>NC PreK Mandated</i>
		<i>Shona Bannister - Designee - Department of Social Services</i>		
10	<i>Jallow-Konrat</i>	<i>Haja*</i>	<i>Caring Hearts Behavioral Services, LLC</i>	<i>Community at Large</i>
11	Jones	Brian	Fayetteville Urban Ministry	Other Non-Profit Human Services Agency
12	Jones	Cotina	State Library of NC	Local Public Library
13	<i>Mathis</i>	<i>Mary*</i>	<i>Cumberland Community Dev Ctr (dba) Trinity Child Care</i>	<i>Child Care Provider from a Licensed Center-Based Child Care Facility - NC Pre-K Mandated</i>

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 - <i>NC PreK Mandated</i> - 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 - <i>NC Pre-K Mandated</i>
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



Partnership FOR CHILDREN OF CUMBERLAND COUNTY

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



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 aramos@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 of 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					

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

OF CUMBERLAND COUNTY

ccpfc.org

Leadership Ability					
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 Community Engagement 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 Manager will invite PFC Leadership Team and Board members to participate in the presentation interview process.
 - c. The HR Manager will make contact with the candidates explaining the process and requirements of the presentation interview (Appendix 9)
 - d. The HR Manager will also provide each candidate a PFC employment application, background release form and a request of references.
 - e. The HR Manager will send invite Leadership Team and any Board Members to participate in the final presentation interview.
13. Once the interview 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.

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, 2022

1 Balance Sheet

- a. The cash balances; investments and liabilities are at the anticipated amounts and are sufficient for the current needs.
- b. The new First Bank account was opened in April 2022 and will be used for construction loan draw-downs, contractors' payments, interest, etc.
- c. Historically at yearend and in the first quarter, 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, 2022.
- b. The total allocation for FY2022-2023 at 100% is \$6,832,478, including DSS and WAGE\$.
- c. In July 2022, PFC reverted \$503,872.07 for unspent FY21-22 Smart Start funds. [\$12,006.03 of Fundraising and \$491,886.04 of Services]
- d. PFC anticipate to receive 100% of the reverted funds before 12-31-2022.

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

- a. PFC is in full contract with DCDEE effective 07-01-2022.
- b. The total current year contract is \$9,362,183 which consists of \$3,583,385 of federal funds and \$5,778,798 of state funds.

4 DCDEE - Region 5 Grants [Federal Funds]

- a. PFC's three Region 5 grants are NOT yet in contract effective 07-01-2022.
- b. The Region 5 Infant Toddler Contract have been amended and extended by one month making it a 13-month contract effective 07-01-2021 through 07-31-2022. The executed amendment is pending.

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 - 09/30/2022		138,896.00
	PDG Family Connects			
NCPC	Innovation Grant	03/01/2021 - 11/30/2022		2,124,110.00
				2,263,006.00

Child Care Health Consultant [CCHC] Expansion Grant

- a. During FY21-22, PFC 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 was originally for nine months effective February 1, 2021 through October 31, 2021 but was amended by NCPC in October 2021 to end the first year on November 30, 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.
- d. On November 29, 2021, NCPC extended the end date of the CCHC grant from 11/30/2021 to 06/30/2022 and also reduced the contract by \$72,101 to align it with projected expenditures through 06/30/2022.
- e. Effective June 30, 2022, NCPC extended the end date of the CCHC grant from 06/30/2022 to September 30, 2022. The contract amount did not change.

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

- a. During FY 21-22, PFC 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, 2022

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. On August 26, 2021, the first matured Lumbee Bank CD for \$100,000 plus \$3,570.81 interest was redeemed and used to purchase a third CD at Lumbee Guaranty Bank for the full \$103,570.81. 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% .
- d. On October 4, 2021, \$50,000 was transferred from the PNC Money Market Account to the E-Trades Funds Account, per Board Approval.
- e. The cash equivalent balances in Fund 208 consists of the following at the end of the month:

PNC Bank Money Market Account	170,091.27	<i>Does not include interest earned in Fund 899</i>
Select Bank - Certificate of Deposit	-	<i>\$100,000 CD Redeemed to purchase the Lumbee Bank CD#2</i>
Lumbee Bank - Certificate of Deposit	-	<i>\$100,000 CD Redeemed to purchase the Lumbee Bank CD#3</i>
Lumbee Bank - Certificate of Deposit #2	104,560.38	<i>New CD purchased on 08-26-2021</i>
Lumbee Bank - Certificate of Deposit #3	103,570.81	<i>New CD purchased on 08-26-2021</i>
Lumbee Bank - Checking Account [from investments]	150.00	<i>Deposited \$100 initially and then deposited \$25 in FY20-21</i>
E-Trade Funds Account	118,000.00	<i>Gains/Losses are not reflected in the financial statements</i>
	496,372.46	

Interest Earned - Fund 899	
PNC Bank Money Market	24,045.82
Select Bank - CD	-
Lumbee Bank - CD	-
	24,045.82

Investments - Fund 208	496,372.46
Interest Earned - Fund 899	24,045.82
TOTAL INVESTMENTS PLUS INTEREST	520,418.28

- f. There is not a shortfall in the operating funds portion of the USR funding stream and the projected \$12,000 to cover Admin was not spent.

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 FY2122, FY2021, FY1920, FY1819, FY1718 nor for FY1617.
- c. Since the 19% required match was not met for the FY ended June 30, 2022, there will be no contribution to the PFC endowment.
- d. We are not currently aware of any exceptions that will be made for not meeting the 19% match requirement for FY22-23.

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

FOOTNOTES FOR FINANCIAL REPORTS

August 31, 2022

FOOTNOTES - BALANCE SHEET

A. The cash accounts at August 31, 2022 total \$1,153,307.97.

- The new First Bank account used for construction loan transactions was opened in April 2022.
- 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	\$194,137.09	n/a	n/a	n/a	.50%
Lumbee Bank	CD#2	104,560.38	30	02/26/24	.45%	.45%
Lumbee Bank	CD#3	103,570.81	30	02/26/24	.45%	.45%
Lumbee Bank	Checking	\$150.00	n/a	n/a	n/a	n/a
E-Trade	Financial Trades	\$118,000.00	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		\$551,802.28				

B. Employees' payroll deductions at August 31, 2022 from the current month and from prior months total (\$16,294.33) which includes (\$17,091.00) of pre-funded FSA and HRA anticipated to be reimbursed by Blue Cross and Blue Shield after the FY21-22 plan year ends. The pre-funded FSA and HRA amounts of (\$741.00) and (\$8,700.00), respectively, for the FY22-23 plan year were drafted on May 17, 2022; and the (\$7,650) HRA amount for the FY21-22 plan year was drafted on May 28, 2021. 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."

FOOTNOTES - BALANCE SHEET - August 31, 2022

Item C – continued

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

FOOTNOTES - 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, 2022.

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, 2022.

ADMINISTRATION and FUNDRAISING 9200: The Smart Start funds for the Administration budgets were in contract at 100% of full allocation effective July 1, 2022.

Partnership for Children of Cumberland County, Inc.
Balance Sheet
8/31/2022

Assets

Bank of America Checking Account	\$ 600,398.27	}	A
First Bank - [for construction transactions]	707.42		
PNC Bank - Money Market Reserve	194,137.09		
Lumbee Bank - Certificate of Deposit #2	104,560.38		
Lumbee Bank - Certificate of Deposit #3	103,570.81		
Lumbee Bank - Checking Account [from investments]	150.00		
E-Trade Funds Account	118,000.00		
Petty Cash, Change Funds, Undeposited Receipts	400.00		
Beneficial Interest in Community Foundation	31,384.00		
	<hr/>		
Total Assets	1,153,307.97		
	<hr/> <hr/>		

Liabilities and Net Assets

Forfeited FSA and HRA Pre-Funding	(17,464.41)	}	B
COBRA Insurances	(42.48)		
Health Insurance Payable	1,146.36		
Flex-Spending Payable	217.92		
AFLAC Payable	(99.06)		
Dental Insurance Payable	(52.43)		
Vision Payable	(0.29)		
Legal Shield Payable	0.06		
Tenant Security Deposits	16,748.55		
Unrestricted Net Assets	1,173,009.40		
Temporarily Restricted Net Assets	83,351.91		
Permanently Restricted Net Assets	31,384.00		C
Excess Revenues over (under) Expenditures	(134,891.56)		
	<hr/>		
Total Liabilities and Net Assets	\$ 1,153,307.97		
	<hr/> <hr/>		

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC. - SMART START GRANT - FY 2022 - 2023

2/23 SMART START 100% ALLOCATION [not including prior year Carry Forward]	\$6,832,478
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TOTAL ALLOCATION FOR ADMINISTRATION ----->	\$414,500
FY 22/23 Smart Start Admin Base Allocation	\$346,175
FY 22/23 Additon of 1% Fundraising Grant [9200-990]	\$68,325

