Partnership FOR CHILDREN
OF CUMBERLAND COUNTY

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

New Board Orientation
Thursday, July 25, 2024
9:30 – 11:00 am

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.

Agenda

I.	**Introductions**	Mary Sonnenberg
II.	**How and Why & Board Responsibilities: NCPC & Smart Start**	NCPC Staff Wren Davisson Susan Armstrong
III.	**The Why, How and What of Partnership for Children** a. Tips for running a meeting b. Open Meetings Law Refresher	Mary Sonnenberg
IV.	**Service highlights** a. Family Connects b. Programmatic Data c. NC Pre-K Recruitment d. Community Events – Little Land: Down on the Farm, Little Land	**PFC Staff** Sharon Moyer Pamela Federline Ar-Nita Davis Sharon Moyer

ORIENTATION

Serving Our Community Since 1993

Partnership FOR CHILDREN OF CUMBERLAND COUNTY

Smart Start® Each Child. Every Community.

#BeTheDrivingForce ccpfc.org

Every child deserves a champion - an adult who will never give up on them, who understands the power of connection, and insists that they become the best that they can possibly be.

~ Rita Pierson, Educator

Partnership FOR CHILDREN OF CUMBERLAND COUNTY

Smart Start® Each Child. Every Community.

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OUR VISION ~ OUR MISSION ~ WHAT WE DO

Our **vision** is to live in an economically prosperous community where families are successful and children thrive.

Our **mission** is to achieve our vision by being the driving force to engage partners to achieve lasting positive outcomes for all children, beginning at birth.

We **focus** on supporting families with children from birth to 5 years old. Our priorities are to provide services and support that Advance the Well-being of Children, strengthen the Early Care and Education System, and Empower Families.

Our **goal** is to be our community's leading and most trusted source for early childhood information.

STAFF AND PROGRAMMING

Finance & Administration	Community Engagement	Information Technology
Planning & Evaluation	Family Resource Center	Programs: Provider & Family Services, NC Pre-K

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 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, interpretations, or priorities.

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.

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.

See multiple and diverse perspectives and be respectful and clear in all communications, especially in times of change.

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COMMUNITY STRATEGIES

Investments in People

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OF CUMBERLAND COUNTY

smart start®
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CUMBERLAND COUNTY 2024 - 2025

- Workforce Pipeline – Economic Development
- Military Connections
- Quality Programs
- Family Supports
- Child Care Health Consultants
- Family Connects

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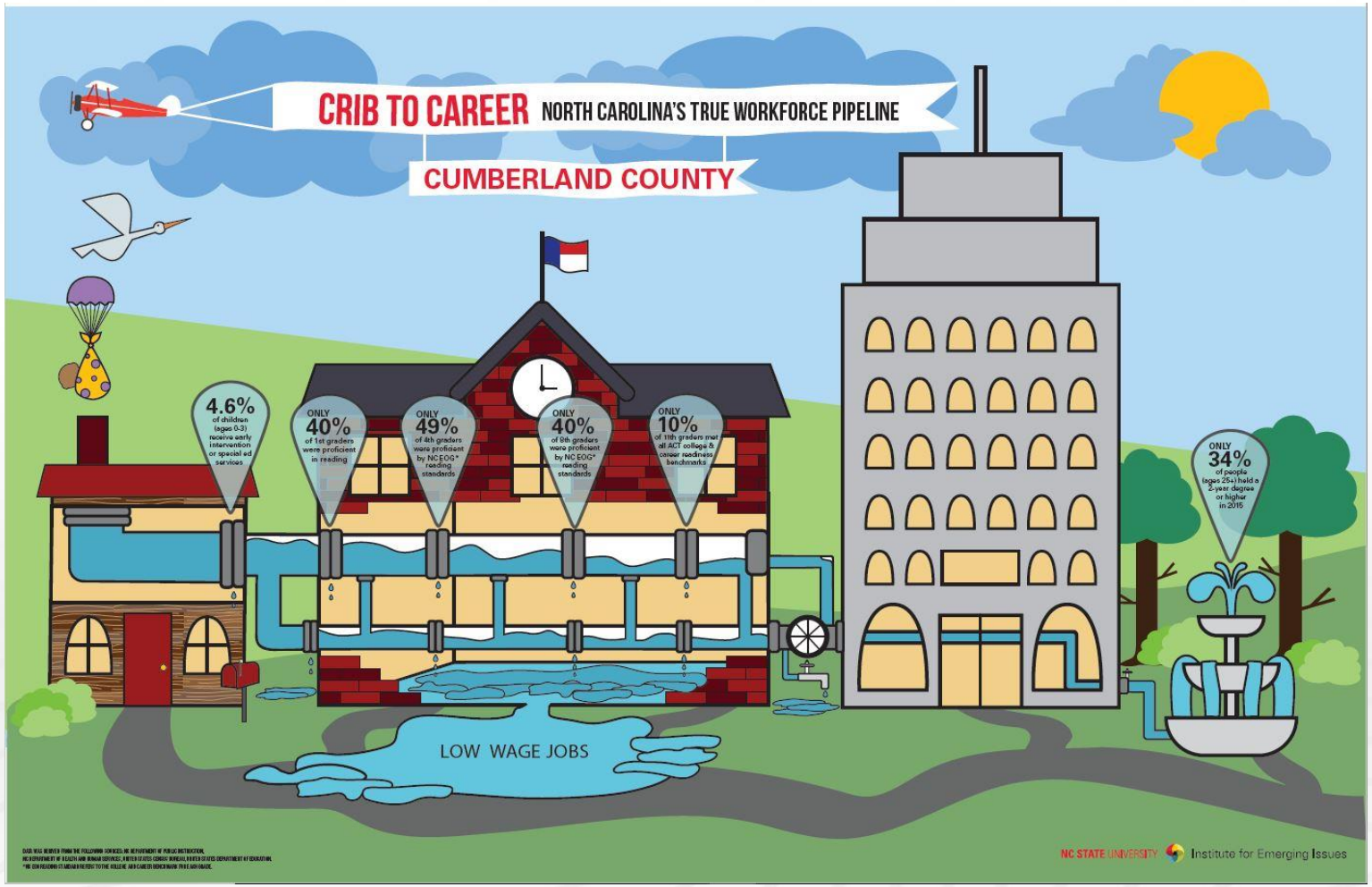
NC EARLY CHILDHOOD ACTION PLAN

Sound Education for ALL Children from Birth

NC STATE – INSTITUTE FOR EMERGING ISSUES



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Smart Start Each Child. Every Community.

HOW DO WE CHANGE THE TRAJECTORY…

The power that makes innovation happen is the collision of thoughts and ideas.

Let us be guided by imagination for what is yet to be…

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Cumberland County Board of Directors Smart Start Orientation

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™

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™

Determine mission and purposes, and advocate for them.

The board is responsible for ensuring that the organization's mission is clearly stated and enthusiastically supported.

Our Vision ~ Mission ~ What We Do

Our vision is to live in an economically prosperous community where families are successful, and children thrive.

Our mission is to achieve our vision, we will be the driving force to engage partners to achieve lasting positive outcomes for all children, beginning at birth.

What we do is focus on support for families with children birth to 5 years old. Our priorities are to provide services and supports that Advance the Well-being of Children, Strengthens the Early Care Early Education System, and Empowers Families.

Our Values & Principles

1. **Accountable:** We believe that results matter and that a focus on transparency and excellence yields improved outcomes and stewardship of resources.
2. **Innovative:** We believe we should never accept the status quo in a changing world.
3. **Child & Family-Focused:** We believe in a system of care that is child-centered and family-focused, with services and supports that are strengths-based and community-based.
4. **Collaborative:** We believe in a joint effort and common goals across all sectors to support families.
5. **Inclusive:** We advocate for policies, practices, and systems that promote full and inclusive participation of children, families, and early childhood professionals.
6. **Respectful:** We ensure that each person who seeks our services is treated with personal respect, courtesy, compassion, and sensitivity.

Smart Start™

2 Select the chief executive.

The board's ability to consistently recruit and retain an effective leader is a critical factor in organizational success.

Smart Start™

3 Support and evaluate the chief executive.

Providing personal and organizational support for executive leadership, periodically assessing the chief executive's performance, and acknowledging strong service through appropriate compensation are key board responsibilities.

Smart Start™

4 Ensure effective planning.

Through the planning process, the board and staff translate the organization's mission into objectives and goals to be used to focus energy and resources.

Engage in a community needs assessment.

Use data to drive decisions

Engage stakeholders

Smart Start™

Monitor and strengthen programs and services.

The board's fundamental responsibility begins with ensuring that current and proposed programs and services align with the organization's mission and purpose.

HOW WELL IS YOUR BOARD PROVIDING PROGRAMMATIC OVERSIGHT?

EXCELLING – *EXCEPTIONAL*

- ☐ The board has mechanisms in place to monitor the quality of the organization's programs and services.
- ☐ The board has standards against which organizational performance is measured.
- ☐ The board has the ability to measure the impact of critical programs and initiatives.

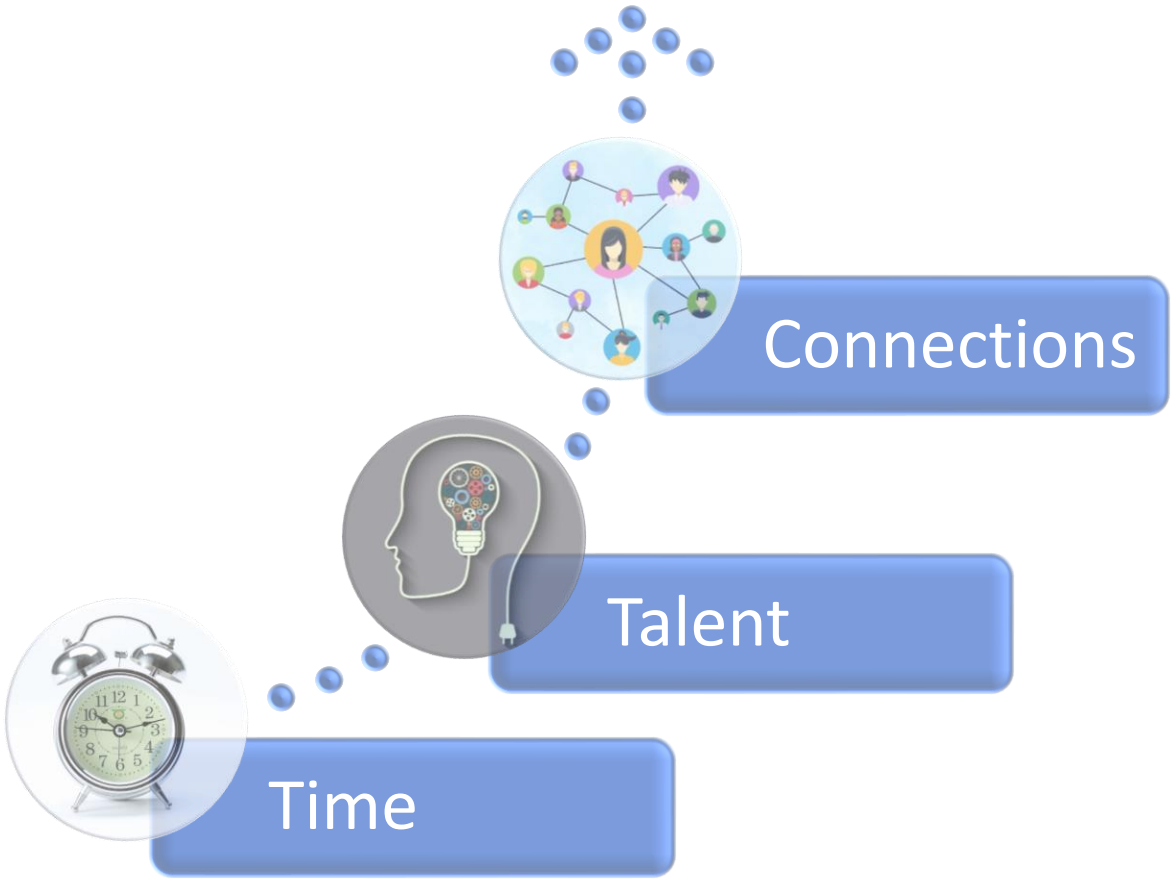
Smart Start™

Smart Start Data Dashboard

Smart Start™

Ensure adequate financial resources.

While much can — and should — be expected of the chief executive and management team, boards are responsible for ensuring an organization has the funds it needs and that it doesn't spend beyond its means.



Smart Start™

7 Protect assets and provide financial oversight.

Safeguarding organizational assets, and holding them "in trust" on behalf of others, is one of the most important board functions.

Smart Start™

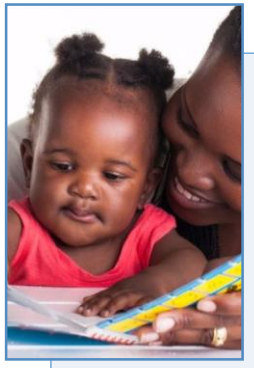
Build and sustain a competent board.

Three principles typically apply: Boards will only be as effective as their individual board members; the level of expectation for board members is consistently articulated by the organization its leaders; and well-balanced boards depend on the sustained diligence of a governance committee.

Smart Start™

Ensure legal and ethical integrity.

Because the board is ultimately responsible for ensuring adherence to legal standards and ethical norms, its members should collectively exhibit diligence, commitment, and vigilance.



Achieve quorum when board action is needed.

Avoid conflicts of interest.

Adhere to Open Meetings and Public Record Law.

No Smart Start funds cannot be used to influence legislation or carry on propaganda.

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Enhance the organization's public standing.

Board members should think of themselves as ambassadors and advocates — and together with management strategically communicate the organization's story and aspirations while contributing to a healthy and accurate public image.

Smart Start Messaging Toolkit

Building a Brighter Future Together
for our Youngest Children:
a Smart Start Communications Toolkit

Toolkit Goals and Target Audiences

Overarching goal: To advocate with policymakers and business leaders to increase awareness of the need for a comprehensive approach for supporting families with young children in the first five years and to actively invest in Smart Start priorities.

Target Audiences	Calls to Action
North Carolina Policymakers	Invest in our state's child care, early education and family support infrastructure now for a stronger North Carolina today, tomorrow and beyond.
North Carolina Business Leaders	Talk with your local policymakers about why investing in child care, early learning and family support infrastructure now is critical for your business's success today, tomorrow and beyond.

