

## **Partnership for Children (PFC) Acronyms**

CCHC – Child Care Health Consultant

CCR&R – Child Care Resource & Referral Committee

CED – Community Engagement & Development Committee

CAD – Contract Activity Description

DHHS – Department of Health and Human Services

DSS – Department of Social Services

DSP – Direct Service Partner

DCDEE – Division of Child Development and Early Education

ECE – Early Childhood Education

EB – Evidenced Based

EI – Evidence Informed

ECE – Early Care & Education

FRC – Family Resource Center

FSU – Fayetteville State University

FTCC – Fayetteville Technical Committee College

FY – Fiscal Year

GEMS – Grant Evaluation Management System

IT – Information Technology

MAC – Multi-County Accounting & Contracting

NAEYC – National Association for the Education of Young Children

NCPC – North Carolina Partnership for Children

NCPK or NC Pre-K – North Carolina Pre-Kindergarten

PAT – Parents as Teachers

PFC – Partnership for Children of Cumberland County

PUB – Partnership Umbrella Budget

PBIS – Performance Based Incentive System

P&E – Planning & Evaluation Committee

SS – Smart Start

SRL – Star Rated License

SWCDC – Southwestern Child Development Commission

SOS – System of Support

TANF – Temporary Assistance for Needy Families

## The North Carolina Partnership for Children, Inc. Open Meetings Law – Refresher May 2017

For many Local Partnerships (LPs), changes to allocations generally require Board authorization. Some minor changes to CADs or small budget changes *might* be delegated to management (typically the Executive Director), but that would need to be documented in Board-approved Policies & Procedures. When time is short, there may be a temptation to conduct some sort of *email vote*, **but email voting is not allowable.**

There is guidance in NC Nonprofit law about most Board meetings (and related votes) needing to be done as either in-person meetings or via conference call. Here is an excerpt from the NC Nonprofit Corporation Act, NCGS §55A (**emphasis added**):

### Chapter 55A

#### North Carolina Nonprofit Corporation Act.

ARTICLE 1. General Provisions.

... Part 2. Meetings and Action of the Board.

#### § 55A-8-20. Regular and special meetings.

(a) The board of directors may hold regular or special meetings in or out of this State.

(b) Unless the articles of incorporation or bylaws provide otherwise, **the board of directors may permit any or all directors to participate in a regular or special meeting by, or conduct the meeting through the use of, any means of communication by which all directors participating may simultaneously hear each other during the meeting.** A director participating in a meeting by this means is deemed to be present in person at the meeting. (1955, c. 1230; 1973, c. 314, s. 3; 1985 (Reg. Sess., 1986), c. 801, ss. 24, 25; 1993, c. 398, s. 1.)

Even if an LP wanted to allow electronic meetings/online voting in its bylaws, Smart Start is subject to the **Open Meetings law**. This is an excerpt from our legislation (**emphasis added**):

§ 143B-168.14. Local partnerships; conditions.

(a) **In order to receive State funds, the following conditions shall be met:**

(1) Each local partnership shall develop a comprehensive, collaborative, long-range plan of services to children and families in the service-delivery area. No existing local, private, nonprofit 501(c)(3) organization, other than one established on or after July 1, 1993, and that meets the guidelines for local partnerships as established under this Part, shall be eligible to apply to serve as the local partnership for the purpose of this Part. The Board of the North Carolina Partnership may authorize exceptions to this eligibility requirement.

(2) **Each local partnership shall agree to adopt procedures for its operations that are comparable to those of Article 33C of Chapter 143 of the General Statutes, the Open Meetings Law, and Chapter 132 of the General Statutes, the Public Records Law, and provide for enforcement by the Department. The procedures may provide for the confidentiality of personnel files comparable to Article 7 of Chapter 126 of the General Statutes.**

Here are some excerpts from the Open Meetings Law (**emphasis added**):

#### § 143-318.10. All official meetings of public bodies open to the public.

(a) Except as provided in G.S. 143-318.11, 143-318.14A, and 143-318.18, **each official meeting** of a public body **shall be open to the public, and any person is entitled to attend such a meeting.**

... (d) **"Official meeting"** means a meeting, assembly, or gathering together at any time or place or the simultaneous communication by conference telephone or other electronic means of a majority of the members of a public body **for the purpose of conducting hearings, participating in deliberations, or voting upon or otherwise transacting the public business** within the jurisdiction, real or apparent, of the public body. However, a social meeting or other informal assembly or gathering together of the members of a public body does not constitute an official meeting unless called or held to evade the spirit and purposes of this Article.