TOTAL ALLOCATION FOR SERVICES ----->	\$6,417,978
FY 22/23 Smart Start Services Allocation	\$6,486,303
FY 22/23 Reduction for 1% Fundraising Grant [9200-990] \$	(68,325)

AS OF AUGUST 31, 2022

										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. - SMART START GRANT - FY 2022 - 2023

2/23 SMART START 100% ALLOCATION [not including prior year Carry Forward]	\$6,832,478
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TOTAL ALLOCATION FOR ADMINISTRATION ----->		\$414,500
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TOTAL ALLOCATION FOR SERVICES ----->		\$6,417,978
FY 22/23 Smart Start Services Allocation	\$6,486,303	
FY 22/23 Reduction for 1% Fundraising Grant [9200-990]	\$ (68,325)	

AS OF AUGUST 31, 2022			
	If monthly spending was equal at month-end, the percentages should be:		
	<table border="1"> <tr> <td>17%</td> <td>83%</td> </tr> </table>	17%	83%
17%	83%		

						EXPENDITURES					Should be:	
	Activity	Agency			7/1/2022	Advances	July	August	Y-T-D	Remaining Budget	17%	83%
					Budget						% of Budget Expended	% of Available Fund
	Health and Safety											
13	Assuring Better Health and Development (ABCD)		Carolina Collaborative Community Care (4C)		\$ 99,130.00	\$ -	\$ 9,792.34	\$ 7,775.33	\$ 17,567.67	\$ 81,562.33	18%	82%
14	Child Care Health Consultant		Cumberland County Health Department		\$ 60,350.00	\$ -	\$ -	\$ -	\$ -	\$ 60,350.00	0%	100%
15	Family Connect	IH	Partnership for Children		\$ 86,000.00	\$ -	\$ 655.07	\$ 1,206.37	\$ 1,861.44	\$ 84,138.56	2%	98%
16	Kindermusik & Music Therapy [NEW PSC FOR FY1819 effective 7-1-18 per NCPC]		Kerri Hurley		\$83,535.00	\$ 13,922.50	\$ 975.00	\$ 12,317.50	\$ 13,292.50	\$ 70,242.50	16%	84%
			Health & Safety Total:	5%	\$ 329,015.00	\$ 13,922.50	\$ 11,422.41	\$ 21,299.20	\$ 32,721.61	\$ 296,293.39	10%	
	Family Support											
17	All Children Excel [ACE]	IH	Partnership for Children		\$ 241,000.00		\$ 17,347.80	\$ 7,334.37	\$ 24,682.17	\$ 216,317.83	10%	90%
18	Kaleidoscope Play and Learn	IH	Partnership for Children		\$ 54,000.00		\$ 5,480.56	\$ 3,855.65	\$ 9,336.21	\$ 44,663.79	17%	83%
19	Community Engagement & Resource Development	IH	Partnership for Children		\$ 401,172.00		\$ 39,719.74	\$ 33,986.72	\$ 73,706.46	\$ 327,465.54	18%	82%
20	Reach Out & Read Grant		Carolina Collaborative Community Care (4C)		\$ 22,231.00	\$ -	\$ 1,404.67	\$ 984.87	\$ 2,389.54	\$ 19,841.46	11%	89%
			Family Support Total:	11%	\$ 718,403.00	\$ -	\$ 63,952.77	\$ 46,161.61	\$ 110,114.38	\$ 608,288.62	15%	
	System Support											
21	P&E - Planning & Evaluation	IH	Partnership for Children		\$ 387,000.00		\$ 63,824.70	\$ 17,947.53	\$ 81,772.23	\$ 305,227.77	21%	79%
			System Support Total:	6%	\$ 387,000.00	\$ -	\$ 63,824.70	\$ 17,947.53	\$ 81,772.23	\$ 305,227.77		
		Total of Approved Projects:			\$ 6,417,978.00	\$ 13,922.50	\$ 645,868.50	\$ 625,591.85	\$ 1,271,460.35	\$ 5,146,517.65		
22	Administration	IH	Partnership for Children	5%	\$ 346,175.00	\$ -	\$ 40,567.69	\$ 29,148.10	\$ 69,715.79	\$ 276,459.21	20%	80%
23	1% Fundraising	IH	Partnership for Children	1%	\$ 68,325.00	\$ -	\$ 1,177.29	\$ -	\$ 1,177.29	\$ 67,147.71	2%	98%
	Unallocated Smart Start SERVICES Funds				\$ -							
	Unallocated Smart Start ADMINISTRATION Funds				\$ -							
Total Smart Start Funds Expended							\$ 13,922.50	\$ 687,613.48	\$ 654,739.95	\$ 1,342,353.43		
							Total Allocated Smart Start Funds Remaining			\$ 5,490,124.57		

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

FY 22/23 Revenues per Contract	Fiscal Year 2022/ 20223	
\$ 8,662,630	NC Pre-k Grant Payments to Providers [Fund 206, Fund 210, Fund 319]	
\$ 174,963	2% CCDF Quality Funds [Fund 328]	
\$ -	2% NEW Capacity Funds [Month, Day, Year - Month, Day, Year] [Fund 329 & Fund 212]	
\$ -		
\$ 524,590	6% Administrative Fee [Fund 211]	as of August 2022
\$ 9,362,183	Total NC Pre-k Grant	SHOULD BE
		17% 83%

FUND	Activity		FY 22/23 Budget 7/1/2022	July	August	September	Y-T-D	Remaining Budget	% of Budget Expended	% of Available Funds
211	3323-999	Administrative Operations	\$ 75,764.00	\$ 14,993.60	\$ 10,033.70	\$ -	\$25,027.30	\$50,736.70	33%	67%
	3323-001	CCR&R - Core	\$ 99,165.00	\$ 14,048.44	\$ 10,670.34	\$ -	\$24,718.78	\$74,446.22	25%	75%
	3323-017	NC Pre-k Coordination (In-Direct)	\$ 349,661.00	\$ 22,017.55	\$ 17,327.01	\$ -	\$39,344.56	\$310,316.44	11%	89%
		Fund 211 Sub-Total	\$ 524,590.00	\$51,059.59	\$38,031.05	\$0.00	\$89,090.64	\$435,499.36	17%	83%
206	2342-015	NC Pre-k Subsidy (Direct - Child Reimbursement) - State Funds	\$ 674,161.00	\$ -	\$ -	\$ -	\$0.00	\$674,161.00	0%	100%
		Fund 206 Sub-Total	\$ 674,161.00	\$0.00	\$0.00	\$0.00	\$0.00	\$674,161.00	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%	271%
328	3322-017	NC Pre-K CCDF Quality Funds - Federal Funds	\$ 174,963.00	\$ 16,499.32	\$ 11,069.02	\$ -	\$27,568.34	\$147,394.66	16%	84%
329	3323-017	NC Pre-K Capacity Building Funds - Federal Funds	\$ -	\$ 6,286.40	\$ 4,443.82	\$ -	\$10,730.22	-\$10,730.22	#DIV/0!	#DIV/0!
329	3323-001	NC Pre-K Capacity Building Funds - Federal Funds	\$ -				\$0.00	\$0.00	#DIV/0!	#DIV/0!
329	3323-999	NC Pre-K Capacity Building Funds - Federal Funds	\$ -	\$ 99.33	\$ -		\$99.33	-\$99.33	#DIV/0!	#DIV/0!
		Fund 329 Sub-Total	\$ -	\$ 6,385.73	\$ 4,443.82	\$ -	\$10,829.55	-\$10,829.55	#DIV/0!	#DIV/0!
212	3323-017	NC Pre-K Capacity Building Funds - State Funds	\$0.00	\$ -	\$ -	\$ -	\$0.00	\$0.00	#DIV/0!	#DIV/0!
212	3323-001	NC Pre-K Capacity Building Funds - State Funds	\$0.00	\$ -	\$ -	\$ -	\$0.00	\$0.00	#DIV/0!	#DIV/0!
212	3323-999	NC Pre-K Capacity Building Funds - State Funds	\$0.00	\$ 22.42	\$ -	\$ -	\$22.42	-\$22.42	#DIV/0!	#DIV/0!
		Fund 212 Sub-Total	\$0.00	\$ 22.42	\$ -	\$ -	\$22.42	\$(22.42)	#DIV/0!	#DIV/0!