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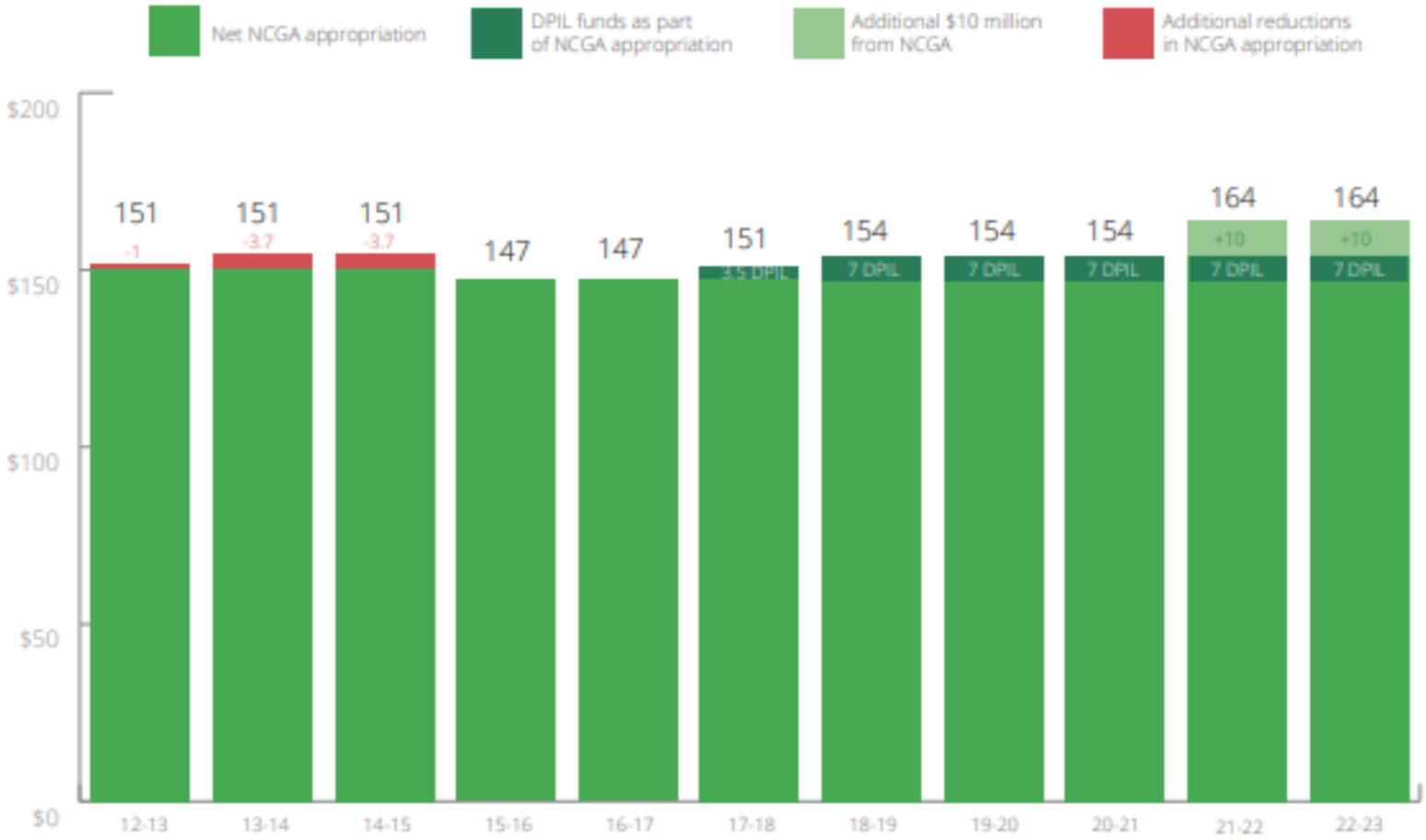

Smart Start Total Appropriation History

Fiscal Years 2012-2013 through 2022-2023 (rounded to millions)

Early Childhood Allocations Within the Total State Budget

	FY 2000-2001	FY2022-2023
Total State General Fund Budget	$13,854,000,000	**$27,902,204,974**
General Fund Smart Start Appropriation	$231,000,000	**$157,013, 453**
DCD Subsidy General Fund Appropriation	$54,000,000	**$43,768,722**
NC Pre-K General Fund Budget	-	**$47,394,460**
% of Total State General Fund Budget	2.1%	**0.89%**

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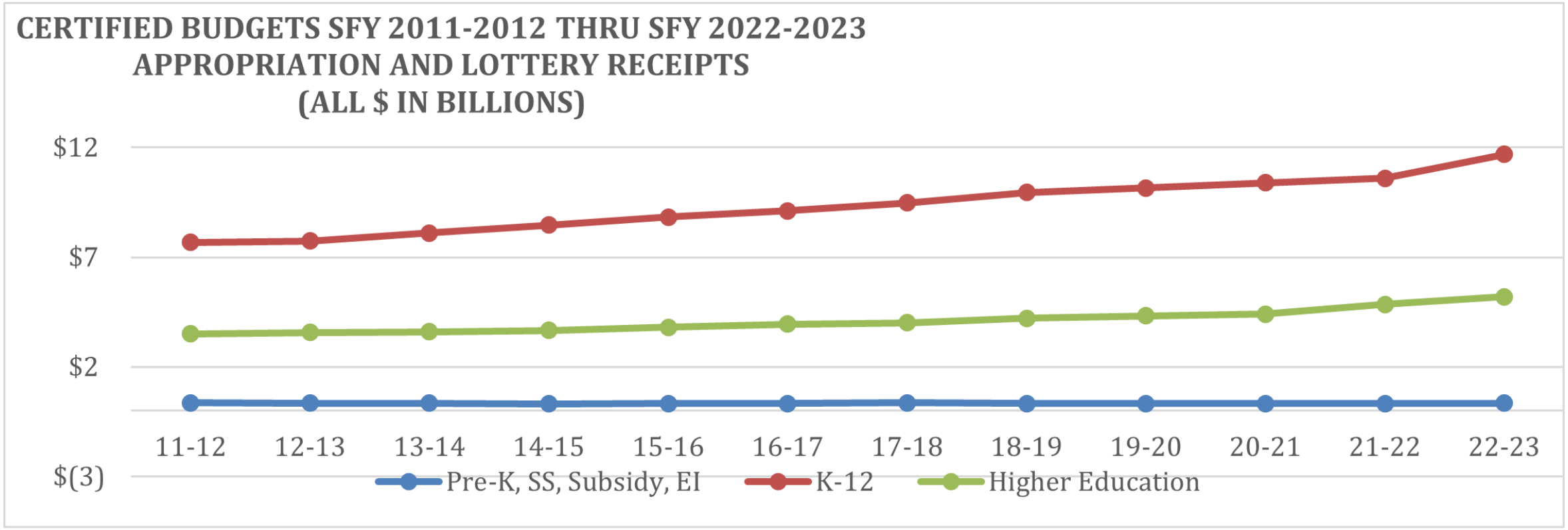
North Carolina's Investment in Each Level of Education



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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

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Who is Immediately Responsible? Board or ED?

Review 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

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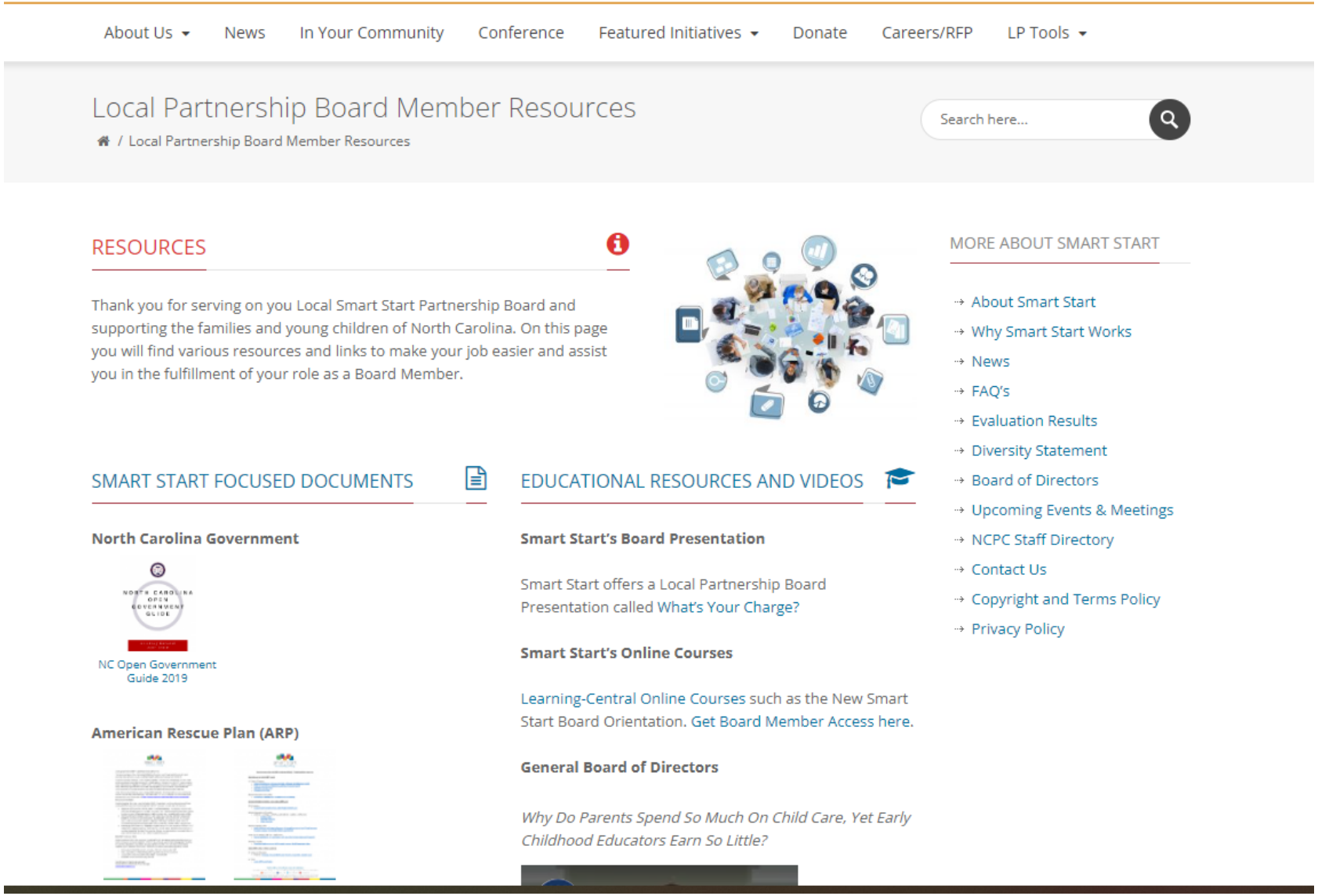
Local Partnership Board Member Resources



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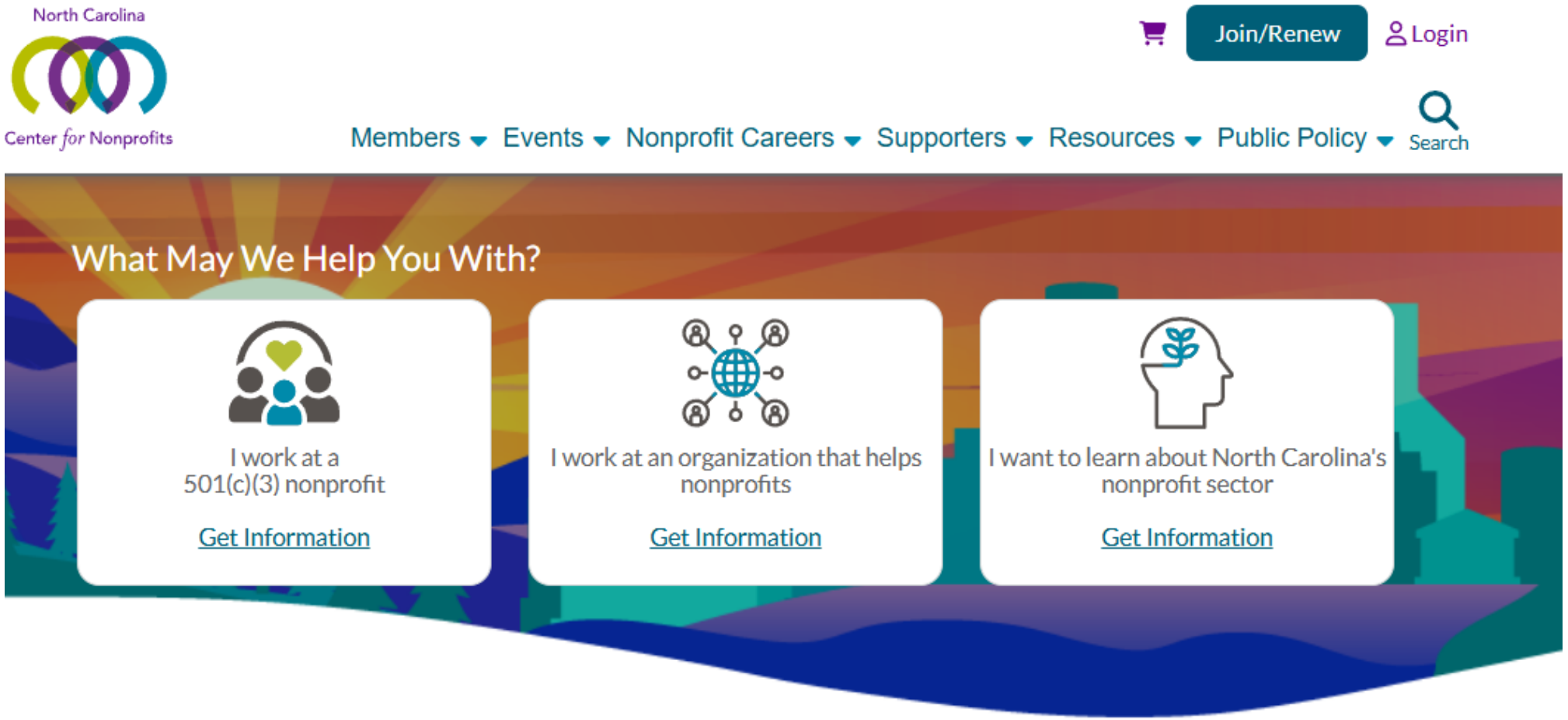
NC Center for Nonprofits Membership



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THANK YOU FOR YOUR SERVICE!

Smart Start

Links for Board Presentation

Cumberland County July, 2024

Slide #3

10 Responsibilities of a Nonprofit Board

Slide #7

Phases of Strategic Planning

Slide #8

Monitor and Strengthen Programs

Slide #9

Smart Start Community Indicators Website

Slide #12

Recruiting Board Members

Slide #13

Smart-Start-Board-Public-Policy-Advocacy-Tootlkit.pdf

Slide #14

Smart-Start-Advocates-Communications-Toolkit-November-2022.pdf

Slide #17

Board-Chair-and-Chief-Executive-Responsibilities.pdf

Slide #19

Smart Start LP-board-resources website

Slide #20

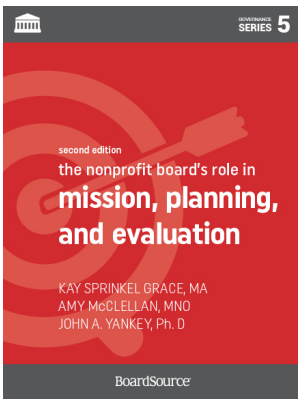
https://ncnonprofits.org/

Additional resources to support the TEN BASIC RESPONSIBILITIES OF NONPROFIT BOARDS

Ten Basic Responsibilities of Nonprofit Boards — BoardSource's best-selling publication — explores the board's ten core responsibilities, distinguishing them from those of the chief executive and senior staff. Outlined below, the 10 responsibilities map to some of BoardSource's most popular downloadable content and resources. Dig in and start downloading!