**§ 143-318.12. Public notice of official meetings.**

... (b) If a public body holds an official meeting at any time or place other than a time or place shown on the schedule filed pursuant to subsection (a) of this section, it shall give public notice of the time and place of that meeting as provided in this subsection.

(1) If a public body recesses a regular, special, or emergency meeting held pursuant to public notice given in compliance with this subsection, and the time and place at which the meeting is to be continued is announced in open session, no further notice shall be required.

(2) For any other meeting, except an emergency meeting, the public body shall cause written notice of the meeting stating its purpose (i) to be posted on the principal bulletin board of the public body or, if the public body has no such bulletin board, at the door of its usual meeting room, and (ii) to be mailed, e-mailed, or delivered to each newspaper, wire service, radio station, and television station that has filed a written request for notice with the clerk or secretary of the public body or with some other person designated by the public body. The public body shall also cause notice to be mailed, e-mailed, or delivered to any person, in addition to the representatives of the media listed above, who has filed a written request with the clerk, secretary, or other person designated by the public body. This notice shall be posted and mailed, e-mailed, or delivered at least 48 hours before the time of the meeting. The notice required to be posted on the principal bulletin board or at the door of its usual meeting room shall be posted on the door of the building or on the building in an area accessible to the public if the building containing the principal bulletin board or usual meeting room is closed to the public continuously for 48 hours before the time of the meeting. The public body may require each newspaper, wire service, radio station, and television station submitting a written request for notice to renew the request annually. The public body shall charge a fee to persons other than the media, who request notice, of ten dollars (\$10.00) per calendar year, and may require them to renew their requests quarterly. No fee shall be charged for notices sent by e-mail.

... (d) If a public body has a Web site and has established a schedule of regular meetings, the public body shall post the schedule of regular meetings to the Web site.

(e) If a public body has a Web site that one or more of its employees maintains, the public body shall post notice of any meeting held under subdivisions (b)(1) and (b)(2) of this section prior to the scheduled time of that meeting.

**§ 143-318.13. Electronic meetings; written ballots; acting by reference.**

(a) Electronic Meetings. - If a public body holds an official meeting by use of conference telephone or other electronic means, it shall provide a location and means whereby members of the public may listen to the meeting and the notice of the meeting required by this Article shall specify that location. A fee of up to twenty-five dollars (\$25.00) may be charged each such listener to defray in part the cost of providing the necessary location and equipment.

The Open Meetings Law requires all Board or Exec meetings to meet a **public notice requirement of at a minimum of 48 hours**, but ideally **72 hours or more** is NCPC's recommendation. This allows the public to be aware and potentially attend, as desired, in the spirit of full transparency.

The notice for a called Board / Exec meeting should be posted in the same places that the LP's normal Board meeting schedule is posted. This generally includes the LP's website, local community news bulletins (local news website / newspaper), etc.

Advance public notice is required whether the meeting will be held live (in-person) or via conference call. Conference call-in information must be made available to the public so an interested person could call in.

# Smart Start Board Presentation: *What's Your Charge?*

# What is Smart Start?



## Smart Start Vision:

Advance a high quality, comprehensive, accountable system of care and education for each child beginning with a healthy birth.



## The Smart Start Network:

75 Independent, nonprofit organizations serving all 100 NC Counties. Smart Start was designed to give communities local control to determine the best approach to achieving outcomes for children and families.