		Total Budget Remaining	\$9,234,672.05
Total NC Pre-K Grant		\$9,362,183	
Total NC Pre-k Grant Expended		\$67,581.33	\$49,100.07 \$0.00 \$127,510.95
Total State Funds		\$5,778,798	
Total Federal Funds		\$3,583,385	
Total NC Pre-K Grant		\$9,362,183	

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

FY 22/23 Revenues per Contract		Fiscal Year 2022/ 20223	
\$	8,662,630	NC Pre-k Grant Payments to Providers [Fund 206, Fund 210, Fund 319]	
\$	174,963	2% CCDF Quality Funds [Fund 328]	
\$	-	2% NEW Capacity Funds [Month, Day, Year - Month, Day, Year] [Fund 329 & Fund 212]	
\$	-		
\$	524,590	6% Administrative Fee [Fund 211]	as of August 2022
\$	9,362,183	Total NC Pre-k Grant	SHOULD BE
			17% 83%

FUND	Activity	FY 22/23 Budget					Remaining Budget	% of Budget Expended	% of Available Funds
		7/1/2022	July	August	September	Y-T-D			

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

FY 22/23 Revenues per Contract		Fiscal Year 2022/ 20223	
\$	8,662,630	NC Pre-k Grant Payments to Providers [Fund 206, Fund 210, Fund 319]	
\$	174,963	2% CCDF Quality Funds [Fund 328]	
\$	-	2% NEW Capacity Funds [Month, Day, Year - Month, Day, Year] [Fund 329 & Fund 212]	
\$	-		
\$	524,590	6% Administrative Fee [Fund 211]	as of August 2022
\$	9,362,183	Total NC Pre-k Grant	SHOULD BE
			17% 83%

FUND	FY 22/23 Budget						Remaining	% of	% of
	Activity	7/1/2022	July	August	September	Y-T-D	Budget	Budget Expended	Available Funds

THESE AMOUNTS FOR THE SUMMER LEARNING GRANT ARE NOT INCLUDED IN THE FY22-23 CONTRACT. THIS INFORMATION IS BEING PROVIDED FOR REPORTING PURPOSES.

324	3323-999	Administrative Operations	This contract	\$ -	\$ (12.69)	\$ -	\$ -	-\$12.69	\$12.69	#DIV/0!	#DIV/0!
	3323-001	CCR&R - Core	amendment	\$ -	\$ -	\$ -	\$ -	\$0.00	\$0.00	#DIV/0!	#DIV/0!
	3323-017	NC Pre-K Coordination (In-Direct)	is	\$ -	\$ -	\$ -	\$ -	\$0.00	\$0.00	#DIV/0!	#DIV/0!
	3323-017	NC Pre-K Coordination (In-Direct)	effective	\$ -				\$0.00	\$0.00	#DIV/0!	#DIV/0!
	2342-015	NC Pre-K Subsidy TANF (Direct - Child Reimbursement) - Federal Funds	06/01/2021	\$ -	\$0.00	\$ -	\$ -	\$0.00	\$0.00	#DIV/0!	#DIV/0!
		Fund 324 Sub-Total	to 08/31/2021 for direct expenditures ONLY; INDIRECT funds can be maintained indefinitely	\$ -	-\$12.69	\$0.00	\$0.00	-\$12.69	\$12.69	#DIV/0!	#DIV/0!

Partnership for Children of Cumberland County, Inc.

Region 5 DCDEE Lead Agency Grant
Fiscal Year 2022 - 2023

TOTAL FY 2022 - 2023 REGION 5 LEAD AGENCY ALLOCATION

\$0.00

FY 2022 - 2023 10% Overhead / Administration Allocation

\$0.00

FY 2022 - 2023 Program/Services Allocation

\$0.00

										as of August 31, 2022	
										17%	83%
										% of Budget Expended	% of Available Funds
Activity			07/01/22 Budget	Advances	July	August	September	Y-T-D	Remaining Budget		
Region 5 Lead Agency - Core Services			\$ -	\$ -	\$ 30,973.73	\$ 19,045.58	\$ -	\$ 50,019.31	\$ (50,019.31)	#DIV/0!	#DIV/0!
Core Services - 10% Overhead/Administration for CCR&R			\$ -	\$ -	\$ 27.78	\$ 81.83	\$ -	\$ 109.61	\$ (109.61)	#DIV/0!	#DIV/0!
Core Services - 10% Overhead/Administration for Admin Ops			\$ -	\$ -	\$ 2,150.70	\$ -	\$ -	\$ 2,150.70	\$ (2,150.70)	#DIV/0!	#DIV/0!
Contracts & Grants - Anson County			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!
Contracts & Grants - Montgomery County			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!
Contracts & Grants - Moore County			\$ -	\$ -	\$ 2,051.71	\$ -	\$ -	\$ 2,051.71	\$ (2,051.71)	#DIV/0!	#DIV/0!
Contracts & Grants - Richmond County			\$ -	\$ -	\$ 5,048.77	\$ -	\$ -	\$ 5,048.77	\$ (5,048.77)	#DIV/0!	#DIV/0!
		#DIV/0!	\$ -	\$ -	\$ 40,252.69	\$ 19,127.41	\$ -	\$ 59,380.10	\$ (59,380.10)	#DIV/0!	#DIV/0!
Region 5 Infant Toddler Project		Shortfall to be included in one month NO COST extension thru 7-31-22	\$ -	\$ -	\$ 13,927.12	\$ 9,791.56	\$ -	\$ 23,718.68	\$ (23,718.68)	#DIV/0!	#DIV/0!
Infant Toddler - 10% Overhead/Administration for CCR&R			\$ -	\$ -	\$ 738.96	\$ 484.26	\$ -	\$ 1,223.22	\$ (1,223.22)	#DIV/0!	#DIV/0!
Infant Toddler - 10% Overhead/Administration for Admin Ops			\$ -	\$ -	\$ 1.30	\$ -	\$ -	\$ 1.30	\$ (1.30)	#DIV/0!	#DIV/0!
		#DIV/0!	\$ -	\$ -	\$ 14,667.38	\$ 10,275.82	\$ -	\$ 24,943.20	\$ (24,943.20)	#DIV/0!	#DIV/0!
Region 5 Healthy Social Behaviors Project			\$ -	\$ -	\$ 27,032.51	\$ 18,983.47	\$ -	\$ 46,015.98	\$ (46,015.98)	#DIV/0!	#DIV/0!
Healthy Social Behavior - 10% Overhead/Administration for CCR&R			\$ -	\$ -	\$ 32.40	\$ 71.53	\$ -	\$ 103.93	\$ (103.93)	#DIV/0!	#DIV/0!
Healthy Social Behavior - 10% Overhead/Administration for Admin Ops			\$ -	\$ -	\$ 100.52	\$ -	\$ -	\$ 100.52	\$ (100.52)	#DIV/0!	#DIV/0!
		#DIV/0!	\$ -	\$ -	\$ 27,165.43	\$ 19,055.00	\$ -	\$ 46,220.43	\$ (46,220.43)	#DIV/0!	#DIV/0!
Total Allocated DCD Funds Remaining									\$ (130,543.73)		
Summary for 10% Overhead / Administration		PFC	\$ -	\$ -	\$ 3,051.66	\$ 637.62	\$ -	\$ 3,689.28	\$ (3,689.28)	#DIV/0!	#DIV/0!

Partnership for Children of Cumberland County, Inc.