1 Determine mission and purposes, and advocate for them.

The board is responsible for ensuring that the organization's mission is clearly stated and enthusiastically supported.



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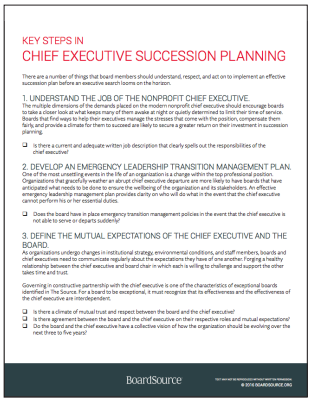

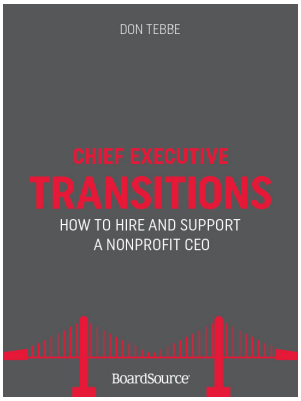

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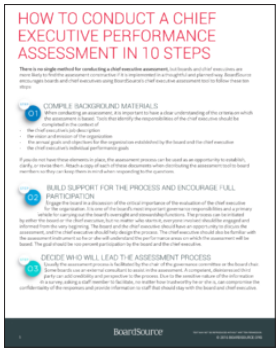

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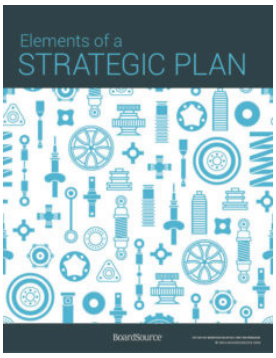

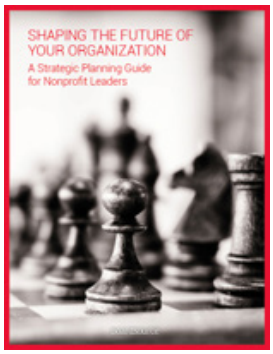

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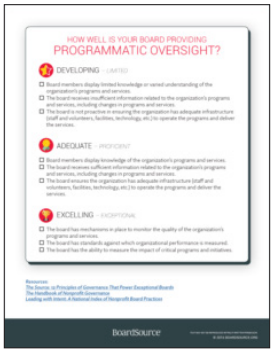

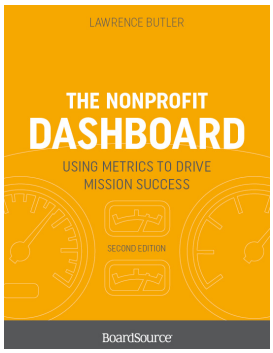

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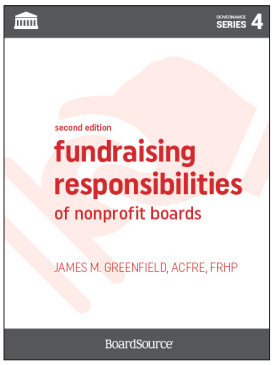

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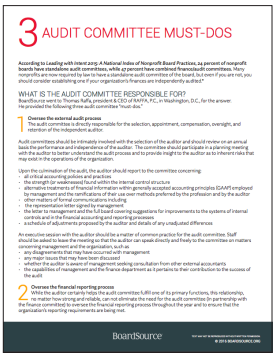

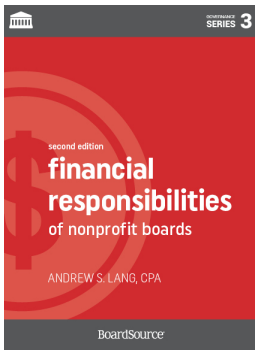

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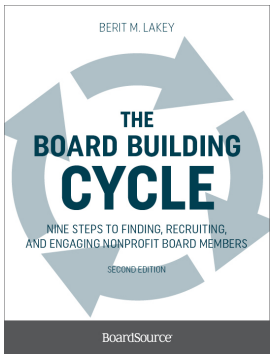

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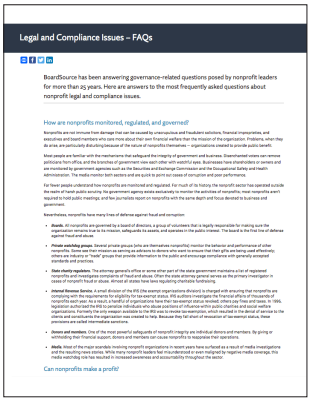

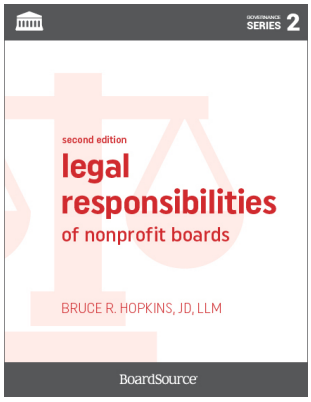

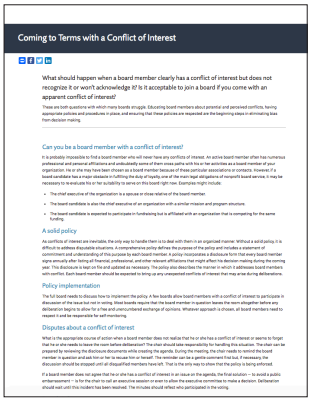

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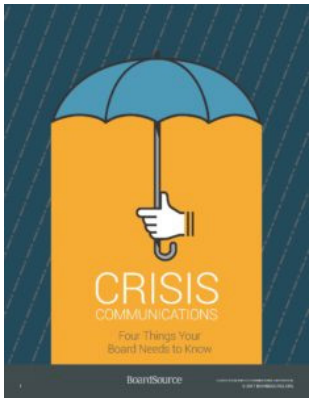

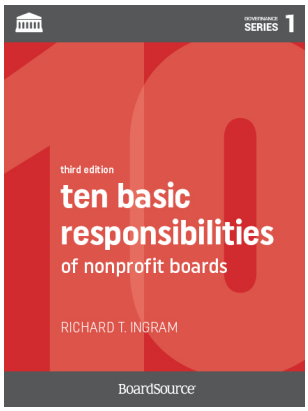

Source: [Ten Basic Responsibilities of Nonprofit Boards]

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5 Phases of STRATEGIC PLANNING

Strategic planning often unfolds in a series of five phases, with each phase building on the one that came before. When beginning a new phase of strategic planning, it is important to keep a few key questions in mind.

1. PLANNING TO PLAN

The planning to plan phase focuses on what the strategic planning process will look like and who will be involved. Begin by addressing the following questions:

- Is our organization ready for strategic planning?
- Who will facilitate the process?
- Who will we include in the planning process?
- What kind of resources do we need?

2. UNDERSTANDING THE CONTEXT

To fully understand the context in which your organization exists and to evaluate the various forces that affect its present and future, it is important to compile, synthesize, and absorb information about your organization's external and internal environments.

In scanning the **external environment**, it is important to determine opportunities as well as threats or obstacles. Use the following questions to help guide discussions:

- What opportunities and threats does the organization face?
- What do external stakeholders (clients, partners, community) want, need or expect from the organization? How do we know?
- How well does the organization perform relative to other organizations doing similar work? (competition for clients, volunteers, support, etc.)?
- How might changing demographics or environmental, economic, social, and political trends affect our constituents and our work?

Historical data about your organization's past provide valuable information on the **internal forces** that shape its future. The historical synopsis might include a description of major milestones, events, or changes and the impact those have had on your organization.

- What has changed recently (leadership, personnel, or mission)? What does this tell us about our organization?
- How and why has our economic status, funding, or programming changed, both recently and historically? Why?
- How sustainable are our resources?
- Are our members and other stakeholders satisfied? How do we know?
- What are the needs and expectations of our clients? Are we meeting them?

3. AGREEING ON PURPOSE AND DIRECTION

Once you understand the purpose and context in which the organization operates, it is time to address questions regarding the vision and mission. The third phase should address foundational agreements such as:

- Why does the organization exist?
- What will be the ultimate result of its work?
- What are the organization's values?
- What do we want the organization to have achieved and by when?

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5 Phases of STRATEGIC PLANNING

4. MOVING FROM VISION TO ACTION

Set vision priorities

After agreement on the mission and vision, the next phase is to agree on three to five important areas of focus in order to achieve the vision. These may also be called goals.

- What concrete goals can we take to move towards our vision statement?
- How will we know when the goals have been met?

Assess the infrastructure

With the mission and vision priorities defined and confirmed, the next step is to ensure that your organization is organized to do the work today that will support the vision priorities you have identified for tomorrow. Questions to address include:

- What are the functions in the organization (financial, programmatic, support, etc.) and how do they relate to each other?
- How well will our current infrastructure enable us to achieve our vision priorities?
- Are there any functions missing?
- Do we have functions we no longer need?

5. MONITORING PROGRESS

Strategic planning does not end when the plan has been written and distributed. A well-formed framework or plan will guide decision making and help ensure that all activities and programs are aligned with the organization's mission. Ongoing monitoring and revision are two important aspects of effective strategic planning. The organization should ask itself:

- How are we incorporating the priorities, goals, and actions of the strategic plan into program and individual work plans and budgets?
- Do we have appropriate evaluative metrics in place to help regularly review performance?
- Are we referring back to the strategic plan in less formal ways, such as during board meetings, staff meetings, committee meetings, and individual performance reviews?

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CEO & STAFF LEADERSHIP + BOARD MEMBERS = POTENTIAL FOR EXCEPTIONAL PROGRAMMATIC OVERSIGHT

One area where board members can have a tremendous impact on the nonprofit organization they govern is through their role of programmatic oversight. Done in tandem with the CEO and staff leadership, monitoring and strengthening an organization begins with ensuring that current and proposed programs and services align with the organization's stated mission and purposes. What an organization actually does, and how well it does it, should be at the heart of board interest.

WHAT DOES A BOARD LOOK LIKE THAT IS PRACTICING EXCEPTIONAL PROGRAMMATIC OVERSIGHT?

Good governance requires the board to balance its role as an oversight body with its role as a force supporting the organization. Becoming an exceptional board takes hard work. Exceptional boards add active engagement and independent decision making to their basic and legal oversight function. They are boards that are results-oriented. They measure the organization's advancement toward mission and evaluate the performance of major programs and services.

Management is closer to the programs, operations, and the field than the board, which makes it challenging for boards to provide strategic guidance and oversight. In practice, the CEO is often the lead partner in these areas, and it is incumbent upon management to provide the board with regular, appropriate information and to engage the board in high-level strategic issues and decisions.

Board members: Be curious.
Chief Executives: Inform and engage.

In short, it's the strong partnership between the CEO and the board that is critical to providing exceptional program oversight.

Use the tool on the following page as a resource to help start and guide a strategic conversation about the important roles both board and staff play in programmatic oversight.

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HOW WELL IS YOUR BOARD PROVIDING PROGRAMMATIC OVERSIGHT?

DEVELOPING – *LIMITED*

- ☐ Board members display limited knowledge or varied understanding of the organization's programs and services.
- ☐ The board receives insufficient information related to the organization's programs and services, including changes in programs and services.
- ☐ The board is not proactive in ensuring the organization has adequate infrastructure (staff and volunteers, facilities, technology, etc.) to operate the programs and deliver the services.

ADEQUATE – *PROFICIENT*

- ☐ Board members display knowledge of the organization's programs and services.
- ☐ The board receives sufficient information related to the organization's programs and services, including changes in programs and services.
- ☐ The board ensures the organization has adequate infrastructure (staff and volunteers, facilities, technology, etc.) to operate the programs and deliver the services.

EXCELLING – *EXCEPTIONAL*

- ☐ The board has mechanisms in place to monitor the quality of the organization's programs and services.
- ☐ The board has standards against which organizational performance is measured.
- ☐ The board has the ability to measure the impact of critical programs and initiatives.

Resources:
The Source: 12 Principles of Governance That Power Exceptional Boards
The Handbook of Nonprofit Governance
Leading with Intent: A National Index of Nonprofit Board Practices

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Smart Start Community Indicators Website

https://ncsmartstart.shinyapps.io/community_indicators/

RECRUITING THE RIGHT BOARD MEMBERS

Ensuring that the board has the "right" members is one of the board's most important responsibilities. Unfortunately, many boards approach recruitment as a task to complete only when current board members' terms expire — a strategy that often leads to last-minute scrambling to find candidates who are simply willing to serve, never mind fit the organization. This can be a downward spiraling action, both for the board and the organization.

High-performing boards approach recruitment as a year-round board responsibility and typically use the governance committee to spearhead this effort (see sidebar). A continuous cycle of identifying potential candidates, exposing them to the work of the organization and current board members, and getting them actively involved early in the process results in a more well-rounded pool of candidates.

THE IMPORTANT ROLE OF THE GOVERNANCE COMMITTEE

The function and operations of governance committees depend on the organization and its board, but in general, a governance committee is responsible for ensuring the board operates at a high level of effectiveness. Its core job is to find the best possible candidates, introduce them to the benefits of serving on the board, interest them in joining the board,

ESSENTIAL GOVERNANCE PRACTICE #3

Strategic Board Recruitment. The board must be strategic about member recruitment and define an ideal composition for itself based on the organization's priorities at any given moment. A matrix for board composition facilitates the board's strategic recruitment efforts. By analyzing the present composition of the board, the governance committee — or the full board if no committee is needed — is able to best determine what qualities, characteristics, and perspectives are already present on the board. When analyzed in light of the organizational strategies, a matrix helps the board identify where gaps exist and then direct recruitment efforts to fill those gaps.

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present a slate of candidates to the full board, and after the final nomination, make sure the new board members are well equipped and positioned to serve the organization in their new leadership capacity.

While some boards have employed a nominating committee to do some of this work, nominating and governance committees differ in their strategic functions. Nominating committees are primarily responsible for recruiting new members to the board while governance committees have the additional responsibility of board performance. However, as boards have come to understand that effective recruitment takes time and that board orientation is important, many boards have turned to governance committees to help undertake this strategic work.

A governance committee is responsible for ensuring the board operates at a high level of effectiveness.

The Governance Committee's Leadership Role and the Responsibilities of the Board
The governance committee should take the lead in cultivating potential board members, but it is important that the entire board is involved and that everyone understands how best to participate. The board should be aware of the characteristics and qualities needed in potential new board members.

Governance Committee Chair The chair of the governance committee has an important role, as he or she provides a bridge between the committee and the rest of the board. The chair must have a good understanding of the organization and be respected by the rest of the board. In some organizations, the former board chair automatically becomes the governance committee chair. Such an automatic succession system can backfire, however, if the next person in line is not right for the job. Take the time to select a governance committee chair with strong knowledge of good governance practices as well as the energy, enthusiasm, and openness to new ideas needed to effectively steer the committee.