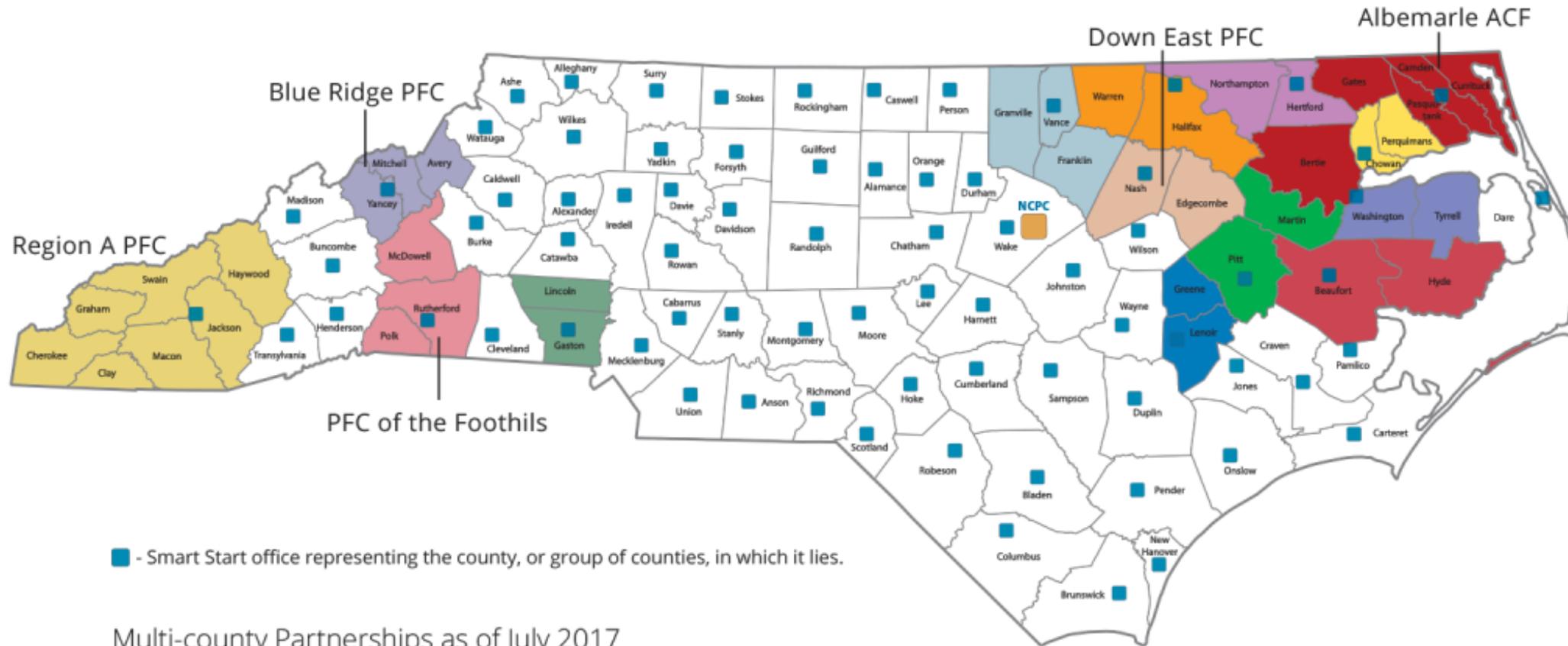


# North Carolina Partnership for Children (NCPC)

- Leverage the power of a state-wide network to increase outcomes for all children and families.
- Integrity for Smart Start programs and services.
- Stewardship for public money allocated to Smart Start and distributed across the state.



# North Carolina Smart Start Network



## Multi-county Partnerships as of July 2017

Albemarle Alliance for Children and Families (Bertie/Camden/Currituck/Gates/Pasquotank)  
 Beaufort/Hyde Partnership for Children  
 Blue Ridge Partnership for Children  
 Chowan/Perquimans Smart Start Partnership  
 Down East Partnership for Children (Nash/Edgecombe)  
 Franklin-Granville-Vance Partnership for Children  
 Halifax-Warren Smart Start Partnership for Children

Hertford-Northampton Smart Start Partnership for Children  
 Lenoir/Greene County Partnership for Children  
 Martin/Pitt Partnership for Children  
 Partnership for Children of the Foothills  
 Partnership for Children of Lincoln/Gaston Counties  
 Region A Partnership for Children (Cherokee/Clay/Graham/Haywood/Jackson/Macon/Swain)  
 Tyrrell-Washington Partnership for Children