All Funding Sources
Fiscal Year 2022 - 2023

FUND CODE		July 1, 2022 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51,059.59	\$ 38,031.05	\$ -	\$ 89,090.64	\$ (89,090.64)
212	NC Pre-K Capacity Building Grant - State Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22.42	\$ -	\$ -	\$ 22.42	\$ (22.42)
319	NC Pre-K Grant (per slot) - Federal Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
319	1/10 CASH PAYMENT from DCDEE - NC Pre-K Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
328	NC Pre-K Grant CCDF Quality Funds- Federal Funds	\$ 21,609.98	\$ -	\$ -	\$ -	\$ -	\$ 38,109.30	\$ 11,069.02	\$ -	\$ 49,178.32	\$ (27,568.34)
329	NC Pre-K Capacity Building Grant - FEDERAL Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,385.73	\$ 4,443.82	\$ -	\$ 10,829.55	\$ (10,829.55)
	Sub-total for NC Pre-K	\$ 21,609.98								Sub-total	\$ (127,510.95)
FEDERAL RESTRICTED FUNDS											
307	DCD Grant - SWCDC	\$ (85,552.57)	\$ 70,922.31	\$ 23,494.23	\$ -	\$ 94,416.54	\$ 40,252.69	\$ 19,127.41	\$ -	\$ 59,380.10	\$ (50,516.13)
312	Region 5 - Infant/Toddler Project	\$ (11,906.17)	\$ 10,177.10	\$ -	\$ -	\$ 10,177.10	\$ 14,667.38	\$ 10,275.82	\$ -	\$ 24,943.20	\$ (26,672.27)
313	Region 5 - Healthy Social Behavior	\$ (26,643.28)	\$ 25,792.27	\$ 936.11	\$ -	\$ 26,728.38	\$ 27,165.43	\$ 19,055.00	\$ -	\$ 46,220.43	\$ (46,135.33)
330	FEDERAL - CCHC Expansion Grant (NCPC) [02/01/2021 - 09/30/2022]	\$ (10,467.27)	\$ 10,467.27	\$ 16,724.34	\$ -	\$ 27,191.61	\$ 16,724.34	\$ -	\$ -	\$ 16,724.34	\$ -
331	FEDERAL - PDG Family Connects Innovation Grant (NCPC) [03/01/2021 - 11/30/2022]	\$ (94,634.04)	\$ 94,634.04	\$ 108,999.31	\$ -	\$ 203,633.35	\$ 108,999.31	\$ 150,220.26	\$ -	\$ 259,219.57	\$ (150,220.26)
807	Region 5 - Program Income	\$ -	\$ 380.00	\$ 1,779.05	\$ -	\$ 2,159.05	\$ 453.96	\$ -	\$ -	\$ 453.96	\$ 1,705.09
	Sub-total for Federal Restricted	\$ (229,203.33)								Sub-total	\$ (271,838.90)
SMART START AND RELATED FUNDS											
151	Smart Start - Admin. (FY 21/22)	\$ 12,006.03	\$ -	\$ -	\$ -	\$ -	\$ 12,006.03	\$ -	\$ -	\$ 12,006.03	\$ -
152	Smart Start - Services (FY 21/22)	\$ 491,423.67	\$ -	\$ -	\$ -	\$ -	\$ 491,423.67	\$ -	\$ -	\$ 491,423.67	\$ -
153	Smart Start - Admin. (FY 22/23)	\$ -	\$ 66,320.00	\$ 28,147.00	\$ -	\$ 94,467.00	\$ 41,744.98	\$ 29,148.10	\$ -	\$ 70,893.08	\$ 23,573.92
154	Smart Start - Services (FY 22/23)	\$ -	\$ 558,837.00	\$ 237,178.00	\$ -	\$ 796,015.00	\$ 212,268.49	\$ 192,317.31	\$ -	\$ 404,585.80	\$ 391,429.20
201	MAC SS Grant (Accting/Contracting)	\$ -	\$ -	\$ 16,469.00	\$ -	\$ 16,469.00	\$ 9,493.59	\$ 4,500.33	\$ -	\$ 13,993.92	\$ 2,475.08
216	Dolly Parton's Imagination Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.32	\$ -	\$ -	\$ 0.32	\$ (0.32)
801	Program Income (SS Related)	\$ 43,109.01	\$ 5,076.77	\$ 3,338.18	\$ -	\$ 8,414.95	\$ 131.47	\$ 180.47	\$ -	\$ 311.94	\$ 51,212.02
	Sub-total for Smart Start & Related	\$ 546,538.71								Sub-total	\$ 468,689.90

Partnership for Children of Cumberland County, Inc.

All Funding Sources
Fiscal Year 2022 - 2023

FUND CODE		July 1, 2022 Beginning Cash Balance	Receipts				Expenditures				Ending Cash Balance	
			July	August	September	YTD	July	August	September	YTD		
	TEMPORARILY RESTRICTED FUNDS - RESTRICTED FOR TIME OR PURPOSE TO SPEND FUNDS											
324	NC Pre-K Grant Summer Learning Program - Federal Funds [June 1, 2021 through August 31, 2021 for direct payments; 10% admin is indefinite]	\$ 55,360.05	\$ -	\$ -	\$ -	\$ -	\$ (12.69)	\$ -	\$ -	\$ (12.69)	\$ 55,372.74	
543	CC Foundation - Family Connect Grant [12/01/2019 - 12/31/2024]	\$ 28,004.67	\$ -	\$ -	\$ -	\$ -	\$ 7,068.88	\$ 4,896.54	\$ -	\$ 11,965.42	\$ 16,039.25	
544	Falcon Children's Home - Car Seat Safety Program Donation	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000.00	
546	CC Foundation - Diaper Bank Grant	\$ 6,733.68	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 487.92	\$ -	\$ 487.92	\$ 6,245.76	
824	Fundraising - PFC Annual Soiree - Administrative Allocation	\$ 6,587.08	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,587.08	
	Sub-total for Temporarily Restricted	\$ 101,685.48								Sub-total	\$ 89,244.83	
	UNRESTRICTED FUNDS or NO RESTRICTION OF TIME TO SPEND FUNDS											
208	Unrestricted State Revenues - For Operating Purposes	\$ 15,115.22	\$ -	\$ -	\$ -	\$ -	\$ 1,446.19	\$ 899.45	\$ -	\$ 2,345.64	\$ 12,769.58	
	Unrestricted State Revenues - Invested in CDs and Money Market Account	\$ 496,372.46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 496,372.46	
501	Individual Gifts & Donations	\$ 111,122.48	\$ 235.00	\$ 2,595.30	\$ -	\$ 2,830.30	\$ 29.98	\$ 80.18	\$ -	\$ 110.16	\$ 113,842.62	
515	Vending Machine Commissions	\$ 460.63	\$ 32.08	\$ 21.82	\$ -	\$ 53.90	\$ -	\$ -	\$ -	\$ -	\$ 514.53	
518	Kohl's Corporate Grants	\$ 776.34	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 776.34	
802	PFCRC II (Non-Smart Start)	\$ -	\$ (3,046.66)	\$ 7,636.34	\$ -	\$ 4,589.68	\$ 12,936.25	\$ 20,448.46	\$ -	\$ 33,384.71	\$ (28,795.03)	
806	Forward March Conference	\$ 33,599.60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,599.60	
809	Hoke County Consumer Ed (NOT program income) [07/01/2022 - 06/30/2023]	\$ 10,532.80	\$ -	\$ 5,203.50	\$ -	\$ 5,203.50	\$ 15,736.30	\$ 4,162.85	\$ -	\$ 19,899.15	\$ (4,162.85)	
812	PFCRC II - Administration	\$ 107,636.51	\$ 10,439.01	\$ 4,750.00	\$ -	\$ 15,189.01	\$ 6,962.39	\$ 4,657.62	\$ -	\$ 11,620.01	\$ 111,205.51	
815	Hoke - Contracted Eval (not program income)	\$ 29,033.92	\$ -	\$ -	\$ -	\$ -	\$ 5,202.34	\$ 879.04	\$ -	\$ 6,081.38	\$ 22,952.54	
816	Contracted Data Services	\$ 3,448.15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,448.15	
820	Fundraising - PFC Annual Soiree	\$ 90,768.21	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,790.00	\$ -	\$ 2,790.00	\$ 87,978.21	
825	Capital Projects Fund [used for construction loan transactions]	\$ (147.72)	\$ -	\$ -	\$ -	\$ -	\$ 71.24	\$ 73.62	\$ -	\$ 144.86	\$ (292.58)	
897	Sales Tax	\$ (10,021.04)	\$ -	\$ -	\$ -	\$ -	\$ 310.18	\$ 1,431.01	\$ -	\$ 1,741.19	\$ (11,762.23)	
899	Interest Income (from Investment Funds)	\$ 23,848.12	\$ 61.63	\$ 136.07	\$ -	\$ 197.70	\$ -	\$ -	\$ -	\$ -	\$ 24,045.82	
902	COBRA - Employee Insurance Withholdings	\$ 1,517.38	\$ -	\$ -	\$ -	\$ -	\$ 779.93	\$ 779.93	\$ -	\$ 1,559.86	\$ (42.48)	
904	Forfeited FSA	\$ (17,464.41)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (17,464.41)	
905	Employee Withholding	\$ (47.52)	\$ 22,746.17	\$ 18,729.23	\$ -	\$ 41,475.40	\$ 21,648.24	\$ 18,567.08	\$ -	\$ 40,215.32	\$ 1,212.56	
	Sub-total for Unrestricted Funds	\$ 896,551.13								Sub-total	\$ 846,198.34	

Partnership for Children of Cumberland County, Inc.

All Funding Sources

Fiscal Year 2022 - 2023

FUND CODE		July 1, 2022 Beginning Cash Balance	Receipts				Expenditures				Ending Cash Balance
			July	August	September	YTD	July	August	September	YTD	
	INFORMATION TECHNOLOGY										
992	PFC IT Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
993	IT - Core	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
994	IT - Outside Agencies	\$ 102,213.24	\$ 17,438.37	\$ 13,579.35	\$ -	\$ 31,017.72	\$ 9,074.32	\$ 7,015.89	\$ -	\$ 16,090.21	\$ 117,140.75
995	IT - PFC Enhanced	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
996	IT - PFC Regular	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Sub-total for Information Technology	\$ 102,213.24								Sub-total	\$ 117,140.75
	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	\$ 1,470,779.21								TOTAL	\$ 1,153,307.97

ADDITIONAL SUMMARIZED INFORMATION
USR
Operating Cash 12,769.58
Investments 496,372.46
\$ 509,142.04

NCPK
Operating Cash (127,510.95)
"Cash Advance" -
\$ (127,510.95)