Governance Committee Members Members of the governance committee should be visionary and be able to think strategically about the future needs of board composition, and should represent a microcosm of the board. Specifically, the committee should include people who

- have a broad range of backgrounds
- are active in the community
- provide a wide range of contacts
- understand human dynamics and relationship building
- have experience with organizational development
- are not afraid to speak up
- are respected by the board
- know the organization well and understand the needs of the board
- are willing to bring in new thoughts and perspectives

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Board Members Board members can provide valuable insight about the recruitment process, the skills necessary for incoming board members, and any red flags the committee should consider. Board members need to understand what they should or shouldn't do when talking with someone who may be a potential board member. They can certainly share information about the organization's work, determine how much a candidate supports the organization's mission, and even invite candidates to events. However, board members should be careful not to ask candidates if they want to serve on the board or be too transparent about a potential nomination.

THE PROCESS: IDENTIFY, CULTIVATE, RECRUIT AND ENGAGE, DISCUSS

Identify

The search for new board members is a strategic activity; it has long-term implications for the board's effectiveness. The board should consider what it will need among its members to serve the organization during the next few years, not just the immediate future. Referring to a strategic framework can help guide the board in anticipating what skills might be needed from board members as the organization grows.

No matter what particular needs are dictated by the issues facing the organization, each board must look for people with leadership skills, the ability to work as part of a leadership team, and who ask good questions and can follow through on commitments.

Developing a board profile A board recruitment matrix is an essential tool to use when identifying new board members as it serves two functions — assessing the current makeup of the board and assisting in creating a board profile for the board's future composition. Using a sample recruitment matrix, the governance committee should first identify the board's current composition. Consider what is, or is not, working well. Are too many board members concerned with the organization's public image and not enough focused on financial oversight? Is there a diversity of age, gender, and background? Focus on a number of different factors — community connections, resources, areas of expertise, etc. — and not just on one set of qualities. A good board is balanced in more ways than one.

When creating a board matrix, it is important to keep the organization and its specific needs in mind. Don't try to simply check off every box. Instead, create a scale of what is most vital to your board composition. For example, if an organization focuses on youth services, it may prioritize recruiting younger candidates or educators to serve on the board.

Once the governance committee creates a board profile, it should be approved by the entire board.

KEY QUALITIES OF GOOD BOARD MEMBERS

Traditional Ws that every board depends on (plus two more essential Ws):

All boards need members who are willing and able to dive into important tasks, assist in fundraising for the organization, ask the right questions, bring humor to everyday tasks, and talk about the important work of the organization.

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Pitfalls to consider when recruiting prospective board members When working to form a diverse board, be careful not to make board candidates feel like poster children for a specific group of people. Even the best intentions can sometimes result in tokenism. Be transparent about your diversity efforts, but focus on the board as a diverse, inclusive mixture and not on the individual representation of each board member. A diverse board mirrors the values and culture of the organization, but may not necessarily exactly reflect the demographic composition of the community the organization serves.

Additionally, do not assume what roles a board candidate might be interested in based on his or her profession. Candidates who work in finance might see board service as an opportunity to use other skills not required in their professional lives and therefore would not be interested in serving as board treasurer. Ask candidates what they are interested in and if there is anything they would like to learn while serving on the board.

USING LINKEDIN TO FIND BOARD CANDIDATES

In addition to recommendations from board members or individuals connected with the organization, LinkedIn is a useful tool to identify potential board members. Individuals can indicate whether they are interested in board service on LinkedIn, which allows boards to identify candidates who meet specific search criteria.

Nonprofits can post board openings on LinkedIn as well. The job posting can include information about the specific profiles candidates should have as well as information about the organization.

Cultivate
In addition to the board members and chief executive, other individuals could have a hand in recruiting and cultivating new board members.

- Senior staff
- Former board members
- Major donors
- Professionals in related fields
- Colleagues and board members of other nonprofits

Once the governance committee, with the help of the full board, chief executive, and senior staff, has identified a pool of qualified board candidates, the cultivation process can begin.

Cultivation involves both 1) creating a pool of individuals who might in the future be asked to stand for election to the board and, 2) developing the kind of relationships with them that will either lead to board membership or some other form of supportive relationship.

One meaningful way to get board prospects involved with the organization is through volunteer opportunities. These opportunities can take many forms, including

serving on a committee

hosting an event

contributing expertise to a special project

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The cultivation process requires the commitment of the full board to not only identify prospective board members, but also to get to know the candidate and learn more about his or her interest in board service. Individuals involved with the organization's work, but who are not board members, can also be helpful in recommending candidates and building relationships.

Download the **prospective board member information sheet**

Recruit and Engage

Board recruitment should be a personal activity — and a two way street. The prospective board member learns about the organization and expectations of board service while current board members gauge the prospect's fit.

HOW TO APPROACH STRATEGIC RECRUITMENT

Review information about the candidate and set up a meeting or phone call. The meeting should be attended by a representative from the governance committee or a board member who has been matched to a particular candidate.

First meeting

- Mention that the board needs to fill vacancies over the next few years and the candidate has been suggested. Be sure to note that you are exploring interest and availability with a number of candidates.
- Describe the organization including its mission, services, and strategic direction. Invite questions from the candidate to determine how much he or she knows about the organization and how he or she feels about its work.
- Be sure to cover the roles and responsibilities of board members. Determine whether the candidate has any participation constraints.
- If the potential candidate is not already, invite the candidate to participate in a project or task force to help current board members get a feel for the candidate's level of commitment and effectiveness.

Evaluate prospects

- Did the candidate ask insightful questions about the organization and/or the board?
- Does the candidate have any commitments that would preclude effective board service (heavy travel schedule, lack of time invested in project or task force work, etc.)?
- It is important to research candidates' past performance on boards, the extent of their expertise, and their willingness to be a team player.
- Will the candidate be a good culture fit on the board?

The final step in the recruitment process is the formal nomination and election of new board members.

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Final Interview

The last step before formally nominating a new board candidate is to have a final talk with the candidate. The board chair, chair of the governance committee, and/or chief executive should meet with the candidate to answer any final questions — both from the prospective and current board members.

This final conversation provides one last chance to assess the needs of the board and ensure that the candidate will be a good fit — not just immediately, but for the future needs of the board and organization as well.

- **Explore the candidates' reasons for wanting to join the board.** Taking the time to understand their motivations and goals for board service will ultimately make the partnership more productive.
- **Provide candidates with more information about why they were selected as prospective board members.** Do they have expertise in a needed area? Good connections? Represent the community served by the organization?
- **Have an open discussion about board fundraising responsibilities.** Ensure that candidates understand that asking for donations is not the only way to get involved in fundraising efforts, but that participation in some way is expected.

Download the **board member rating sheet**

RED FLAGS TO WATCH FOR IN POTENTIAL BOARD CANDIDATES

- Candidates trying to pad a resume or enhance their position in the community without expecting to do much work
- Anyone who brings a personal agenda to the board. For example, a land developer who knows the organization may be moving and has a personal interest in their location.
- Individuals who fail to hear or respect what others contribute. Sometimes, these people present themselves as champions of a cause or assume a moral high ground that can drive other board members away.
- Sometimes, candidates with previous board experience can be difficult to assess. While experience can be a plus, ensure candidates do not assume they understand how things should be done, even without a strong understanding of the organization's history or board culture.

The two most important aspects of strategic board recruitment are intentionality and honesty. Consider the future when recruiting board members and look beyond traditional recruitment pipelines. Additionally, be open with prospective board members — understand what their goals are for board service and be up front about why they are being considered for the position.

With the support and input of the full board, the governance committee should lead recruitment efforts to ensure your organization is being intentional and strategic when selecting new board members. A well-formed board is an invaluable resource in order to strengthen your organization and increase your mission impact.

Sources: *The Board Building Cycle*, *Governance Committee*, *The Nonprofit Board Answer Book*, *Board Recruitment Center*, *Leading with Intent: A National Index of Nonprofit Board Practices*

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BOARD OF DIRECTOR'S 2022-2023 ADVOCACY TOOLKIT: EFFECTIVE WAYS TO COMMUNICATE WITH LEGISLATORS ON PUBLIC POLICY

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Submitting a Letter

General Tips:

- **Craft your letter with a constructive lens.** For example, if a bill is addressing a problematic issue, note that the bill has a good intention but that the solution is not the right approach. Suggest alternatives when providing criticism.
- **Show Your Familiarity with the legislation.** The letter should reflect your familiarity with the legislation by indicating the bill's current status and your awareness of the legislator that serves on the committee in which the bill will be heard.
- **Be Brief.** Keep the letter to one page only by addressing the issue and how it affects the community's needs and/or statewide issues.
- **When writing a letter as a concerned citizen, be personal.** When writing the letter as a concerned citizen, mention in the body of the letter your interest and concern as a member of the community and a local Smart Start Partnership Board member. Write this letter on personal stationery.
- **When writing a letter as a board member, connect to Smart Start.** If writing the letter as a designated board member, mention your connection to Smart Start and utilize Smart Start or the Local Partnership's Board stationery, if available.

Letter Writing Considerations:

- **Consider timing.** A letter to a legislator is most effective when the legislation is filed or assigned to a committee, not when it is scheduled to be voted on or calendared.
- **Personalize your letter.** Personalized letters are more effective than mass produced or form letters. Form letters and response cards should be used only if you have no other alternative for expressing your opinions. Legislators pay more attention to personalized letters.
- **Provide contact information.** Include your contact information in the letter.
- **Address legislators correctly.** Utilize the chart below as an example on addressing legislators.
- **In the first paragraph:** The name of the House and/or Senate Bill should be stated in the first paragraph. If the applicable legislation has companion legislation, include both.
- **In the first paragraph:** State the letter's purpose.

Protocols for Addressing a Letter:

Letters should be addressed using the information provided below:

<table>
<tr><th colspan="2">STATE</th><th colspan="2">FEDERAL</th></tr>
<tr><td colspan="2">Governor

The Honorable Roy Cooper
North Carolina Office of the Governor
20301 Mail Service Center
Raleigh, NC 27699-0301

Dear Governor Cooper:</td><td colspan="2">President

The Honorable Joe Biden
The White House
1600 Pennsylvania Ave NW
Washington, DC 20500

Dear Mr. President:</td></tr>
<tr><td>NC Senate

The Honorable (full name) (State) Senate
(Office Address)

Dear Senator</td><td>NC House of Representatives

The Honorable (full name) (State) House of Representatives
(Office Address)

Dear Representative or (last name)</td><td>US Senate

The Honorable (full name)
United States Senate Washington, DC 20510

Dear Senator (last name):</td><td>US House of Representatives

The Honorable (full name) United States House of Representatives
Washington, DC 20515

Dear Congressman or Congresswoman (or Representative) (last name):</td></tr>
</table>

Current address information can be found at:

- Members of state legislature at NC General Assembly website at www.ncleg.net
- Members of Congress and NC Congressional Delegation at Members of the U.S. Congress | Congress.gov | Library of Congress

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Letter Template for Writing to a Legislator

(Month) (Day) (Year)

The Honorable (First name) (Last name)
(Room Number), Legislative Building or Legislative Office Building
Raleigh, NC (Zip Code)

RE: (state the topic or include the bill number, bill sponsor, and subject if you are writing to support or oppose a particular legislative bill)

Dear (Representative/Senator) (Last name): My name is (your first and last name) and I am (consumer/family member/ provider/advocate/community member/board member) who resides in your district.

State why you support or oppose the bill. Provide up to three points that support your position and state them clearly.

Tell a personal story. Tell your representative why the issue is important to you and how it affects you, your family member and your community. Tell a personal story and connect the story to who you are (Ex: I am a parent, I am a child care advocate, etc).

Tell your representative how you want them to vote on this issue and ask for a response.

Sincerely,

Sign your signature. Include your name, address, telephone number and email address.

Sending an Effective Email

- Members of the NC General Assembly will have email addresses ending in ncleg.gov. The addresses can be found next to each member's name on the NC General Assembly website at www.ncleg.gov
- Although Legislative Assistant's generally read and respond to the member's email when the legislator is unavailable to open in a timely manner, it is still recommended to carbon copy the legislator's Legislative Assistant on the email. This information is located on the NC General Assembly website also for each member. See an example below:

Senate President Pro Tempore

Republican - District 30
Caswell, Rockingham, Stokes, Surry

Mailing Address:
16 West Jones Street, Rm. 2007
Raleigh, NC 27601

Terms in Senate:
11 (0 in House)
Office Phone:
(919) 733-5708

Member's Email:
Phil.Berger@ncleg.gov

Member's email address

Legislative Assistant:
Robin Braswell

Member's Legislative Assistant

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Effective Email and Email Script Tips

- **State who you are.** Include your name and address at the top of the email so the state legislator can determine you live in their district.
- **Be brief**. Let the legislator know right away why you are sending the email. For example, why this issue is important to you.
- **Explicitly demonstrate your position.** Be explicit about whether you support or oppose the legislation.
- **Be constructive**. Do not criticize the legislator if they sponsored or cosponsored the bill. The purpose of the email is to state your position, tell your story, and educate the member by providing further insight or another point of view for consideration.
- **Avoid attachments.** If possible, do not send an attachment. Instead offer to provide additional information.
- **Avoid copying excess individuals on your e-mail.** Do not copy everyone on the email, just the Legislative Assistant. If everyone on a committee is cc'd, then the members may not all respond but simply refer.
- **Be selective about which issues and legislation you e-mail about.** Constituents who send email too frequently on many issues may be ignored. It is important to be selective.
- **Consider when you send**. Members should be contacted when the legislation is filed and/or assigned to a committee, not after the vote or when the bill is scheduled to be heard on the floor.

Email Script:

Dear Senator:

My name is [NAME] and I live in your district. I am writing to ask that you support an appropriation in the amount of [MONETARY AMOUNT] for the Smart Start Network.

I am writing as my family and friends have benefitted from many services provided by Smart Start over the years. I am a strong supporter as I have seen firsthand the benefits provided to children, families, teachers, and providers over the years. Since its inception in 1993, Smart Start has continued to have successful outcomes in the areas of early learning, child care, and family support.

As my legislator, I hope you understand the value of early childhood education and the many challenges facing the early care and education workforce.

Thank you for serving our state, and please contact me t if more information is needed on the many benefits Smart Start provides to NC's children.

Regards,

NAME

Making a Telephone Call to a State Legislator to Support Legislation

Sample Script for a Smart Start Funding Increase:

Good morning/afternoon,

My name is [NAME], and I am a constituent in your district. I am a [state your profession] and also a member of the Smart Start Board of Directors representing [county(ies)]. I am calling to ask you to support a funding increase or appropriation of [MONETARY AMOUNT] for Smart Start.

Established in 1993, Smart Start will be celebrating its 30th anniversary in 2023.

I urge you to consider the hard times children and families, as well as child care teachers and providers, faced during COVID. Smart Start continues to provide services to support all children through health and developmental screening, early learning education opportunities, high quality child care, and family support. Most importantly, what makes Smart Start so unique is that it is not a "one size fits all" initiative but allows each local Smart Start partnership to meet its community's needs.