**NCGA**



**DCDEE  
VIA DHHS**



Admin budget for NCPC,  
audit, unified accounting  
system, network building

Local Partnerships  
funding, services

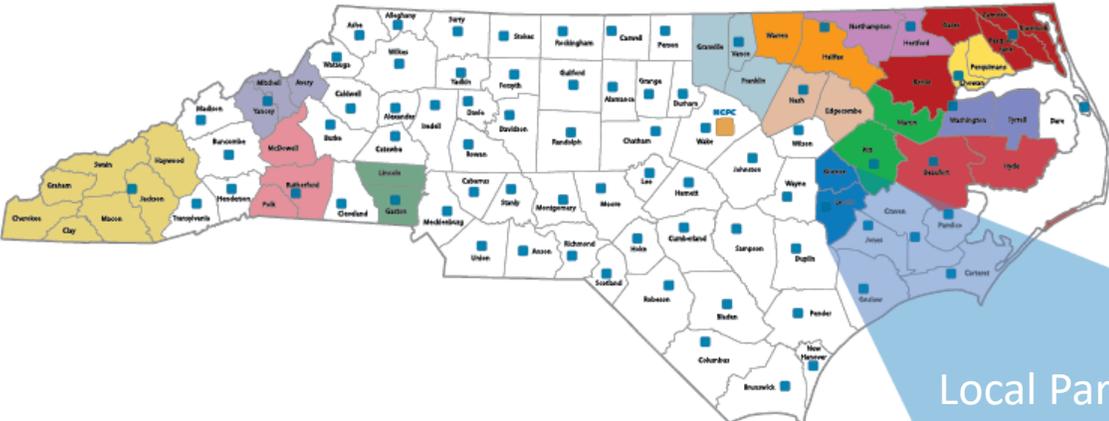


**NCPC**



Smart Start™

# North Carolina Smart Start Accountability



Federal funds



Smart Start state funds



Local government funds



Greene

Lenoir

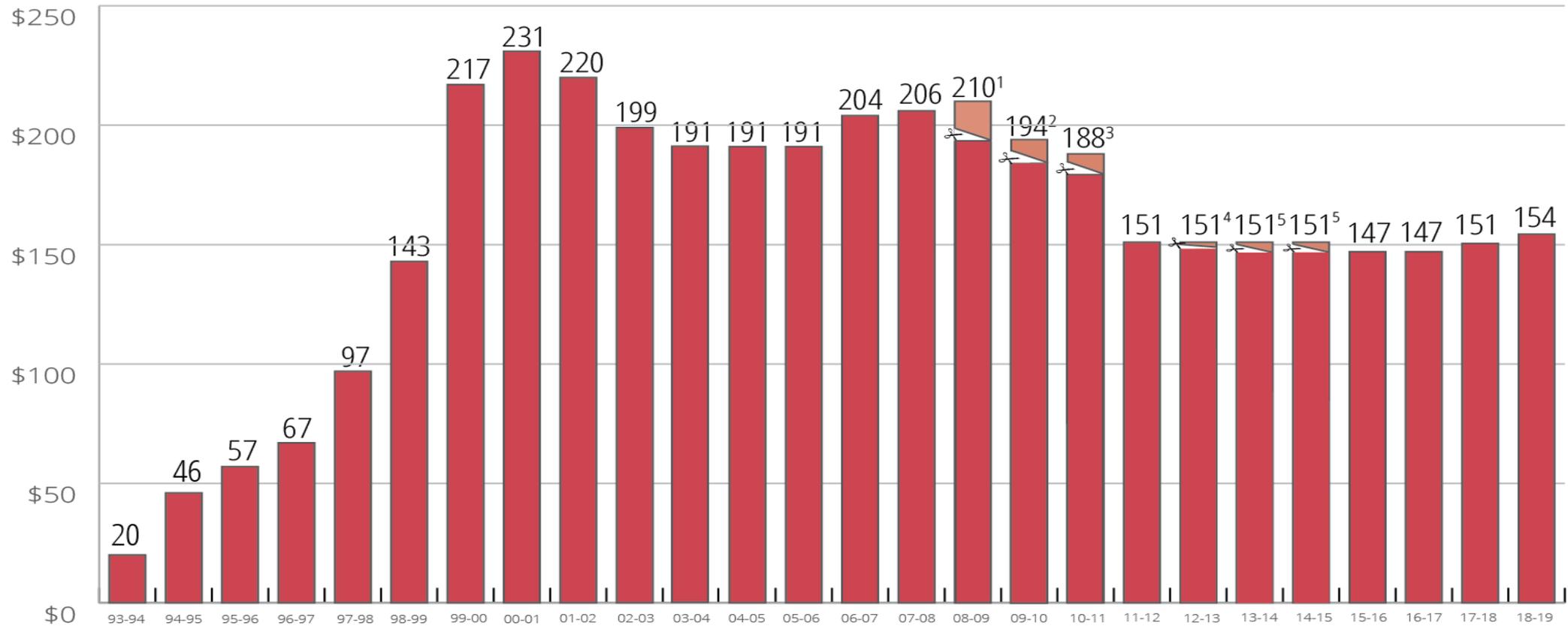


Private funds



Other state funds (NC PreK)

# North Carolina Smart Start Allocation History



<sup>1</sup> One-time budget reduction of \$16M reduced available 08-09 budget to \$194M

<sup>2</sup> One-time budget reduction of \$7M reduced available 09-10 budget to \$187M

<sup>3</sup> One-time budget reduction of \$6M reduced available 10-11 budget to \$182M

<sup>4</sup> One-time budget reduction of \$1M reduced available 12-13 budget to \$150M

<sup>5</sup> Recurring budget reduction of \$3.7M reduced available 13-15 budget to \$147.3M



# Smart Start Network Leadership

Local Partnership Advisory Committee (LPAC)

## NCPC Board of Directors

Appointed by elected officials or by virtue of their position, this board oversees NCPC's administration and implementation of Smart Start funds.

## North Carolina Partnership for Children (NCPC)

Provides both accountability measures and technical assistance to local partnerships.

## Local Partnership Board of Directors

Governs the local partnership by overseeing the administration and implementation of organizational vision and policy.