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

							Fiscal Year 2022 / 2023			
							SHOULD BE:	17%	83%	
	Activity	FY 22/23 Budget Effective 7/1/2022	July	August	September	Expenditures Y-T-D	Unspent Allocated Budget Amount	% of Budget Expended	% of Available Funds	
	Administrative Operations	\$ 12,005.00	\$ 1,446.19	\$ 899.45	\$ -	\$ 2,345.64	\$ 9,659.36	20%	80%	
	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 FY22-23	62,005.00								
	Allocated Budget Amount SPENT		\$ 1,446.19	\$ 899.45	\$ -	\$ 2,345.64				
	Allocated Budget Amount UNSPENT						\$ 59,659.36			
	SUMMARY OF CASH AND INVESTMENTS									
	July 1 - Total Cash Carryover including Investments							\$ 511,487.68		
	Unallocated Unrestricted State Revenues at the month end					\$ (46,889.78)	<---- Cash of \$15,115.22 in GL 1113 at 07-01-22 less the FY 22-23 budget amount			
	Unspent Budget for FY22-23 at the month end					\$ 59,659.36				
	Subtotal (cash in GL 1113 at the month end to be used for operating funds)		\$ -	\$ -	\$ -		\$ 12,769.58			
	Investments at month end (Includes money market account and certificates of deposits, if applicable)	\$496,372.46					\$ 496,372.46			
	CURRENT TOTAL OF CASH AND INVESTMENTS AT THE MONTH END							\$ 509,142.04		

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

Cash & In-Kind Contributions Report Fiscal Year 2022/2023

Total Smart Start Allocation **NOT INCLUDING**
RECURRING FUNDS OF \$259,431 (including
prior year Carryforward Funds):

\$ 6,573,047.00

Target Cash & In-Kind Required (19%):

\$ 1,248,878.93

Target Cash Required (≥13%):

\$ 854,496.11

Target In-Kind Required (±6%):

\$ 394,382.82

1

CASH DONATIONS		July	August	Y-T-D
Cash Donations - In-House				
Board Donations	501-4410	\$ 150.00	\$ 380.00	\$ 530.00
Other Donations	501-4410	\$ 35.00	\$ 143.00	\$ 178.00
Donations - Barlow Research Survey	501-4410	\$ 50.00	\$ -	\$ 50.00
Donations - CarMax Donation	501-4410	\$ -	\$ 2,000.00	\$ 2,000.00
Donations - SECC Donation	501-4410	\$ -	\$ 72.30	\$ 72.30
Donations - Vending Machine Proceeds	515-4410	\$ 32.08	\$ 21.82	\$ 53.90
Program Income - Rent from Resource Center I	801-4824	\$ 4,616.77	\$ 2,558.18	\$ 7,174.95
Program Income - Conference Room Rental RCI	801-4762	\$ -	\$ 100.00	\$ 100.00
Program Income - Tenant Copier Fees	801-5311	\$ 100.00	\$ -	\$ 100.00
Program Income - CCR&R Workshop Fees	801-4823	\$ 460.00	\$ 680.00	\$ 1,140.00
Program Income - Rent from Resource Center II	812-4761	\$ 10,439.01	\$ 4,750.00	\$ 15,189.01
				\$ -
Total Cash Donations - In-House		\$ 15,882.86	\$ 10,705.30	\$ 26,588.16

Cash Donations - Direct Service Providers				
1st Quarter (July - September)				\$ -
2nd Quarter (October - December)				\$ -
3rd Quarter (January - March)				\$ -
4th Quarter (April - June)				\$ -
PFC Child Care Subsidy Parent Fees		\$ -	\$ -	\$ -
Total Cash Donations - Direct Service Providers		\$ -	\$ -	\$ -

TOTAL CASH DONATIONS	\$ 15,882.86	\$ 10,705.30	\$ 26,588.16
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2

GRANTS				
Cumberland Community Foundation (100% Private 535-4425)		\$ -	\$ -	\$ -
TOTAL GRANTS		\$ -	\$ -	\$ -

0.4%

IN-KIND DONATIONS				
In-Kind Donations - In-House				
In-Kind Donations - Volunteer Time		\$ -	\$ -	\$ -
Google Ads Grant		\$ 9,563.16	\$ 9,652.71	\$ 19,215.87
Discounts on HVAC - Genesis Heating & Air				\$ -
Donations - Other In-Kind - Fayetteville Storage		\$ 169.00	\$ 169.00	\$ 338.00
Discounts on Advertising Services - Cumulus, Androlonis, Beasley				\$ -
Vendor donations of books/toys				\$ -
Vendor donations of miscellaneous supplies				\$ -
Total In-Kind Donations - In-House		\$ 9,732.16	\$ 9,821.71	\$ 19,553.87

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

TOTAL IN-KIND DONATIONS	\$ 9,732.16	\$ 9,821.71	\$ 19,553.87
--------------------------------	--------------------	--------------------	---------------------

0.3%

GRAND TOTAL	\$ 25,615.02	\$ 20,527.01	\$ 46,142.03
--------------------	---------------------	---------------------	---------------------

0.7%

3

1 - Current Month Reporting

\$ (1,202,736.90)

4

2 - YTD Cash Reported

3 - YTD In-Kind Reported

4 - Amount remaining to reach target

J:\Fiscal\Cumberland Accounting\Cash & Inkind\FY 22-23\FY 22-23 Cash & In-Kind Reporting August 2022

August 1, 2022 - August 31, 2022
Account Number: XXXXXXXXXX
Account Type: NON-PROFIT

E*TRADE Securities LLC
P.O. Box 484
Jersey City, NJ 07303-0484
1-800-387-2331 etrade.com
Member SIPC

Customer Update:

Connect to E*TRADE on the go.

The award-winning E*TRADE Mobile app puts everything you need in the palm of your hand—investing, trading, research, easy-to-use tools, and more. Visit etrade.com/mobile or your device's app store to download today!



0032582 01 AB 0.488 01 TR 00145 EFAD0302 000000



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



Account At A Glance

\$125,065.66



As of 07/31/22

\$120,057.94



As of 08/31/22

Net Change: **\$-5,007.72**

E*TRADE
from Morgan Stanley

DETACH HERE

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

DETACH HERE

Use This Deposit Slip

Please do not send cash

Make checks payable to E*TRADE Securities LLC

Mail deposits to:



E*TRADE SECURITIES LLC
P.O. Box 484
Jersey City, NJ 07303-0484

TOTAL DEPOSIT

Dollars	Cents

083120220001 111450253427

Account Number: [REDACTED]

Statement Period : August 1, 2022 - August 31, 2022

Account Type: NON-PROFIT

ACCOUNT OVERVIEW

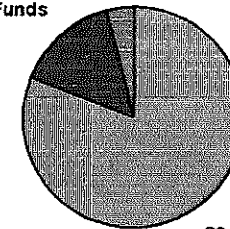
Last Statement Date: July 31, 2022

Beginning Account Value (On 07/31/22): \$ 125,065.66
Ending Account Value (On 08/31/22): \$ 120,057.94
Net Change: \$ -5,007.72

For current rates, please visit etrade.com/rates

ASSET ALLOCATION (AS OF 08/31/22)

4.12% - Cash & Equivalents
14.92% - Mutual Funds



80.96% - Stocks, Options & ETF (Long)

ACCOUNT VALUE SUMMARY

	AS OF 08/31/22	AS OF 07/31/22	% CHANGE
Cash & Equivalents	\$ 4,948.14	\$ 4,794.41	3.21%
Total Cash/Margin Debt	\$ 4,948.14	\$ 4,794.41	3.21%
Stocks, Options & ETF (Long)	\$ 97,199.52	\$ 101,783.47	-4.50%
Mutual Funds	\$ 17,910.28	\$ 18,487.78	-3.12%
Total Value of Securities	\$ 115,109.80	\$ 120,271.25	-4.29%
Net Account Value	\$ 120,057.94	\$ 125,065.66	-4.00%

Securities products and services are offered by E*TRADE Securities LLC, Member FINRA/SIPC. Sweep deposits may be swept to Morgan Stanley Bank, N.A., and/or Morgan Stanley Private Bank, National Association, Members FDIC, and depending on the sweep program may also be swept to third party banks. Subject to other funds a customer might maintain at the recipient bank, sweep funds will receive a maximum of \$250,000 in FDIC insurance coverage at each federally insured depository institution to which funds are swept. Securities products and cash balances other than sweep deposits are not FDIC insured, not guaranteed deposits or obligations of Morgan Stanley Bank, Morgan Stanley Private Bank, or any third party bank to which they might be swept, and are subject to investment risk, including possible loss of the principal invested.