Please vote "'Yes" to support [Name of Smart Start initiative or bill that needs support] to help increase Smart Start funding.

Thank you for your time and hard work, [Representative's/Senator's name].

Sample Script for Opposition or Support of Legislation:

Note- Senate Bill 457, Healthy Families & Workplaces/Paid Sick Days will be used in this example

Hello, [Representative's name]! I'm a constituent from [state location that you're from]. I want to take a moment of your time to express my support regarding [bill name/issue]. Please know that I represent the people of [community].

I urge you to support [Bill]. By supporting this bill, you would be helping families to take off time from work to provide care for their sick children, thus reducing the child's recovery time and further preventing the spread of illness within their child care environment.

Overall, Senate Bill 457 will allow families to remain healthier and more productive which will help the state's economy. I hope we can all count on your support for this legislation.

Thank you for your time.

Mailing a Post Card or Thank you Note

- A post card may be mailed to a Congressional Representative or Senator, as well as state legislators to support or oppose legislation.
- A postcard may be mailed to members of your personal business and professional organizations, county elected officials, family, and friends to urge them to contact their designated member of the NC Congressional Delegation or NC state legislator to support or oppose a bill. Include a link in your post to help look up the member's mailing and telephone number. See sample below:

Dear Senator _____,

I'm writing to thank you for supporting the $10 million appropriation in unrestricted funding for Smart Start during the last legislative session. This funding will allow 75 Smart Start Partnerships to continue to have an impact on the many children, families, teachers and providers across the state.

This legislative session provides yet another opportunity to increase Smart Start funding, which has continuously declined since it's inception in 1993.

I hope we can count on your support.

Traveling to NC State Capitol or Visiting your State Legislator at their District Office.

Key Pointers and Reminders:

- **Be mindful of NC General Assembly schedule.** The Senate and the House of Representatives meet in their respective chambers on Monday evenings and during the day on **Tuesday-Thursday**. They are usually in their home districts on Friday.

- **Make an appointment in advance and identify your purpose.** Make an appointment in advance and identify yourself and the meeting's purpose when scheduling the meeting. *Note: If visiting a member of the NC Congressional Delegation, the meeting may be with the member's Chief of State or Legislator's Director/Assistant.*

- **Be aware of the position your legislator has taken.** Ensure you are aware of the position the legislator may have taken. *Note: NCPC's Public Policy Director can help you research your legislator's voting record and position on various issues.*

- **Do your research.** Ensure you have enough background information on the issue for discussion. You do not have to be a subject matter expert. Anticipate any questions your legislator may ask. *Note: This is a good opportunity to provide the member with a copy of a one-pager on the subject provided by NCPC. Write down any outstanding questions and advise the member you will follow up. Forward the questions to NCPC's Public Policy Director for further assistance after the meeting, if needed.*

- **Be mindful of time constraints and limitations.** Legislators will likely only be able to meet for 20 minutes or less. Additionally, not all legislators will be as familiar with the issue as you. For example, new legislators may not know Smart Start provides health and developmental screenings for children.

- **Connect to your community.** Frame your message and position in terms of its local effect, so the legislator is aware of what impact their vote will have on children, families, providers, and businesses within their local community/district.

- **Follow-up**. Follow up to provide any outstanding information requested during the meeting. Send a thank you note or post card reiterating your position. (see sample postcard on previous page)

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Who to Know Inside the NC General and NC Congressional Delegation

Who to Know: NC General Assembly

Chairs and Membership of the following Committees:

- Senate Appropriations
- Senate Appropriation on Health and Human Services
- House Appropriations
- House Appropriation on Health and Human Services
- Note: As the session progresses, Senate and House Appropriations usually meet jointly.
- Joint Legislative Oversight Committee on Health and Human Services only meets during interim when NC General Assembly is not in session

Senate Leadership: Leadership - North Carolina General Assembly (ncleg.gov)

House Leadership: Leadership - North Carolina General Assembly (ncleg.gov)

NC Early Childhood Caucus	
NC Senate Chairs	NC House of Representative Chairs
Senator Jim Burgin Jim.Burgin@ncleg.gov Senator Jay Chaudhuri Jay.Chaudhuri@ncleg.gov	Representative Ashton Clemmons Ashton.Clemmons@ncleg.gov Representative David Willis David.Willis@ncleg.gov

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Who to Know: NC Congressional Delegation

US Congress - Senate	
US Senator Thom Tillis	Statewide
US Senator-elect Ted Budd	Statewide
US Congress – House of Representatives	
Donald Davis	District 1
Deborah Ross	District 2
Gregory Murphy	District 3
Valerie Foushee	District 4
Virginia Foxx	District 5
Kathy Manning	District 6
David Rouzer	District 7
Dan Bishop	District 8
Richard Hudson	District 9
Patrick T. McHenry	District 10
Chuck Edwards	District 11
Alma Adams	District 12
Wiley Nichol	District 13
Jeff Jackson	District 14

Note: NC also picked up an additional Congressional seat during the 2022 midterm election (District 14). nc-district-map-08.22-r2-web (unc.edu)

Effective Ways to Communicate and Collaborate with Others Around Public Policy Initiatives

While working with state legislators is key to a successful legislative gain and a public policy win, one of the avenues to pursue an effective campaign is by collaborating with others who have a similar interest and by educating the public through the media.

Some strategies may include:

- **Organizing a letter writing campaign on key issues.** First, begin by educating members of your business and professional organizations, faith-based community (church, synagogue, etc.), civic groups, family and friends. Next, encourage your network to send correspondence to their state or federal legislators on legislative issues. Third, offer to write a letter for them.
- **Encouraging others to voice support.** Encourage members of your network to visit their state legislators to voice their support for additional Smart Start funding and other early childhood supports to help children, families, teachers, and providers.
- **Writing an op-ed.** Write and send out an op-ed letter to your local newspaper.
- **Hosting an education forum.** Host an education forum in your district or region by collaborating with Smart Start Local Partnerships to invite state legislators, providers, families, and others to discuss mutual issues of concern regarding early childhood support. These areas of support may include but are not limited to early learning, child care, and family support.
- **Contacting your municipality and county-elected officials.** Discuss the community needs within your area with your municipality and county-elected officials. Encourage them to contact the state legislature. *(Note: While municipalities, do not address child care issue, land use planning is under their purview. Perhaps you know someone who wants to build a child care center. The NC Association of County Commissioners provide a directory of local government officials on their website at www.ncacc.org on the Contacts and Partner's Page.)*
- **Reaching out to your local Chamber of Commerce.** Find out if children and families are a part of your Chamber of Commerce agenda. Educate your local Chamber on the correlation between quality child care and family support, the business community, and the economy. *(Note: To find your County Chamber of Commerce, go to www.nchamber.com).*

Smart Start can grow stronger through strong community relationships and through strategic partnerships. By building relationships in your community, Smart Start can gain support, exposure, and inform others about early childhood. This support can lead to greater public and private investments to help ensure each child in the state can thrive.

Smart Start Network Talking Points:

General Talking Points

Smart Start is a Network of 75 nonprofit partnerships serving all 100 North Carolina counties. The Network is led by The North Carolina Partnership for Children (NCPC), which is responsible for the development of the state's comprehensive, long-range strategic plan for early childhood and the provision, through public and private means, of high-quality early childhood education and development services for children and families.

Designed as a public-private system for governance and funding, Smart Start leverages public dollars to increase private investments, and vice versa. As the state's economy continues to grow and attract more business, this foundational collaboration between the public and private sectors in early childhood is poised to grow.

NCPC also ensures fiscal and programmatic accountability for the statewide Network for responsible, efficient, and effective use of state dollars to create better outcomes for children and families. Additionally, NCPC provides Local Partnerships with evidence on program outcomes to support informed budget choices that produce results. In addition, continuous fiscal and quality monitoring ensures effectiveness and promotes innovation. A state family services provider, NCPC implements investments in child and family services to help ensure each child in each community can thrive.

NCPC supports include, but are not limited to, supporting centralized accounting, guiding partnerships in program selection, providing county-level measures of child well-being and other data to inform decision-making, leading early childhood efforts across the state, and providing shared services to the Smart Start Network in regard to fundraising, outreach, learning and evaluation, policy, human resources, information and technology services, and programmatic support.

Smart Start Local Partnerships work across the state to raise the quality of early care and education, strengthen families, improve child health and development, and support early literacy.

Smart Start Network (distributes or invests) state public and private dollars to ensure their communities have access to a range of evidence-based and evidence informed solutions. Each Local Partnership has the flexibility to determine how to improve the health, well-being, and development of their community based on local needs and assets.

Local Partnerships support children and families using a combination of state, federal, local, and private funds to provide comprehensive services and programs that support and strengthen early development.

Additionally, Smart Start brings communities together to coordinate services and address gaps in supporting children, including parents, early learning and health professionals, educators, business leaders, and elected officials collaborating with the Smart Start Network. Each local partnership serves as convenor of those caring for young children and a champion coordinated service delivery and systems change.

Smart Start provides state-wide implementation support to the early childhood system and serves a key role in funding (supplementing, not supplanting) and administering other state, federal, and local programs such as NC Pre-K, child care subsidy, and Head Start. Smart Start also serves as one of the largest implementing systems for home-visiting and parenting education and community resilience by hosting the NC Home Visiting & Parenting Education System, and both hosting and administering the NC Healthy & Resilient Communities Initiative.

The Network also provides critical infrastructure support across the state in providing technical assistance to early childhood educators, referring families to needed services, and in lifting up the early childhood workforce.

Smart Start Local Partnerships and NCPC work together to bring state-wide demonstration projects through statewide collaboration and strategic initiatives . These include the creation of the Family Connects-Smart Start Pilots in eight rural communities; the Family Engagement and Leadership Initiative which lifts up family voice across 14 local partnerships; the establishment of the NC Healthy and Resilient Communities Initiative; the launch of the NC Home Visiting and Parenting Education System, and child care health consultants (CCHCs) expansion across the state.

By building a stronger, more comprehensive system of resources as well as a stronger, more complete and flexible infrastructure in which to support children, the Smart Start Network is better able to create long-term change across the state.

Talking Points: Smart Start as an Administrator and Funder

Smart Start is a Network of 75 nonprofit partnerships serving all 100 North Carolina counties. The Network is led by The North Carolina Partnership for Children (NCPC), which is responsible for the development of the state's comprehensive, long-range strategic plan for early childhood and the provision, through public and private means, of high-quality early childhood education and development services for children and families.

Designed as a public-private system for governance and funding, Smart Start leverages public dollars to increase private investments, and vice versa. As the state's economy continues to grow and attract more business, this foundational collaboration between the public and private sectors in early childhood is poised to grow.

NCPC also ensures fiscal and programmatic accountability for the statewide Network for responsible, efficient, and effective use of state dollars to create better outcomes for children and families. Additionally, NCPC provides Local Partnerships with evidence on program outcomes to support informed budget choices that produce results. In addition, continuous fiscal and quality monitoring ensures effectiveness and promotes innovation. A state family services provider, NCPC implements investments in child and family services to help ensure each child in each community can thrive.

NCPC supports include, but are not limited to, supporting centralized accounting, guiding partnerships in program selection, providing county-level measures of child well-being and other data to inform decision-making, leading early childhood efforts across the state, and providing shared services to the Smart Start Network in regard to fundraising, outreach, learning and evaluation, policy, human resources, information and technology services, and programmatic support. NCPC funds these supports ensuring Smart Start Local Partnerships are supported and able to implement quality investments for children and families. By investing in Local Partnerships, NCPC funds a powerful Network that can create collective impact across the state.

Smart Start Local Partnerships work across the state to raise the quality of early care and education, strengthen families, improve child health and development, and support early literacy. Partnerships can do so through data-informed investments as NCPC funds the collection of state-level data to provide insight on the conditions of parents and children across the state.

Smart Start Network (distributes or invests) state public and private dollars to ensure their communities have access to a range of evidence-based and evidence informed solutions. Each Local Partnership has the flexibility to determine how to improve the health, well-being, and development of their community based on local needs and assets.

Local Partnerships support children and families using a combination of state, federal, local, and private funds to provide comprehensive services and programs that support and strengthen early development.

Smart Start provides state-wide implementation support to the early childhood system and serves a key role in funding (supplementing, not supplanting) and administering other state, federal, and local programs such as NC Pre-K, child care subsidy, and Head Start. In particular, Local Partnerships play a key role in supporting the local infrastructure of NC Pre-K with financial resources and training.

The Network also serves as one of the largest implementing systems for home-visiting and parenting education and technical assistance to early childhood professionals. The Network also plays a critical role in expanding access to child care health consultants (CCHCs) across

the state, supporting the health and well-being of young children. Likewise, Local Partnerships implement needed programs across the state such as the Dolly Parton Imagination Library to ensure children are developmentally ready for kindergarten.

The funds provided to Smart Start Network allow Local Partnerships to create change in each community, ensuring each child has the resources they need to thrive. Funding Smart Start ensures Local Partnerships can administer needed programmatic and strategic supports to better outcomes for children and families.

By building a stronger, more comprehensive system of resources as well as a stronger, more complete and flexible infrastructure in which to support children, the Smart Start Network is better able to create long-term change across the state.

Talking Points: Smart Start as a System-Builder and Conveyor

Smart Start is a Network of 75 nonprofit partnerships serving all 100 North Carolina counties. The Network is led by The North Carolina Partnership for Children (NCPC), which is responsible for the development of the state's comprehensive, long-range strategic plan for early childhood and the provision, through public and private means, of high-quality early childhood education and development services for children and families. NCPC also ensures fiscal and programmatic accountability for the statewide Network for responsible, efficient, and effective use of state dollars to create better outcomes for children and families.

NCPC collects state-level data, supporting Smart Start Local Partnerships in serving communities, and complementing community-level data collected from Local Partnerships. This state, county, and community-level data is used to coordinate decisions and create collective impact for children and families across the state.

Smart Start Network supports include, but are not limited to, coordinating a statewide delivery system and infrastructure to drive change across the state; convening early childhood professionals to move the needle forward on early childhood priorities such as child care, early education, health, and family support; creating early childhood systems-change, especially in regard to racial equity, raising the quality of education, and in supporting early childhood professionals.

Smart Start Local Partnerships work across the state to raise the quality of early care and education, strengthen families, improve child health and development, and support early literacy. Local Partnerships are also focused on improving alignment of services designed for children and their families, working to ensure comprehensive support in various settings.

Additionally, Smart Start brings communities together to coordinate services and address gaps in supporting children, including parents, early learning and health professionals,

educators, business leaders, and elected officials collaborating with the Smart Start Network. Each local partnership serves as convenor of those caring for young children and a champion coordinated service delivery and systems change.

This coordinated services approach includes providing services directly to families and working with partners to promote systems change so that policies and practices help services meet families more effectively and efficiently.

The Network also provides critical infrastructure support across the state in providing technical assistance to early childhood educators, referring families to needed services, and in lifting up the early childhood workforce.