## Local Partnership Executive Director

Provides the day-to-day management of the organization to ensure it meets its vision.



Smart Start™

# Who is Immediately Responsible? Board or ED?

Ensures a Strategic Plan is in place and is guiding the work of the organization	Board
Ensures that the organization has the financial resources required to meet program and administrative needs	Board
Manages the day-to-day activities at the organization i.e. hiring and training staff, overseeing program budgets, etc.	Executive Director
Reviews community data regularly to ensure the organization's progress towards improving outcomes for young children locally	Board
Delegates, supports, and directs organization staff to so they understand and execute their roles and responsibilities effectively	Executive Director
Implements corrections that were determined due to monitoring or audit finding	Executive Director

# Ten Board Governance Responsibilities

Determine mission  
& vision

Select an Executive  
Director (ED)

Support and  
evaluate the ED

Ensure effective  
strategic planning

Monitor and  
strengthen  
programs &  
services

Build a competent  
board of directors

Protect assets and  
provide financial  
oversight

Ensure financial  
resources

Ensure legal and  
ethical integrity

Enhance the  
organization's  
public standing

# Smart Start Accountability Plan Guiding Principles



## Improvement and Effectiveness

Use data to assess impact and make improvements.



## Equity

Use data to understand differences in children & inform activities to address gaps.



## Transparency and Clarity

Inform the public of the status of children in their communities and clearly define the expected standards.



## Inclusion and Fairness

NCPC and Local Partnerships work together to develop the accountability process and NCPC shall use corrective interventions deliberately and consistently.

# ***SIMPLE RULES***



“Simple Rules” are basic principles, guidelines, or understandings to which all agree and commit to when leading and working in complex environments. Using Simple Rules allows for the creativity, innovation, flexibility and empowerment that is often needed by teams and networks to work effectively and/or strengthen culture.



## ***Foster a Culture of Leadership and Growth.***

Encourage innovation, excellence, and leadership by intentionally learning from and sharing with others, internally, externally, and across the Smart Start network.



## ***Stay Mission Focused.***

Our “why” centers around children and families: each child, every community. Their needs should come first, and as a result, we should make as many decisions locally as possible, even when it challenges our current context or understanding of our work.



## ***Always Assume Positive Intent.***

The complexity of our work requires us to assume the best in others, seek clarity in all interactions, and be open to finding solutions, especially when there are differences in opinion, interpretation, or priorities.



## ***Acknowledge the Collective Power of Our Network.***

Be consistent and intentional in the promotion and leveraging of our strengths, knowledge, and talent while also acknowledging that building stronger alliances is all of our responsibilities.



## ***Embrace Our Diversity as a Strength.***

Commit to an equitable approach to decision making by recognizing and valuing the differences that exist across counties and Local Partnerships.



## ***Create Space for Courageous Conversations.***

Seek multiple and diverse perspectives and be respectful and clear in all communication, especially in times of change.

— ***COMPLEXITY CREATES FOG. SIMPLICITY CLEARS IT.*** —



# Smart Start Board Programmatic Requirements



Engage in a community needs assessment.

The cover of the 'Community Early Childhood Profile -- North Carolina' report. At the top left is the Smart Start logo with the tagline 'Each Child. Every Community.' To the right is the logo for 'The North Carolina Partnership for Children'. Below these is the title 'Community Early Childhood Profile -- North Carolina' and the subtitle 'Smart Start's Measures of Impact Final Results for Fiscal Year 2017-2018'. The cover features three small images: a child playing with blocks, a close-up of a baby's face, and a person looking at a tablet displaying data charts.

Use data to drive decisions for the organization.



Engage stakeholders to develop & maintain a long-range strategic plan for services to children and families that meet identified needs.

# Smart Start Board Organizational & Community Leadership



Select board members in accordance with NCPC board composition requirements.



Achieve quorum when board action is needed. Avoid conflicts of interest.



Adhere to Open Meetings and Public Record Law.



No Smart Start funds used to influence legislation or carry on propaganda.