from Morgan Stanley

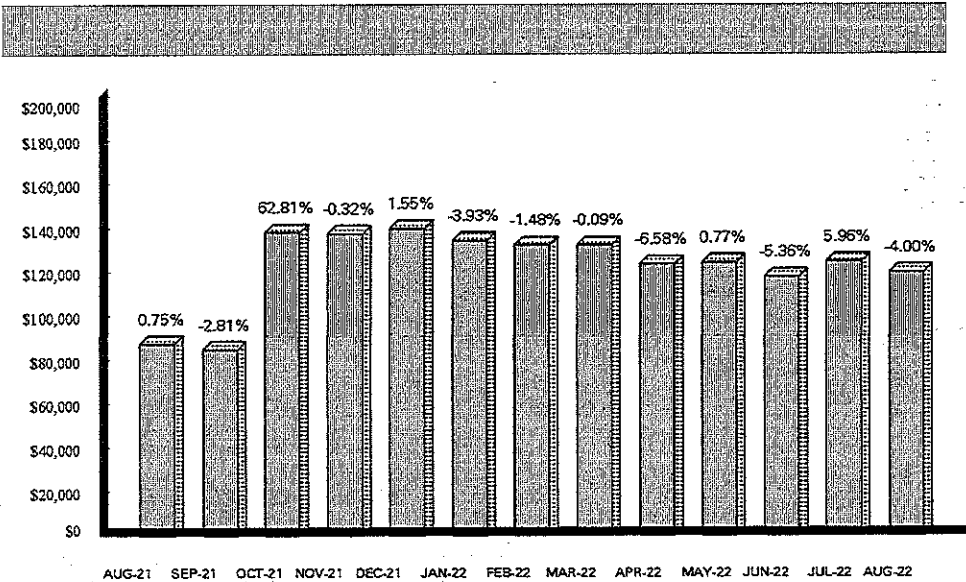
E*TRADE Securities
Investment Account

Account Number: [REDACTED]

Statement Period : August 1, 2022 - August 31, 2022

Account Type: NON-PROFIT

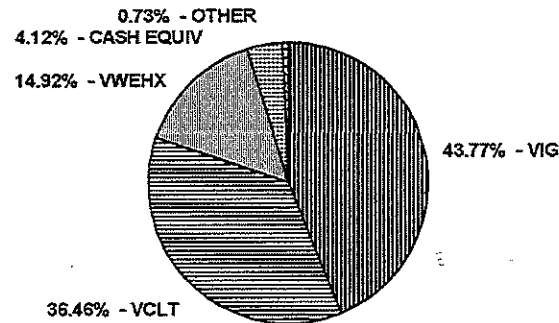
NET ACCOUNT VALUE BY MONTH END



ACCOUNT TRANSACTION SUMMARY

DESCRIPTION	THIS PERIOD	YEAR TO DATE
Securities Purchased	\$ 0.00	\$ -20,405.25
Interest Received		
Taxable	\$ 0.04	\$ 0.64
Dividends Received		
Taxable	\$ 230.61	\$ 2,033.96

TOP 10 ACCOUNT HOLDINGS (AS OF 08/31/22)



Account Number: [REDACTED]

Statement Period : August 1, 2022 - August 31, 2022

Account Type: NON-PROFIT

ACCOUNT HOLDINGS

CASH & CASH EQUIVALENTS (4.12% of Holdings)

DESCRIPTION	PORTFOLIO %	AMOUNT
Extended Insurance Sweep Deposit Account		
Opening Balance		4,794.41
Closing Balance	4.12	4,948.14
Average Balance		4,903.50
Extended Insurance Sweep Deposit Account Balance by Bank as of August 31, 2022		
JPMORGAN CHASE BANK N.A.		4,948.14

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 \$500,000 for individual accounts and \$1,000,000 for joint accounts. 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 1-800-387-2331.

TOTAL CASH & CASH EQUIVALENTS 4.12% \$4,948.14

STOCKS, OPTIONS & EXCHANGE-TRADED FUNDS (80.96% 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	110.0200	880.16	0.73	14.00	1.59%
VANGUARD SCOTTSDALE FUNDS VANGUARD LONG-TERM CORPORATE BOND ETF	VCLT	Cash	545	80.3200	43,774.40	36.46	1,784.00	4.08%
VANGUARD SPECIALIZED FUNDS VANGUARD DIVIDEND APPRECIATION ETF	VIG	Cash	355.2015	147.9300	52,544.96	43.77	1,016.00	1.93%
TOTAL STOCKS, OPTIONS & ETF					\$97,199.52	80.96%	\$2,814.00	2.90%

Account Number: [REDACTED]

Statement Period : August 1, 2022 - August 31, 2022

Account Type: NON-PROFIT

MUTUAL FUNDS (14.92% 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	3,444.285	5.2000	17,910.28	14.92	851.00
TOTAL MUTUAL FUNDS					\$17,910.28	14.92%	\$851.00
TOTAL PRICED PORTFOLIO HOLDINGS (ON 08/31/22)					\$120,057.94		
TOTAL ESTIMATED ACCOUNT HOLDINGS ANNUAL INCOME					\$3,665.00		

TRANSACTION HISTORY

DIVIDENDS & INTEREST ACTIVITY

DATE	TRANSACTION TYPE	DESCRIPTION	SYMBOL/ CUSIP	AMOUNT DEBITED	AMOUNT CREDITED
08/01/22	Dividend	**VANGUARD FIXED INCOME SECS FD INC-HIGH YIELD CORP PORTFOL RECORD 07/31/22 PAY 08/01/22	VWEHX		76.92
08/04/22	Dividend	VANGUARD SCOTTSDALE FUNDS VANGUARD LONG-TERM CORPORATE BOND ETF CASH DIV ON 545 SHS REC 08/02/22 PAY 08/04/22 NON-QUALIFIED DIVIDEND	VCLT		153.69
08/26/22	Interest	EXTENDED INSURANCE SWEEP DEPOSIT ACCOUNT INTEREST			0.04
TOTAL DIVIDENDS & INTEREST ACTIVITY					\$230.65
NET DIVIDENDS & INTEREST ACTIVITY					\$230.65

OTHER ACTIVITY

DATE	DESCRIPTION	SYMBOL/ CUSIP	TRANSACTION TYPE	QUANTITY	PRICE	AMOUNT DEBITED	AMOUNT CREDITED
08/01/22	**VANGUARD FIXED INCOME SECS FD INC-HIGH YIELD CORP PORTFOL REINVEST PRICE \$ 5.39	VWEHX	Reinvest	14.271		76.92	
TOTAL OTHER ACTIVITY						\$76.92	

Account Number: [REDACTED]

Statement Period : August 1, 2022 - August 31, 2022

Account Type: NON-PROFIT

OTHER ACTIVITY (Continued)

DATE	DESCRIPTION	SYMBOL/ CUSIP	TRANSACTION TYPE	QUANTITY	PRICE	AMOUNT DEBITED	AMOUNT CREDITED
NET OTHER ACTIVITY						\$76.92	

EXTENDED INSURANCE SWEEP DEPOSIT ACCOUNT (ESDA) ACTIVITY (0.0100% APY/0.0100%APY Earned as of 08/31/22)

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 \$500,000 for individual accounts and \$1,000,000 for joint accounts. 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 1-800-387-2331.

DATE	TRANSACTION TYPE	DESCRIPTION	TRANSACTION AMOUNT
08/01/22		OPENING BALANCE	\$4,794.41
08/04/22	Deposit	EXTND INS SWEEP ACCT(FDIC-INS)	153.69
08/26/22	Deposit	EXTND INS SWEEP ACCT(FDIC-INS)	0.04
08/31/22		CLOSING BALANCE	\$4,948.14



MEMO

HR 404 and 405 Policy Revisions – Effective 1/1/23

Rollover Grace Period Sunsetting

- In response to the pandemic, the Partnership implemented in 2020, with the Board's approval, a grace period to allow staff to use vacation and sick leave six months beyond the regular rollover date December 31.
- As vacation and sick leave usage return to normal, the Partnership will sunset the grace period with Board's approval, returning to its regular rollover date of December 31 each year.

From: Anthony Ramos
To: HR Committee
Dated: 6/21/22

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

Employment Information – Benefits

Section 404 – Vacation Leave

1. Purpose and Eligibility

Paid vacation is available to all employees, except temporary employees, to provide opportunities for rest, relaxation, and personal pursuits.

Vacation accrual begins on the first day of regular employment. Vacation is accrued according to the schedule in this policy. Vacation can be used after it is earned and after completion of the introductory period for new employees. Vacation leave will not be earned during an unpaid leave of absence.

2. Policies

a. Vacation Accrual Schedule

Paid vacation is accrued monthly at a rate determined by the employee's length of service and employment classification.

Milestones for Regular Full-Time Employees

- At date of hire – 96 hours yearly (8 hours accrued monthly).
- 2 years of service – 120 hours yearly (10 hours accrued monthly).
- 5 years of service – 132 hours yearly (11 hours accrued monthly).
- 10 years of service – 156 hours yearly (13 hours accrued monthly).
- 15 years of service – 180 hours yearly (15 hours accrued monthly).
- 20 years of service – 204 hours yearly (17 hours accrued monthly).

Milestones for Regular Abbreviated Schedule Employees

- At date of hire – 60 hours yearly (5 hours accrued monthly).
- 2 years of service – 84 hours yearly (7 hours accrued monthly).
- 5 years of service – 96 hours yearly (8 hours accrued monthly).
- 10 years of service – 120 hours yearly (10 hours accrued monthly).
- 15 years of service – 144 hours yearly (12 hours accrued monthly).
- 20 years of service – 168 hours yearly (14 hours accrued monthly).