Smart Start Local Partnerships and NCPC work together to bring state-wide demonstration projects through statewide collaboration and strategic initiatives. These include the creation of the Family Connects-Smart Start Pilots in eight rural communities; the Family Engagement and Leadership Initiative which lifts up family voice across 14 local partnerships; the establishment of the NC Healthy and Resilient Communities Initiative; the launch of the NC Home Visiting and Parenting Education System, and child care health consultants (CCHCs) expansion across the state.

By building a stronger, more comprehensive system of resources as well as a stronger, more complete and flexible infrastructure in which to support children, the Smart Start Network is better able to create long-term change across the state, creating collect impact statewide for children and families.

Building a Brighter Future Together for our Youngest Children: **a Smart Start Communications Toolkit**

smart start®
Each Child Every Community

Introduction: **About This Toolkit**

As leaders at Local Partnerships, you advocate for North Carolina children and families every day. Through your work, you know our state's child care system and family support infrastructure are underfunded. In addition to our existing challenges, the economic boom means more businesses are moving more jobs into North Carolina – and with them, more families with young children. We don't yet have the right amount of early learning opportunities to help this influx of new families succeed. That's why we are sharing this toolkit.

We created this toolkit to help you reach North Carolina business leaders and policymakers to **advocate for more investment in our early childhood, child care and family support programs and infrastructure.**

Toolkit Goals and Target Audiences

Overarching goal: To advocate with policymakers and business leaders to increase awareness of the need for a comprehensive approach for supporting families with young children in the first five years and to actively invest in Smart Start priorities.

Target Audiences	Calls to Action
North Carolina Policymakers	Invest in our state's child care, early education and family support infrastructure now for a stronger North Carolina today, tomorrow and beyond.
North Carolina Business Leaders	Talk with your local policymakers about why investing in child care, early learning and family support infrastructure now is critical for your business's success today, tomorrow and beyond.

Toolkit Contents

To reach these two audiences, we've created a suite of tools that you can use as part of your advocacy. You know your local community best, so all of these resources are designed to be easily modified.

- **Two Sets of Talking Points**. We created these talking points based on in-depth research and data about what's important to our most important audiences for this campaign: North Carolina policymakers and business leaders. You are welcome to use these talking points during conversations, or in materials such as social media posts, designed collateral, presentations or any other way you communicate with this audience.
- **A Social Media Advocacy Resource**. This section includes everything from social media best practices to sample posts you can copy and customize.
- **Sample Landing Page Language**. We have included language that you can customize and use on your own website as you see fit.
- **Two One Pagers**. The first one pager speaks directly to policymakers. The second targets business leaders. These are great resources to use when meeting with, presenting to, or messaging to these target audiences. (The one pagers are in a separate document.)

We created this resource to help you in your advocacy. Which pieces you use and how you use the toolkit overall is completely up to you. We know that together, we can make real change happen in our state. Thank you so much for your support and collaboration. This toolkit was prepared by Forthright Advising LLC (**www.forthrightadvising.com**) on behalf of Smart Start Advocates.

If you have any questions about the toolkit or how to use it, please reach out to: NCPC's Communication Director, **Jessica Carter**.

Talking Points to Help Reach North Carolina Policymakers and Business Leaders

The Marketing Rule of Seven tells us that audiences need to hear the same (or similar) message about seven times for it to resonate. That's one of the reasons it's important to be consistent in our advocacy. Talking points are a reference document that can help you be consistent and talk about early childhood education (ECE) in a way that connects with each audience. These touch on topics such as:

- The reason WHY North Carolina needs increased investment in ECE
- Who Smart Start Partners are
- What needs investment
- A vision for a brighter future

We conducted an in-depth research phase focused on what's most important to local policymakers and business leaders. We used this data to draft the messaging below. Although the messaging is similar for both audiences, you'll notice key differences that connect with their priorities (for example, a focus on employees for business leaders versus constituents for policymakers).

You are welcome to use this messaging during conversations, or in materials such as social media posts, designed collateral, presentations or any other way you communicate with each audience.

Talking Points for **Policymakers**

Call to Action

Invest in our state's child care and family support infrastructure *now* for a stronger North Carolina *today, tomorrow and beyond*.

Talking Points About the Opportunity + Need for Investment

North Carolina's economy is booming. To continue this positive growth, we must ensure our families and communities have the right resources, services and infrastructure to thrive.

- Our economic boom means more businesses, such as **[INSERT LOCAL EXAMPLE]** and **[INSERT LOCAL EXAMPLE]**, are moving more jobs into North Carolina – and with them, more families with young children.
  - ***NOTE TO TOOLKIT USERS:*** Just a few options to consider include Boom Supersonic, Apple, Toyota, Fidelity, Google, Fujifilm, Credit Karma, White River Marine Group and Robinhood.

North Carolina has made smart, critical investments in county-level support for children and families. However, **we don't yet have the right amount of early learning opportunities – such as safe places for our youngest kids to learn** – to help this influx of new families succeed.

Our state's child care system is in a crisis. And the pandemic made it worse.

- North Carolina loses millions in business and tax revenue because we don't have enough high-quality child care and early learning options to support our working parents.

- Data shows that before the pandemic, **North Carolina lost nearly $2.4 billion each year because of our state's child care crisis.** That number continues growing.

  - According to Census Bureau data, nearly 200,000 parents are not currently working because they do not have access to high-quality child care.
  - In just one month in 2022, more than 237,000 North Carolina parents were forced to stay at home because of child care challenges.

The decisions we make *now* about how we invest in and support our youngest children and their families will impact North Carolina's stability *for decades to come*.

Talking Points That Introduce Policymakers to Smart Start Partners

North Carolina voters overwhelmingly support investing state funds in early childhood businesses. As a member of the Smart Start Network, we're here to help you make smart, data-backed choices as you do so.

- Smart Start is a network of 75 local partnerships across North Carolina. As part of this network, organizations like ours work together to ensure every child in our state receives the care and nurturing they need to thrive.

- Smart Start partners work in all 100 North Carolina counties – serving families across our state.

Since we work directly within our communities, we listen to and understand families, children and what they need to thrive.

- As a **[INSERT YOUR SPECIFIC TYPE OF ORGANIZATION]**, we work with **[INSERT THE PARTNERS YOU WORK WITH, SUCH AS NURSES, CHILD CARE SPECIALISTS, ETC.]** to help our state's littlest ones learn, grow and build a strong foundation for our future.

Talking Points to Share Investment Recommendations and Priorities

To build a strong North Carolina, we must invest in Smart Start priorities:

- improving access to quality early childhood education, and building a strong early childhood workforce, too;
- ensuring families have the right tools to support their children's healthy development from early literacy skills to physical health; and
- expanding funding to support overall healthy and resilient communities.

Investing in our youngest children and families now will save our state money in the future.

Community Priorities

In **[INSERT COUNTY/COMMUNITY]**, families need **[INSERT BIGGEST NEED]** to thrive.

- Examples could include:
  - Affordable, high-quality child care options
  - Access to family supports like home visiting and parenting education
  - More funding for literacy programs

By **[INSERT WHAT YOU WANT POLICYMAKERS TO DO]**, you can help children and families in our community **[INSERT THE RESULT OF THEIR ACTION]**.

Talking Points That Show Policymakers What Their Investments Will Lead To

When you invest in the Smart Start Network, you're building a strong, thriving North Carolina for all. When North Carolinians have the right amount of support in early childhood, our state thrives. This means:

- North Carolina children are supported during the most critical phase of brain development. This ensures they have the right tools to start kindergarten on track, graduate high school and succeed in their careers.
- Parents and caregivers are more likely to grow in their careers, contribute to their communities and raise healthy families.
- Businesses employ a more focused, motivated workforce – and tax revenues increase, too.
- Our economy gains $414 million in tax revenue alone.

Talking Points for **North Carolina Business Leaders**

Call to Action

Talk with your local policymakers about why investing in child care, early learning, and family support infrastructure *now* is critical for your business's success *today, tomorrow and beyond.*

Talking Points About the Opportunity + Need for Investment

North Carolina's economy is booming. To continue this positive growth, and help businesses like yours to thrive, we must ensure families have the right infrastructures and services to succeed as employees.

- Our economic boom means North Carolina businesses like yours need a talented workforce – and those employees need high-quality child care options and family services.

North Carolina has made smart, critical investments in children and families. However, **we don't yet have the right amount of funding for child care or family supports** to help families succeed.

Our state's child care system is in a crisis. And the pandemic made it worse.

- Maybe it's the dinner rush at your restaurant – and you simply don't have enough waitstaff to serve your customers. Perhaps one of your top managers is forced to skip an important meeting. Or your construction firm missed a deadline because you didn't have enough crew. Business leaders like you deal with challenges like these every day. It doesn't have to be this way.

- When parents don't have child care or family support, they often miss work – or are less productive while working. This impacts YOUR business negatively – and it happens more often than it should.

    - Businesses like yours in North Carolina lose about $507 million in business revenue each year when working parents and caregivers can't access high-quality child care, early learning options and family supports.
    - In just one month of 2022, more than 237,000 North Carolina parents were forced to stay at home because of child care challenges.

The decisions we make now about how we invest in and support our youngest children and their families will impact North Carolina's stability and businesses like yours for decades to come.

Talking Points That Introduce Business Leaders to Smart Start Partners

As a business leader, you are a critical advisor to North Carolina's policymakers, and our legislators care about creating an environment where your business can grow. As a member of the Smart Start Network, we're here to help you make smart, data-backed recommendations to help our families and local economy thrive.

- As an important leader in our community, YOUR input is critical in helping policy leaders make smart decisions for our economy and for your bottom line.

Since we work directly within our communities, we understand families, children and what they need to thrive.

- As a **[INSERT YOUR SPECIFIC TYPE OF ORGANIZATION]**, we work with **[INSERT THE PARTNERS YOU WORK WITH, SUCH AS NURSES, CHILD CARE SPECIALISTS, ETC.]** to help our state's littlest ones learn, grow and build a strong foundation for our future.

Talking Points to Share Investment Recommendations and Priorities

To build a strong North Carolina so your business can grow, we must invest in our shared priorities:

- improving access to quality child care and early childhood education so parents can get back to work and succeed as employees; and

- building a strong future workforce by ensuring families have the right tools to support their children's healthy development, from early literacy skills to physical health.

Community Priorities
By **[INSERT WHAT YOU WANT BUSINESS LEADERS TO ADVOCATE FOR]**, you can help children and families in our community **[INSERT THE RESULT OF THEIR ACTION AND HOW IT RELATES TO BUSINESSES THRIVING]**.

Talking Points That Show Business Leaders What Their Investments Will Lead To

When you advocate for Smart Start Network programs, you're building a North Carolina where your business will grow and succeed. Data shows that when policymakers invest in early learning:

- Employee absenteeism plummets.

- Your employees are more focused and motivated, leading to higher quality products, better customer service and increased productivity.

- Recruitment and retention both improve – helping you hire the right talent and keep your dream team, too.

- We're building a long-term, talented pipeline of well-educated leaders who can join your business.
    - Research shows that when North Carolina children have the right tools, they are more likely to graduate high school and succeed in their careers.

Social Media Advocacy

To reach business leaders and policymakers in all 100 North Carolina counties, this section will help you **use your social media channels to advocate for more investment in a comprehensive approach to supporting North Carolina families** with young children in the first five years.

Let's get started!

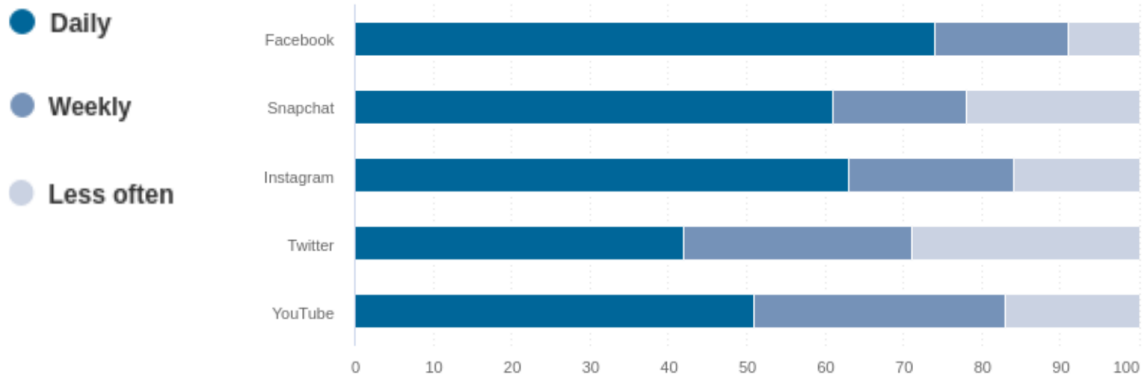
As early childhood education experts, you know how important a great foundation is. In this toolkit, we've put together a foundation for social media posting, including:

- best practices when it comes to social media posting,
- background on the recommended channels for your advocacy,
- suggested posts and graphics, using research-backed messaging and strategies, that you can use to reach policymakers and business leaders, and
- metrics you can use to monitor if your posts are helping achieve our shared goals!

If you're already a social media expert, you can jump down to the suggested posts.

Which channels should we use?

Social media has become integrated into our daily routines, with **many people checking into their favorite social media channels regularly.** Pew Research Center asked Americans how often they are on different social media platforms, and many answered "daily" — especially for Facebook and Instagram:



However, use differs by age, gender and background. In the table below, we've highlighted some notable statistics from Pew Research Center about who uses each social media platform:

- **Facebook** is a popular channel across all demographics. It is also the best channel for reaching the 50 to 64 age range.
- **Twitter** is a good complement to Facebook. On Twitter, audiences often discuss and share short snippets about topics they care about, such as ECE.
- **LinkedIn** is also a popular channel for folks 50 to 64. And, because it has a business focus, it is a good channel to highlight the workforce-related messaging about ECE.
- Although outlets such as **Instagram**, **Snapchat** and **TikTok** captivate a large portion of the younger crowd, they are photo and video sharing platforms, which means they aren't the best fit for your audiences and messages for this particular campaign.

	Total	Men	Women	18-29	30-49	50-64	Black	White	Hispanic
Facebook	69%	61%	77%	70%	77%	73%	74%	67%	72%
Instagram	40%	36%	44%	71%	48%	29%	49%	35%	19%
LinkedIn	28%	31%	26%	30%	36%	33%	27%	29%	19%
Snapchat	25%	22%	28%	65%	24%	12%	26%	23%	31%
Twitter	23%	25%	22%	42%	27%	18%	29%	22%	23%
TikTok	21%	17%	24%	48%	22%	14%	30%	18%	31%
NextDoor	13%	10%	16%	5%	17%	16%	10%	15%	8%

Facebook, LinkedIn and Twitter channels are a good choice for this campaign!

How can I make the most out of each channel?

Each social media channel has its own quirks and strategy for what works best for it. We've summarized the best practices for each of our recommended platforms below!

Facebook

- Sunday is the best day to post, while Friday and Saturday are the worst.
- Post 2 - 3 times a week to keep up engagement levels.
- Use 2 - 5 hashtags with each post.