# Smart Start Board Organizational & Community Leadership



# Smart Start Board Financial & Contractual Requirements



# Smart Start Board Financial & Contractual Requirements

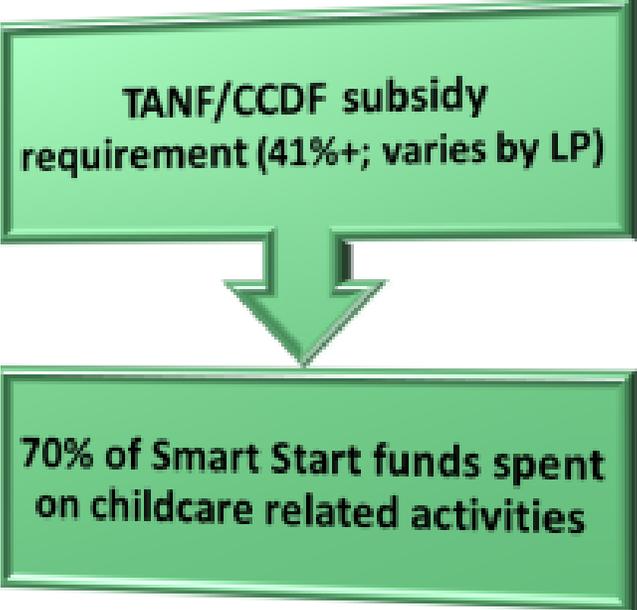
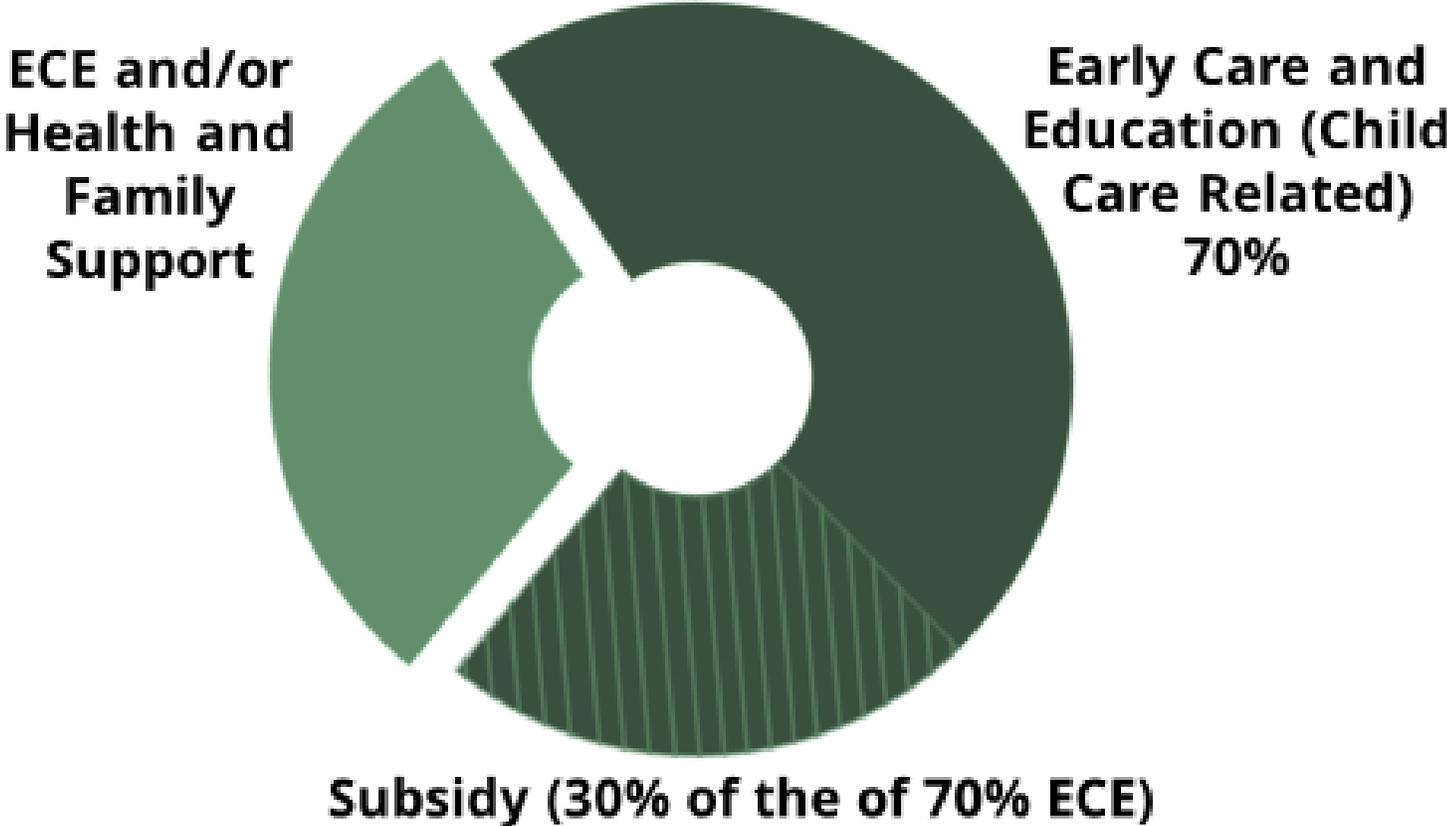
- **Smart Start Cost Principles**
- **NCPC's statewide financial and contracts and uniform accounting systems**
- **Annual or biennial audit and NCPC financial and programmatic monitoring**
- **NCPC established due dates**

The North Carolina Partnership for Children, Inc.