Milestones for Regular Part-Time Employees

- At date of hire – 24 hours yearly (2 hours accrued monthly).
- 2 years of service – 48 hours yearly (4 hours accrued monthly).
- 5 years of service – 72 hours yearly (6 hours accrued monthly).
- 10 years of service – 96 hours yearly (8 hours accrued monthly).
- 15 years of service – 120 hours yearly (10 hours accrued monthly).
- 20 years of service – 144 hours yearly (12 hours accrued monthly).

b. Leave Requests

To schedule vacation leave, employees must communicate with their supervisors and are encouraged to submit a time off request in Paychex Flex at least two weeks before the requested leave. Employees must ensure that they have enough accrued leave available to

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

Employment Information – Benefits

Section 404 – Vacation Leave

cover the dates requested. Employees cannot request vacation leave in excess of the amount they have accrued, and cannot take more than 25 consecutive business days of vacation in any one calendar year without the prior approval of the President.

Requests will be evaluated fairly using factors such as department operating and staffing requirements. Supervisors should acknowledge and/or approve/deny the request within three business days of the date the leave request form was submitted. If the request is denied, the supervisor should provide an explanation for the denial to the employee verbally and in writing.

c. Vacation Pay

Vacation leave will be paid at the employee's base pay rate at the time vacation is taken. Vacation pay does not include overtime or any special forms of compensation such as incentives, commissions, bonuses, or shift differentials. If a holiday falls during the employee's vacation, the day will be charged to holiday pay rather than vacation pay. Paid vacation leave can be used in minimum increments of 15 minutes.

d. Accrual of Vacation Leave

The Partnership encourages employees to use available vacation leave. If the available vacation leave is not used by the end of the calendar year, employees may carry unused leave forward to the next calendar year. Any hours in excess of the maximum 240 hours (30 days) at the end of each calendar year ~~will be given a grace period until June 30 to use accrued excess hours. At the end of the grace period, June 30, vacation hours in excess of 240~~ will be converted to Sick Leave *(See HR 405 for the Sick Leave maximum carryover).*

e. Introductory Period for New Hires

For new employees, vacation accrual begins on the first day of regular employment; however, the introductory period must be completed before vacation leave is available to use. At that time, new employees will be credited vacation leave accrued during the introductory period.

If the introductory period includes the week-long closure between Christmas Eve and New Year's Day, new employees may use accrued vacation leave during this holiday closing. A negative vacation balance for this purpose will be permitted up to 32 hours. *(See HR 206 for more information on introductory periods and HR 402 for holiday closings.)*

f. Termination

Upon termination of employment, accrued, unused vacation will be paid at the employee's base rate of pay at termination, not to exceed 240 hours. Hours in excess of 240 upon date of termination are forfeited. Employees terminated during the introductory period will forfeit any earned vacation.

If a former employee is rehired within two years from termination, that employee may (at the discretion of the President) accrue vacation at the same rate the employee was accruing on their date of separation. Employees rehired more than two years since separation will accrue leave starting at the same rate as a new hire. *(See HR 210 for more information about employment termination.)*

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

Employment Information – Benefits

Section 405 – Sick Leave

1. General Information

- a. See Section 403 – Leave (General) for leave accrual while on unpaid leave.

2. Policies

- a. The Partnership for Children of Cumberland County, Inc. (PFC) provides paid sick leave to all regular full-time, regular abbreviated schedule, and regular part-time employees for periods of temporary absence due to illnesses, injuries, or medical appointments.
- b. Regular full-time employees will accrue sick leave at the rate of 96 hours per calendar year (8 hours accrued on the first day of each month).
- c. Regular abbreviated schedule employees will accrue sick leave at the rate of 72 hours per calendar year (6 hours accrued on the first day of each month).
- d. Regular part-time employees will accrue sick leave at the rate of 48 hours per calendar year (4 hours accrued on the first day of each month).
- e. Sick leave is calculated on the basis of a “benefit year,” the 12-month period that begins on the employee’s initial hire date.
- f. Sick leave is earned on the last workday of the month for all employees on active pay status on that day.
 - Employees are on active pay status when they are working or on earned leave. Employees on a leave of absence without pay and/or being paid from donated leave are not considered to be on active pay status.
- g. An employee earns sick leave as of the first day of the month following employment, regardless of when he/she starts work.
- h. An employee who is on leave of absence without pay does not accrue sick leave.
- i. Paid sick leave can be used in minimum increments of 15 minutes.
- j. An employee, to include those within their 90-day introductory period, may use sick leave for an absence due to his or her own illness, injury, or medical appointment or that of a child, stepchild, parent, stepparent, grandparent, spouse, spouse’s parent, child or spouse’s step child of the

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

Employment Information – Compensation

Section 405 – Sick Leave

employee.

- k. If an employee is absent for three or more consecutive days due to illness or injury, a physician's statement may be required verifying the disability and its beginning and expected ending dates. Such verification may be requested for other sick leave absences as well and may be required as a condition to receiving sick leave benefits.
- l. Sick leave will be calculated based on the employee's base pay rate at the time of absence and will not include any special forms of compensation, such as incentives, commissions, bonuses, or shift differentials.
- m. Employees may accrue and carry over up to a maximum of 960 hours (120 days) at the end of each calendar year. Any hours in excess of 960 at the end of a calendar year ~~will be given a grace period until June 30 to use accrued excess hours. At the end of the grace period, June 30, sick leave in excess of 960 hours~~ will not carry over and will no longer be available for use.
- n. Unused sick leave will not be paid to employees upon termination of employment.
 - Previous hours of accrued unused sick leave may be reinstated (at the discretion of the President) when an employee returns to PFC, and separation was in good standing, within two years of separation from the last workday.



Partnership for Children of Cumberland County, Inc. (PFC)
Hybrid Executive Committee (Acting as Board) Meeting Minutes
June 30, 2022 (9:03 am – 11:09 am)
Be the Driving Force



MEMBERS PRESENT: Terrasine Gardner, Sandee Gronowski, Dr. Meredith Gronski, Alana Hix (D)*, Brian Jones, Karen McDonald, Ayesha Neal (left @ 10:10 am) and Wanda Wesley
MEMBERS ABSENT: Andrea McGillivray, Steve Terry and Ebone Williams
NON-VOTING ATTENDEES: Dottie Adams, Ar-Nita Davis, Pamela Federline, Belinda Gainey*, Marie Lilly*, Sharon Moyer, Anthony Ramos, Mary Sonnenberg* and Mike Yeager
GUEST: Maria Ford and Scottie Seawell

**Attended in person*

AGENDA ITEM	DISCUSSION & RECOMMENDATION	ACTION	FOLLOW-UP
I. Determination of Quorum & Call to Order – Dr. Meredith Gronski, Chair A. Fundraising and Friend Raising 1. Board Donations – <u>19</u> out of <u>22</u> a. Fundraising 2. Volunteer Forms	The scheduled meeting of the Hybrid Executive Committee was held on Thursday, June 30, 2022, and beginning at 9:03 am pursuant to prior written notice to each committee member. Dr. Meredith Gronski, Chair, determined that a quorum was present and called the meeting to order. Belinda Gainey was Secretary for the meeting and recorded the minutes. A.1. Dr. Gronski informed the committee that 19 out of 22 board donations have been received. A board member who has yet to give has agreed to drop their donation off by the office later today. The other board members have extenuating circumstances. A.1.a. PFC is planning to host the Soiree on October 28, 2022; volunteers are needed. Sponsorship packets will be available. A.2. Dr. Gronski asked members to fill out the volunteer form if they read the packet prior to coming to the meeting or participated in any PFC business outside of regular meetings. In the near future all volunteers will be able to log their volunteer hours online.	Called to Order None None None None	None None None None None
II. Approval of Minutes * A. April 28, 2022	A. The minutes from April 28, 2022, were previously distributed electronically to committee members for their review. Ayesha Neal moved to accept the April 28, 2022 Executive Committee meeting Open Session minutes. Brian Jones 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 committee members were asked to type it in the ZOOM Chat Box. All votes were unanimous. There were no abstentions. The motion carried.	Motion Carried	None
III. Consent Agenda – Providing Oversight* (Section VIII.A.1.) (Please Reference Agenda)	Dr. Gronski requested a motion to accept the Executive Committee Consent Agenda Section VIII.A.1. Sandee Gronowski moved to accept the Executive Committee Consent Agenda Section VIII.A.1. as presented. Brian Jones 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 committee members were asked to type it in the ZOOM Chat Box. All votes were unanimous. There were no abstentions. The motion carried.	Motion Carried	None



Partnership for Children of Cumberland County, Inc. (PFC)
Hybrid Executive Committee (Acting as Board) Meeting Minutes
June 30, 2022 (9:03 am – 11:09 am)
Be the Driving Force