- Always include an image or photo.
- Videos are a great way to increase engagement.
- Engage with your audience – "like" and comment when they respond to your posts.
- Tag people and organizations to boost engagement.

Twitter

- Sunday, Monday and Tuesday are the best days to post on Twitter. However, day matters less on Twitter than it does on other platforms.
- Publish at least 1 tweet a day, but the more tweets the better.
- Use 2 - 5 hashtags with each post.
- Use a shortened URL of your link, using a free tool like bit.ly.
- Ensure your post is 280 characters or less (including your link).
- Tag people and organizations to boost engagement.

LinkedIn

- Tuesday and Wednesday are the best days to post. Monday, Saturday and Sunday are the worst.
- Share 2 - 5 posts per week.
- Use 2 - 5 hashtags with each post.
- Use a slightly more formal tone.

Hashtags

Hashtags help social media users easily follow and engage with topics that interest them. We recommend dropping in 2 - 5 relevant hashtags to your posts to help your target audiences see your content. The easiest way to add hashtags is at the end of your post. Here are a few relevant hashtags you can use:

#EarlyChildhood	#ChildCare
#NorthCarolina	#EarlyLearning
#ECE	#Families

How can I use these channels to advocate for more support for ECE with policymakers and business leaders?

The overall goal of this joint campaign is to advocate with policymakers and business leaders to increase awareness about the need for a comprehensive approach to supporting families with young children in the first five years — and to actively invest in Smart Start priorities.

Social media is useful for raising awareness and asking for a simple, online action, such as to reach out for more information, sign up for an event or follow your account. We've drafted optional post templates that will help your target audiences understand why investing in ECE is critical, and to take that first step of engagement, too. We drafted this content for Facebook, Twitter, and LinkedIn, as these are the best forms of social media to utilize with our chosen audiences.

These suggested templates use Smart Start-approved messaging tailored for each audience.

- Because of Twitter policies, we have created content that isn't meant to be copy and pasted word by word. Rather, the templates are for you to use as a framework for
- crafting your own posts!
- For Facebook and LinkedIn, the templates are more final, and you can copy and paste the posts if you'd like.
- Please note, any text that is **highlighted in red** is a place where you'll add in your own words, links or content!

To target our two main audiences' values directly, we've created example posts for each:

Check out the inspiration posts for North Carolina policymakers.
Check out the inspiration posts for North Carolina business leaders.

So we can amplify your message, you can tag Smart Start's social media in your posts:

Facebook: https://www.facebook.com/smartstart
Twitter: https://twitter.com/ncsmartstart
LinkedIn: https://www.linkedin.com/company/the-north-carolina-partnership-for-children/

On Twitter, it would be appropriate to tag your local representative in the policy tweets as well.

We've also created one-pagers that provide background information personalized for each audience. You can include a link to these one pagers to help make a compelling case for ECE funding in the state.

One pager for Policymakers
One pager for Business Leaders

North Carolina Policymaker-Focused Posts

1. Share a statistic.

We have statewide data you can use to show the need for more early child care support.

Sample posts for Twitter, Facebook or LinkedIn (they are all fewer than 280 characters and each of these sample posts can be used for any of these three platforms):

1. The decisions we make now about how we invest in our youngest children and their families will impact North Carolina's stability for decades to come. Learn about early childhood education solutions that will help both businesses and parents: **[INSERT POLICY ONE PAGER URL]**.
2. Investing in our youngest children and families NOW will save North Carolina money in the future. Learn about smart early childhood education solutions: **[INSERT POLICY ONE PAGER URL]**.
3. North Carolina voters overwhelmingly support investing state funds in early childhood businesses. Learn about smart early childhood education solutions that support working families: **[INSERT POLICY ONE PAGER URL]**.
4. Data shows that before the pandemic, North Carolina lost nearly $2.4 billion each year because of our state's child care crisis. When smart policymakers like you invest in our youngest children now, it saves our state money in the future: **[INSERT POLICY ONE PAGER URL]**.
5. In just one month in 2022, more than 237,000 North Carolina parents were forced to stay at home because of child care challenges. As a result, our state loses millions. Learn more about the solution: **[INSERT POLICY ONE PAGER URL]**.

Suggested graphics:

Choose your favorite statistic graphic from the social media PowerPoints.

2. Tell a story about the children and families you support.

What this tactic looks like in action depends on the channel:

- **Both LinkedIn and Facebook** support longer form content, so you can share the story right in the post.
- **For Twitter**, we recommend including a quote or excerpt in the post and sharing a link to the story on your website, blog or a PDF.
- **How do you tell a great story?** We have four simple research-backed suggestions.

Sample story post for **LinkedIn** and **Facebook**:

1. Martha Johnson always wanted to be a teacher. She loves working with high school students, helping them get to that next step to achieve their dreams. But after the child care center she sent her toddler to for two years closed, she couldn't find an option that had openings before the school year started – or that she could afford. Because her monthly salary was the same as her child care tuition, she decided to stay home with her daughter until she starts kindergarten.

   Martha isn't the only parent who has had to make the tough choice between keeping a job or paying for child care. Learn about the early childhood education solutions that help working parents in our community: **[INSERT POLICY ONE PAGER URL]**.

Sample post for **Twitter**:

1. Martha Johnson had to quit her job as a teacher because her only child care options cost more than her monthly salary. Learn more about her story – and what policymakers can do: **[INSERT LINK TO LONGER-FORM STORY IF YOU HAVE ONE AVAILABLE ON A BLOG, IN A NEWS ARTICLE, IN A VIDEO, ETC]**.

Suggested graphics:

Share a photo of the family or child, with their permission.

3. Embrace a community priority.

Share a quote from someone from your organization or a community member that resonates with one of these values:

1. **Community support for investing state funds** in early childhood businesses.
2. **Helping working parents and caregivers grow in their careers,** contribute to their communities and raise healthy families.
3. **Ensuring families have the right tools to support their children's healthy development** from early literacy skills to physical health.

Sample quote:	Sample accompanying post for **Twitter**, **Facebook** or **LinkedIn** (they are all fewer than 280 characters):
1. "We snagged the last opening at **CHILD CARE CENTER** for our 2-year-old. Our son is thriving and learning so much. My family is lucky, but I want every family to have the same opportunities," says Local Parent. Or "My family was able to participate in a family support program offered by my local **Smart Start Partnership,**" said **Parent Name**. I am so thankful for being able to receive needed support and hope other parents can get the help they need too!	North Carolina voters overwhelmingly support investing state funds in early childhood businesses. Learn more about how policymakers can create change: **[INSERT POLICY ONE PAGER URL]**.
2. "From birth to five, children experience critical brain development. To ensure they are on track to start kindergarten and be successful as they grow up, families need support like home visits from highly trained nurses," says **Smart Start Partnership Director Name.**	Children who attend early childhood education programs build academic skills early, like literacy, and are healthier physically. Funding programs like ours ensures that families are happy, healthy and productive. Learn more: **[INSERT POLICY ONE PAGER URL]**.

Suggested graphics:

1. Add your quote, image and logo to the quote graphic from the social media PowerPoints.
2. Share a photo of the individual who gave the quote.

4. Tell shared history.

Reveal a fact about your relationship with Smart Start that your community may not know!

Sample posts for **Twitter**, **Facebook** or **LinkedIn** (they are all fewer than 280 characters):

1. **Smart Start Local Partnership** serves our community AND our state. Together with 75 other organizations like ours, we work to ensure every child in North Carolina receives the care and nurturing they need to thrive.
2. It's time for policymakers to make smart investments in organizations and programs like ours that support our families and youngest children. Investing in our youngest citizens NOW will save North Carolina money in the FUTURE. Here's how: **[INSERT POLICY ONE PAGER URL]**.

Suggested graphics:

Add your logo to the "proud members of the Smart Start Network" graphic from the social media PowerPoints.

5. Give background about yourself.

Drop in a fact about your work to show your community knowledge and expertise.

Sample posts for **Twitter**, **Facebook** or **LinkedIn** (they are all fewer than 280 characters):

1. **Smart Start Local Partnership** has been helping our youngest kids learn and thrive for 30 years! We listen to our community and are a great source of information about what local parents and caregivers need to support their children during the most critical phase of development.

2. We have a long history in our community and know what our families need to support their young children. Now is the time for policymakers to make smart investments in organizations like us that help our youngest grow into successful adults: [INSERT POLICY ONE PAGER URL].

Suggested graphics:

Include a group staff photo.
Include a photo of your Smart Start Local Partnership providing support within your community.

North Carolina Business Leader-Focused Posts

1. Share a statistic.

We have statewide data you can use to show the need for more early child care support!

Sample posts for Twitter, Facebook or LinkedIn (they are all fewer than 280 characters):

1. When policymakers invest in early learning, employee absenteeism plummets, retention stabilizes & hiring improves. We need your help in connecting with policymakers! Learn more about early childhood ed solutions that help both businesses and families: [INSERT BIZ ONE PAGER URL].
2. Building a strong future workforce starts by ensuring families have the right tools to support their children's healthy development, from early literacy skills to physical health. [INSERT BIZ ONE PAGER URL].
3. When parents don't have child care or family support, they are often forced to miss work – or are less productive while working. This impacts YOUR business negatively – and it happens more often than it should. [INSERT BIZ ONE PAGER URL].
4. Businesses like yours in North Carolina lose about $507 million in business revenue each year when working parents and caregivers can't access high-quality child care, education, and family supports. Learn more about the solution: [INSERT BIZ ONE PAGER URL].
5. In just one month of 2022, more than 237,000 North Carolina parents were forced to stay at home because of child care challenges, hurting businesses like yours. Learn more about what you can do: [INSERT BIZ ONE PAGER URL].

Suggested graphics:

Choose your favorite designed graphic from the social media PowerPoints.

2. Tell a story about the working parents and caregivers you support.

What it looks like in action depends on the channel:

- Both **LinkedIn** and **Facebook** support longer form content, so you can share the story right in the post.
- For **Twitter**, we recommend including a quote or excerpt in the post and sharing a link to the story on your website, blog or a PDF.
- **How do you tell a great story?** We have four simple research-backed suggestions.

Sample story post for **LinkedIn** and **Facebook:**

1. Local business CFO Michelle Green believes her junior accountant, Damien Jones, has the potential to be a great financial leader. But, he's often late to work in the morning. Damien has mentioned that he drops his 18-month-old son off at child care 20 miles away. Damien deserves more child care options so that he can grow in his role

   Michelle isn't the only business leader in our community who has struggled with employee absenteeism. Learn about early childhood education solutions that will help working parents in our community: **[INSERT BUSINESS ONE PAGER URL]**.

Sample post for **Twitter**:

1. Local business CFO Michelle Green struggles with employee absenteeism because her teammates don't have access to quality child care. Learn more about early childhood education solutions that will help working parents and employers: **[INSERT LINK TO LONGER-FORM STORY]**

Suggested graphics:

Share a photo of the person featured, with their permission.

3. Embrace a community priority.

Share a quote from someone at your organization or a community member that resonates with one of these values:

1. Improving access to quality child care and early childhood education so parents can get back to work and succeed as employees; and

2. Building a strong future workforce by ensuring families have the right tools to support their children's healthy development, from early literacy skills to physical health.

Sample quote:	Sample accompanying post for **Twitter**, **Facebook** or **LinkedIn** (they are all fewer than 280 characters):
1. "I can't believe our 4-year-old son is learning the basics of coding! The STEM enrichment program we signed him up for through Smart Start Local Partnership is so wonderful. We're starting to save for college so he can have his pick of engineering schools!" says **Local Parent**.	We're building a long-term, talented pipeline of well-educated leaders who can join your business. Research shows that when North Carolina children have the right tools, they are more likely to graduate high school and succeed in their careers. **[INSERT BUSINESS ONE-PAGER URL]**.
2. "Our family is desperate for a child care option we can afford. I had to quit my job because I wasn't making enough to cover my 3 year old's tuition," says **Local Parent**.	Our legislators care about creating an environment where your business can grow. Talk with your local policymakers about why investing in early child education is critical for your business's success today, tomorrow, and beyond. **[INSERT BUSINESS ONE-PAGER URL]**.
Suggested graphics:	
1. Add your quote, image and logo to the quote graphic from the social media PowerPoints.	
2. Share a photo of the individual who gave the quote.	

4. Tell shared history.

Reveal a fact about your relationship with Smart Start that your business community may not know!

Sample posts for Twitter, Facebook or LinkedIn (they are all fewer than 280 characters):

1. **Smart Start Local Partnership** serves our community AND our state. Together with 75 other organizations like ours, we work to ensure every child in North Carolina receives the care and nurturing they need to thrive.
2. It's time for policymakers to make smart investments in organizations and programs like ours that support our families and youngest children. Talk with your local policymakers about why investing in our youngest citizens NOW will save North Carolina money in the FUTURE. Here's how: **[INSERT POLICY ONE PAGER URL]**.

Suggested graphics:

Add your logo to the "proud members of the Smart Start Network" graphic from the social media PowerPoints.

5. Give background about yourself.

Drop in a fact about your work to show your community knowledge and expertise.

Sample posts for Twitter, Facebook or LinkedIn (they are all fewer than 280 characters):

1. **Smart Start Local Partnership** has been helping our youngest kids learn and thrive for 30 years! We listen to our community and are a great source of information about what local parents and caregivers need to get back to work.

Suggested graphics:

Include a group staff photo.

How often should I post these?

You can do two posts a week over the course of a month, helping your audiences see this messaging, but allowing room for other planned posts, too!

How do I know if these posts are working?

There is an endless amount of data available through your social media accounts. For your advocacy posts, you can track reach and engagement for each, evaluating:

- Which post gets more engagement and reach than the other advocacy posts?
- Do they get as much (or maybe even more!) engagement than our regular posts?
- Who is engaging with your posts? Are they your target audience?

Here is what type of analytics are available for each platform and where to find them:

Where to Find Analytics About Post Performance	
Facebook	When you are in your Page Manager, navigate to the "Page Insights" tab. On there, you can see: • Post reach • Post impressions By looking at the individual post, you can see who liked, shared and commented on the post!
Twitter	Twitter engagement refers to the retweets, follows, replies, favorites and click-throughs. 1. To get to the Twitter **Analytics** dashboard, head over to the main menu and click Analytics. 2. Find the "Tweets" tab. For each post, you can see its: a. Impressions b. Engagements c. Engagement rate (engagements divided by Impressions)
LinkedIn	To check out who is engaging and seeing your posts on LinkedIn: 1. Click the icon at the top of your LinkedIn homepage. 2. Under Manage, click Posts & Activity. 3. Click Posts tab. 4. Click View Next to the Analytics icon below your post. 5. From the Post Analytics page you can see the following analytics: ◦ Engagements ◦ Discovery ◦ Impression demographics 6. From the Engagements section, you can find info about reactions, comments or shares for each post.

For Your Website: Landing Page Language

To Make Your Website a Hub for Communicating with Your Community

For partners interested in adding information specifically for policymakers and business leaders to your website, we have created sample website landing page language to make it easy!