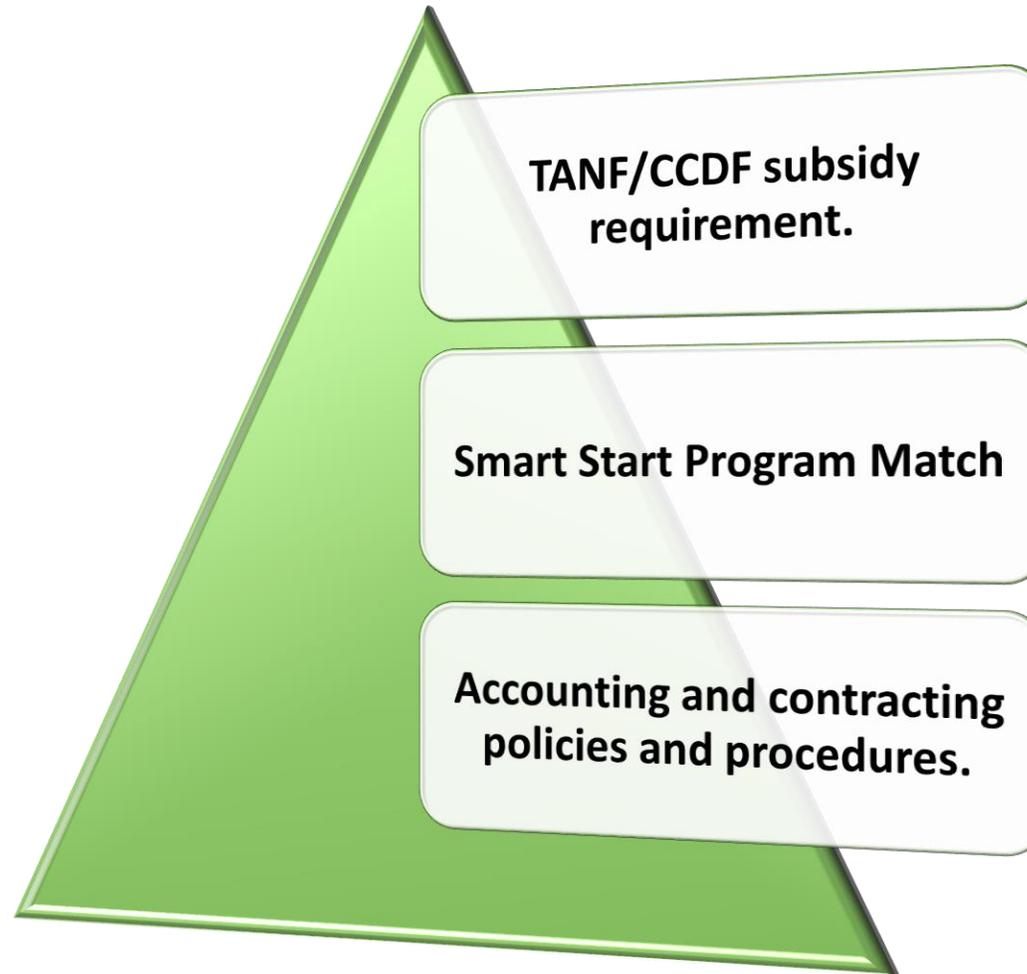
## 2023 SMART START COST PRINCIPLES



# Smart Start Spending Mandates



# Smart Start Board Financial & Contractual Requirements





# Vision & Mission

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

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

***Serving Cumberland County since 1993***

*To be the leading and most trusted source of information about early childhood in our community.*