	<p>B.2. Sustainability:</p> <ol style="list-style-type: none"> 1. Aligning Salesforce with website and eTapestry (NCPC system for Cash/In-Kind) 2. Completed Sustainability Planning with Scottie Seawell 3. Cross-training of staff to coordinate with succession planning; particularly in critical administrative functions 4. Fund Development – Planning Soiree for Fall 2022; \$25,000 donation from Rooms to Go 5. Continue collaborative efforts locally to access funding as well as message the economic development importance of Early Care and Education supports, both for child care providers and families <p>B.3. Community Collaboration Leader:</p> <ol style="list-style-type: none"> 1. Working closely with the City of Fayetteville for CDBG funds to support infrastructure project and ARPA funds to support the child care work force 2. Hunt Institute Cohort 2 addressing strategic planning and data systems 3. Region 5 work with affiliate partners (i.e. Professional Development with Save the Children (Head Start grantee) in Moore County to provide required training 4. Quarterly joint meetings with DSS, Health Department and PFC 5. Family Connects – Community Advisory Committee (cross county for Regional PDG); Scaling plans for Regional Family Connects-Southeastern 6. Pathways for Prosperity – Early Childhood Lead 7. State work with WAGES and NCPC <p>C. Scottie Seawell provided an overview of the PFC Sustainability Final Report.</p> <p>Dr. Gronski thanked Alana Hix and Cotina Jones, who was not present, for her service on the Board of Directors. Mary Sonnenberg presented Alana with a certificate thanking her for her service on the board. A certificate was also available for Cotina Jones.</p> <p>D. Mary Sonnenberg provided an update on the infrastructure project. The board had approved Pinam Construction, Inc. with the building construction project with the bid amount of \$273,576.43. Pinam submitted a change order to include an additional section to match Building 1 for \$128,281. This brings the total cost of the next phase to \$461,848 which is less than what the board had already approved. The construction loan for interest only will be extended closer to November.</p>	None	None
<p>V. New Business</p> <p>A. Financial Summary: May 2022^Δ</p> <ol style="list-style-type: none"> 1. Smart Start 2. NC Pre-Kindergarten 3. Southwestern Child Development Commission (SWCDC) – Region 5 4. All Funding Sources 5. Unrestricted State Revenues (USR) 6. Cash and In-Kind Report <p>B. May E-Trade Statement^Δ</p>	<p>A. Marie Lilly and Mary Sonnenberg provided an overview of the May 2022 Financial Summary and the Financial Reports.</p> <p>A.6. Marie provided an overview of the Cash and In-Kind Report. PFC will not meet the target amount this year but the penalty has been waived.</p> <p>B. Marie provided an overview of the May E-Trade Statement.</p> <p>C. Marie informed the committee that PFC has researched a credit card which can earn cash back. Cash back on a credit card will be unrestricted per NCPC. PFC has chosen a Capital One card which provides 2% cash back on all purchases. Approval must be granted before PFC can apply for this card. The American Express Card and Visa Card will remain active but Capital One will be mainly used.</p>	None	None
		None	None
		None	None



Partnership for Children of Cumberland County, Inc. (PFC)
Hybrid Executive Committee (Acting as Board) Meeting Minutes
June 30, 2022 (9:03 am – 11:09 am)
Be the Driving Force



<p>C. PFC Credit Card*</p> <p>D. Smart Start 2022-2023 Base Allocations^Δ</p> <p>E. Smart Start Allocation Spreadsheet*</p> <p>F. PFC Budget Amendment*</p> <p>1. Community Engagement & Development</p> <p>G. Region 5 2022-2023 Initial Budgets*</p> <p>H. NC Pre-K 2022-2023 Initial Allocation*</p> <p>I. PFC Organizational Chart*</p> <p>J. Charged with Governance Letter from Auditors^Δ</p> <p>K. NC Pre-K Update ^Δ</p>	<p>Terrasine Gardner moved to that PFC staff apply for the Capital One capital card as presented. Brian Jones seconded the motion. Hearing no further discussion, the Chair put the motion to a vote and asked if there was any oppositions. If any oppositions the committee members were asked to type it in the ZOOM Chat Box. All votes were unanimous. There were no abstentions. The motion carried.</p>	<p>Motion Carried</p>	<p>None</p>
	<p>D.1.-F.1. Marie provided an overview of the Smart Start 2022-2023 Base Allocations for Cumberland County. The amounts from the Base Allocations were input into the Smart Start Allocation Spreadsheet. All numbers on the spreadsheet were equaled to amounts provided by NCP. The Community Engagement & Development activity budget amendment was also included on the allocation spreadsheet.</p> <p>Sandee Gronowski moved to accept the Smart Start Allocation Spreadsheet and Budget Amendment as presented. Karen McDonald seconded the motion. Hearing no further discussion, the Chair put the motion to a vote and asked if there was any oppositions. If any oppositions the committee members were asked to type it in the ZOOM Chat Box. All votes were unanimous. There were no abstentions. The motion carried.</p>	<p>Motion Carried</p>	<p>None</p>
	<p>G. Mary reported that budgets for the region have not been received yet and PFC is still working on the budget for last year since the final amounts have not been received. For the next fiscal year there will be a 10% increase. PFC would like to continue to work with budgets as the allocations become final.</p> <p>Sandee Gronowski moved to allow PFC to continue to work with budgets as the allocations become final as presented. Alana Hix seconded the motion. Hearing no further discussion, the Chair put the motion to a vote and asked if there was any oppositions. If any oppositions the committee members were asked to type it in the ZOOM Chat Box. All votes were unanimous. There were no abstentions. The motion carried.</p>	<p>Motion Carried</p>	<p>None</p>
	<p>H. Mary reported on the NC Pre-K 2022-2023 Initial Allocation. There will be a possible additional 2% of Admin Funds for the new fiscal year; this will be received through an amendment. Approval is needed for the NC Pre-K budget with the budget allocation PFC currently has and the amendment if received.</p> <p>Brian Jones moved to approve the NC Pre-K budget with the currently allocation and the amendment, if received, as presented. Sandee Gronowski seconded the motion. Hearing no further discussion, the Chair put the motion to a vote and asked if there was any oppositions. If any oppositions the committee members were asked to type it in the ZOOM Chat Box. All votes were unanimous. The motion carried. Recusals: Alana Hix and Wanda Wesley</p>	<p>Motion Carried</p>	<p>None</p>
	<p>I. Mary reported that the PFC Vice President of Information Technology position is not being filled at this time. The IT Administrator will lead the department which will change the PFC Organizational Chart.</p> <p>Wanda Wesley moved to accept the revised Organizational Chart which indicates the IT Administrator will lead the IT department and dissolving the VP of IT position as presented. Brian Jones seconded the motion. Hearing no further discussion, the Chair put the motion to a vote and asked if there was any oppositions. If any oppositions the committee</p>	<p>Motion Carried</p>	<p>None</p>

CCR&R Advisory Committee Recommendation

Meeting for September 15, 2022

Action Item (s): n/a

Information:

- 1) Wanda Wesley, Committee Chair, called the CCR&R Committee meeting to order.
- 2) Prior meeting minutes were not approved due to lack of quorum.
- 3) Carole Mangum, Grants Manager, provided an update on the Department's Financial Summary.
- 4) Candy Scott, Vice President of Programs provided an overview of the Programs Department Updates. The Report included information regarding:
 - New Hires/Staff Changes
 - Mary Welch, Program Manager – Coaches
 - Sheila Rowe, Program Manager – Region 5
 - Kimberly Shaw, Program Specialist – Subsidy
 - Brittany Sidbury, Coach – Provider Services
 - Vivlica Rodgers, Coach - Kaleidoscope
 - Current Openings: Provider Services Coach, Program Specialist- NC Pre-K and Program Manager – Parent Educator
 - Early Educator Workforce Recruitment and Retention Program
 - Collaboration with Safe Kids Cumberland County
- 5) Division Updates report included the following programmatic updates:
 - Family Services
 - Consumer Education & Referral
 - Subsidy
 - NC Pre-K
 - All Children Excel (ACE)
 - Kaleidoscope
 - Provider Services
 - Library
 - Technical Assistance/Trainings
 - Region 5 (School-Age, Infant-Toddler, HSB Projects)



MEMO

Position Updates – Effective 10/1/22

Supervisor Change

1. Program Specialist (part-time)
 - a. Remove from Division Administrator (Family Services).
 - b. Add to Program Manager (NC Pre-K).
2. Program Specialist (Subsidy)
 - a. Remove from Division Administrator (Family Services).
 - b. Add to Program Manager (Caseworkers).
3. Program Consultant
 - a. Remove from Division Administrator (Provider Services).
 - b. Add to Program Manager (Coaches)

Job Title Change

1. Program Consultant → Coach
 - a. Program Consultant functions like a Coach, so will become a Coach and join the other Coaches.
 - b. With this change, the total Coach seats will be 8 seats. Formerly 7 seats.

New Positions Added

1. Program Support Specialist (Family Connects)
 - a. Adding an additional seat for a total of 3 seats. Formerly 2 seats.

From: Anthony Ramos
To: HR Committee
Dated: 9/20/22