This sample website landing page language focuses on supporting families with young children in the first five years of life and includes an ask to invest. The landing page was written with policymakers and business leaders in mind.

Goals of the landing page include:

1. Explaining the problem and introducing a solution, showing business leaders and policymakers why support matters;
2. Showing policymakers and business leaders the vision for a brighter future if they invest, including space for them to learn more via our one-pagers; and
3. Showing policymakers and business leaders why they should support Smart Start.

Please note that using this landing page language is optional – and you are free to customize this landing page language for what works best for YOU based on your needs and priorities.

Sample Landing Page Language

North Carolina's child care system is in a crisis – and it impacts kids, families, working parents, caregivers and businesses across the state.

Data shows that before the pandemic, **North Carolina lost nearly $2.4 billion each year because of our state's child care crisis**. That number continues growing.

This means:

- North Carolina **loses millions in business and tax revenue** because we don't have enough high-quality child care and early learning options to support our working parents.
- Businesses in North Carolina l**ose about $507 million in business revenue.**

It doesn't have to be this way. When North Carolina leaders invest in the Smart Start Network, we can build a strong, thriving North Carolina for all.

Our littlest learners are our smartest investment.

When North Carolinians have child care and family support, our state thrives.

- North Carolina children are supported during the most critical phase of brain development. This ensures they have the right tools to start kindergarten on track, graduate high school and succeed in their careers.
- Parents and caregivers are more likely to grow in their careers, contribute to their communities and raise healthy families.
- Employee absenteeism plummets. Businesses employ a more focused, motivated workforce – and tax revenues increase, too.
- Our economy gains $414 million in tax revenue alone.

Are you a local policymaker? Click here to learn more about how you can help make smart, voter-supported investments to help our state thrive.

Do you lead a business in North Carolina? Click here to learn more about how we can work together to help your business grow and succeed.

As a Smart Start Network Local Partnership, we're here to help you make smart, data-backed choices to help our state and businesses thrive.

Smart Start is in all 100 counties of our state. It is a network of 75 local partnerships across North Carolina. As part of this network, partnerships like ours work together to ensure every child in our state receives the care and nurturing they need. Here in **[COUNTY/COUNTIES YOU SERVE]** we work to support children and their families.

Since we work directly within our communities, we listen to and understand families, children and what they need to grow, learn, and succeed.

By supporting **[INSERT THE BIGGEST NEED IN YOUR COMMUNITY]**, you can help children and families in our community **[INSERT THE RESULT OF THEIR ACTION AND HOW IT RELATES TO BUSINESSES AND FAMILIES SUCCEEDING]**.

Interested in learning more? We'd love to talk!
Reach out to **NAME** at **EMAIL** or **PHONE NUMBER**.

BOARD CHAIR AND CHIEF EXECUTIVE RESPONSIBILITIES

A strong partnership between the chief executive and board chair is essential to leading an effective organization. When the relationship goes awry, it's often due to confusion over individual responsibilities.

In general, the chief executive's role is focused on management and working with staff to implement programs and initiatives in support of the organization's purpose. The board chair is responsible for governance and oversight, leading the board in evaluating the organization's work from a macro-perspective and ensuring that the work advances the mission in an ethical and legal manner.

But how do these general roles manifest in key responsibilities, such as fundraising or board meetings? Read on to find out.

POLICY AND PLANNING

Board Chair/Governance	Shared	Chief Executive/Management
Develops and/or reviews guiding principles (mission, vision, values), purpose, and policies	Strategic planning and program evaluation	Commits to and carries out mission Provides administrative support for board policymaking
Ensures effective planning, overseeing board involvement in development and approval of strategic plan	Mission impact	Engages the board in planning Implements strategic plan
Monitors organization's programs and services in support of the mission and strategic plan	Organizational growth and sustainability	Monitors the quality and effectiveness of individual programs, providing board with data and information needed to evaluate program effectiveness, impact, and outcomes

BUDGET AND FINANCES

Board Chair/Governance	Shared	Chief Executive/Management
Ensures adequate financial resources; protects assets; provides financial oversight	Fiscal stewardship	Prepares and proposes budget to board
Reviews and approves annual budget		Manages programs according to board-adopted financial policies and budget guidelines
Oversees annual audit process		

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FUNDRAISING AND DEVELOPMENT

Board Chair/Governance	Shared	Chief Executive/Management
Maximizes board member participation in resource development; oversees approval of fundraising plan	Solicit contributions from outside donors	Develops fundraising plan and coordinates overall fundraising efforts
Attends fundraising events, cultivates donors, and makes a personal contribution	Engage board members in fundraising activities	Ensures staff support for board fundraising
Solicits contributions from board members	Evaluate effectiveness of fundraising strategies	Updates board on development efforts

BOARD MEETINGS

Board Chair	Shared	Chief Executive
Leads and facilitates board meetings	Develop meeting agenda	Ensures that board members have necessary information and meeting materials
		Attends meetings, except specific executive sessions

COMMITTEE WORK

Board Chair	Shared	Chief Executive
Ensures that board has effective committee and task force structure	Develop and review committee structure and individual committees to ensure alignment with mission and strategic goals	Sits in on appropriate committee meetings as non-voting member
Appoints board committee and task force chairs	Identify committee members	Ensures that committee members have staff support and needed materials/information
Serves as ex officio, non-voting member of all committees, except the governance committee when discussing elections		
Keep board informed of committee and task force work		

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BOARD RECRUITMENT AND DEVELOPMENT

Board Chair	Shared	Chief Executive
Ensures strategic board building and recruitment	Identify skills, expertise, and attributes needed for board diversity	Develops and sustains strong working relationships with board members
Sets goals and expectations for the board	Keep all board members engaged in the work of the organization	Shares appropriate information to keep board informed and educated about ongoing organizational activities and changes in the field in which the organization works
Cultivates leadership among individual board members	Keep an equity mindset	Identifies potential new board members and participates in orientation
Prioritizes board development, including orientation and educational sessions		

BOARD ASSESSMENT

Board Chair	Shared	Chief Executive
Ensures regular opportunities for assessment	Evaluate assessment results and identify board development opportunities in collaboration with governance committee	Assists board assessment process
Oversees comprehensive board assessment every two years		

STAFF OVERSIGHT, COMPENSATION, EVALUATION

Board Chair	Shared	Chief Executive
Oversees hiring, compensation, and evaluation of chief executive	Provide general oversight to ensure strong and effective staff resources	Oversees and evaluates all staff
Ensures chief executive succession plan exists		Sets staff salaries within budget constraints

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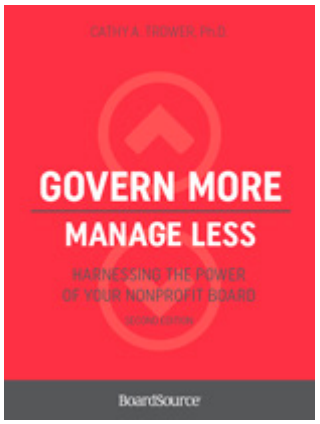
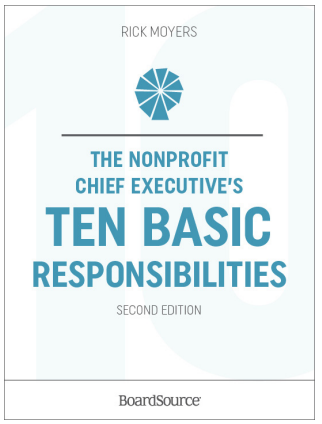
PUBLIC RELATIONS AND COMMUNICATIONS

Board Chair	Shared	Chief Executive
Promotes the work of the organization and encourages board members to do so as well; advocates for the organization's purpose with public policy makers Speaks for the board when a controversy or crisis arises	With full board and staff, develop message that conveys the organization's purpose effectively and can be used consistently by everyone within the organization Public policy advocacy	Serves as public face and official spokesperson for the organization Coordinates public relations and communications and advocacy efforts

RESOURCES





Please note that this delineation of roles and responsibilities is recommended practice and may not apply to all organizations, including those small and new organizations without staff.

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Smart Start LP-board-resources website

https://www.smartstart.org/lp-board-resources/

https://ncnonprofits.org/

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.

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.

Cumberland COUNTY

2023 NC DATA CARD

	NORTH CAROLINA		CUMBERLAND	
Child population:	2,850,460		Child population:	116825
Percent under age six:	24%		Percent under age six:	26%
Number of live births:	120,501		Number of live births:	5,239

A STRONG START

Women who receive early prenatal care: 74.0% (2021) — 73.9% 2020

Babies born at a low birthweight: 10.1% (2021) — 10.5% 2020

Babies born pre-term: 11% (2021) — 11.7% 2020

FAMILY ECONOMIC SECURITY

Children living in poor or low-income homes: 51.6% (2021) — 53.9% 2016-2020

Children in households that are food insecure: 23.0% (2021) — 23.6% 2019

Median family income: $50,746 (2021) — $48,177 2016-2020

NURTURING HOMES & COMMUNITIES

Delinquency rate per 1,000 youth ages 6-15: 16.5 (2021) — 25.6 2020

Children assessed for abuse or neglect per 1,000: 62.4 (2021) — 61.5 2020

Teen births per 1,000 girls ages 15-17: 10.2 (2021) — 6.3 2020

HIGH-QUALITY EDUCATION

3rd grade students scoring proficient in reading: 44.2% (2021-2022) — 37.8% 2020-2021

High school students graduating on time*: 82.7% (2021-2022) — 84.2 2020 - 2021

Residents with bachelor's degree or higher: 25.9% (2021) — 22.2% 2020

HEALTH & WELLNESS

Children without health insurance: 4.5% (2021) — 4.1% 2020

Infant mortality per 1,000 live births: 8.2 (2021) — 9.8 2020

NC Pathways to Grade-Level Reading Measures of Success. Learn more at: buildthefoundation.org/pathways

*Percentage is not reported if it is greater than 95% or less than 5%

For complete data notes and sources, visit ncchild.org
Contact Luna Homsi at luna@ncchild.org with any questions.

NC Child
The Voice for North Carolina's Children

Cumberland
CONDADO

2023 NC TARJETA DE DATOS

CAROLINA DEL NORTE		CUMBERLAND	
Población infantil:	2,850,460	Población infantil:	116825
Porcentaje de niños menores de seis años:	24%	Porcentaje de niños menores de seis años:	26%
Número de niños nacidos vivos:	120,501	Número de niños nacidos vivos:	5,239

UN BUEN COMIENZO

Mujeres que reciben atención prenatal temprana:
74.0%
2021
73.9% 2020

Bebés nacidos con bajo peso:
10.1%
2021
10.5% 2020

Bebés prematuros:
11%
2021
11.7% 2020

SEGURIDAD ECONÓMICA FAMILIAR

Niños que viven en hogares pobres o de bajos ingresos:
51.6%
2021
53.9% 2016-2020

Niños en hogares sin seguridad alimentaria:
23.0%
2021
23.6% 2019

Mediana del nivel de ingresos familiar:
$50,746
2021
$48,177 2016-2020

APOYO DE LOS HOGARES Y COMUNIDADES

Tasa de delincuencia por cada 1.000 menores entre 6 y 17 años:
16.5
2021
25.6 2020

Niños evaluados por maltrato o negligencia por cada 1,000:
62.4
2021
61.5 2020

Partos de adolescentes entre 15 y 17 años por cada 1,000 jóvenes:
10.2
2021
6.3 2020

EDUCACIÓN DE ALTA CALIDAD

Estudiantes de 3er grado que alcanzan un nivel de competencia en lectura:
44.2%
2021-2022
37.8% 2020-2021

Estudiantes de secundaria que se gradúan a tiempo*:
82.7%
2021-2022
84.2 2020 - 2021

Habitantes con una licenciatura o título de educación superior:
25.9%
2021
22.2% 2020

SALUD Y BIENESTAR

Niños sin seguro médico:
4.5%
2021
4.1% 2020

Mortalidad infantil por cada 1,000 niños nacidos vivos:
8.2
2021
9.8 2020

Criterios de éxito de NC Pathways para alcanzar un nivel de lectura correspondiente con su grado. Más información: buildthefoundation.org/pathways

El porcentaje no se reporta si es superior al 95% o inferior al 5%

Para consultar todos los datos y fuentes, visite www.ncchild.org.

Para cualquier pregunta, comuníquese con Luna Homsi: luna@ncchild.org

NC Child
The Voice for North Carolina's Children

Kindergarten / Five-Year-Old Enrollment by Type
2023-24

Total Estimated Five-Year-Old Children **5209** (NC OMB)

Cumberland County	Date	# Enrolled	% Estimated Total	
CCS Kindergarten Enrollment[1]	2023-24	3689	71%	
Capital Encore Charter School	2023-24	63	1%	
Alpha Academy[2]	2023-24	40	1%	Estimate
Home School[3]	2023-24	19	0%	
Private School[3]	2023-24	589	11%	
FCCH[4]	2023-24	24	0%	
Child Care Centers[4]	2023-24	582	11%	
Estimated Other Home Care[5]	2023-24	203	4%	Estimate
Total		**5209**	100%	

Notes:

1. CCS Enrollment captured on Day 1 - August 2023; NC DPI
2. Alpha Academy did not respond to query. Estimate based on 2 classrooms of 20 each
3. Home School/Private School data provided by NC Department of Administration.
4. FCCH and Child Care Centers based on September 2023 report; NCDCDEE
5. Other Home Care = balance of children

Prepared by: Planning and Evaluation Department, June 2024

PFC Cumberland County Child Data Review - May 29, 2024

	2019	2024	Observe the change: Increase or Decrease?	
NCOSBM Projections	**Number**	**Number**	**Number**	**%**
# of children 0 through 4	26262	25305	-957	-3.6%
# of children age 5	5177	5163	-14	-0.3%
Total	31439	30468	-971	-3.1%
DCDEE Statistical Reports, April 2019 and 2024	**Number**	**Number**	**Number**	**%**
# of children in licensed child care - Centers	7231	6136	-1095	-15.1%
# children - FCCH	311	323	12	3.9%
Total	7542	6459	-1083	-14.4%
% of children 0-5PS *(Excludes children over 5 in afterschool)*	24%	21%		
# of licensed facilities - Centers	214	181	-33	-15.4%
# of licensed - FCCH	85	73	-12	-14.1%
Total *(Inclusive afterschool programs)*	299	254	-45	-15.1%
# of people employed in licensed child care	1484	1334	-150	-10.1%
# of people employed in FCCH	106	93	-13	-12.3%
Total	1590	1427	-163	-10.3%
	FY 2018-19	**FY 2022-23**		
Subsidized Care - # Children	3485	3387	-98	-3%
(Based on year-end June reporting)				
	2019	**2024**		
Subsidized Care - # Centers	161	134	-27	-17%
Subsidized Care - # FCCH	61	45	-16	-26%
Total	222	179	-43	-19%
Proportion of Total Sites	74%	70%		

Planning and Evaluation Department *Jul-24*

PFC Board Development / Orientation FY 2024-25

Please open the QR code below and respond to two questions to help us understand what you learned and what additional information you may want.

Thank you!