#BeTheDrivingForce



# THANK YOU FOR YOUR SERVICE!!



*Each Child in Every Community  
Deserves a Smart Start*

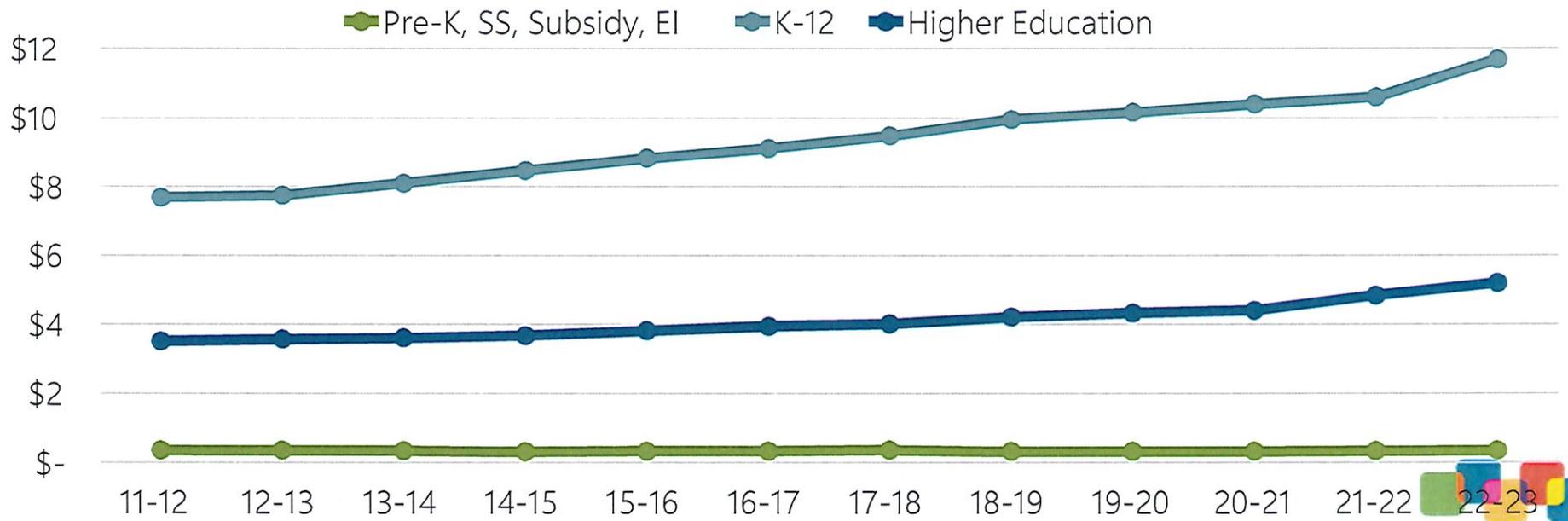
  
Smart Start  
Each Child. Every Community.

  
Smart Start

# How is NC Investing in Child care and Early Learning?

## CERTIFIED BUDGETS SFY 2011-2012 THRU SFY 2022-2023

APPROPRIATION AND LOTTERY RECEIPTS  
(ALL \$ IN BILLIONS)



# How to Run a Committee Meeting

Once the Chair ensures there is a quorum, the meeting can begin. The following is based on Robert's Rules:

## 1. Calling the Meeting to Order

The Chair welcomes the assembled members to the meeting and begins by officially calling it to order. They should state the date and time, as well as the type of meeting and the organization. At this point, they can also state that there is a quorum, welcome new members or visitors, and share any other announcements.

## 2. Reading and Approving the Minutes

Give members a brief amount of time to look over the minutes. Allow members to query any errors and have the Secretary correct errors before the next meeting.

This means that, at the meeting, the motion to approve the minutes is a simple vote that should be in favor, as everyone has had time to flag any issues. If there are errors, have the motion include the correction(s). No need to send the corrected documents back and forth.

## 3. Reports of Officers

The President, Vice President, Secretary and Financial Officer may give their reports here if they have one. The Chair should know in advance who has a report, so that the meeting can continue with minimal interruption.

If there is a recommendation to approve action items from the reports, a committee member should make a motion to adopt it. This should be seconded and then voted on.

## 4. Special Orders

These are specific agenda items that should be given priority, often because they are time-specific. These agenda priorities are made the order of the day and can be new items or previous items — special orders in a previous meeting that were not discussed. You should start with the unfinished special orders before moving onto the new special orders. Anything requiring committee approval begins with a motion, it is seconded, and then voted on.

## 5. Unfinished Business and General Orders

The meeting must deal with all unfinished business before it can move onto the new business. This means that any topics that the last meeting didn't get around to covering have to be covered. It goes in this order of precedence:

1. The items that you didn't cover in the last meeting before the Chair adjourned it. These should be in the order in which they appeared in the previous meeting's agenda.
2. Items on the unfinished business list from the last meeting, which were not covered.
3. Any general order item from the previous meeting. General orders are those that someone motions to postpone until a later meeting. To move forward with the approval of a postponed action, a member makes a motion, it is seconded, and then voted on.

## 6. New Business

Once you have finished the old business, you can move onto new items of business on the meeting agenda. Anything that you do not manage to cover becomes unfinished business in the next meeting. If there are any actions for approval, a member makes a motion, it is seconded, and then voted on.

## 7. Adjourning the Meeting

When the time comes to close the meeting, the Chair asks if there is any other business and, if there are no objections from the participants, adjourns the meeting and states the time.