

Board of Directors Meeting

Agenda

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

Thursday, December 12, 2024

NC Pre-K – 12:00 pm – 12:30 pm

PFC Board – 12:30 pm – 2:00 pm

Be the Driving Force to meet our roles and responsibilities as a non-profit Board by:

- Providing Oversight
- Ensuring Adequate Resources
- Establishing a Strategic Direction

	Topic	Presenter
I.	Networking [12:00]	
II.	Determination of North Carolina Pre-Kindergarten Planning Committee (NC Pre-K) Quorum & Call to Order [12:15]	Co-Chairs: Haja Jallow-Konrat Dr. Marvin Connelly, Jr./Maria Ford
III.	Adjourn NC Pre-K [12:30]	Maria Ford/Haja Jallow-Konrat
IV.	Determination of Board Quorum & Call to Order [12:30]	
	A. Volunteer Forms B. Board Donations – <u>3</u> out of <u>19</u> (www.ccpfc.org/donate) 1. Cumberland Community Foundation (CCF) Giving Tuesday Campaign Update C. Fund Development	Haja Jallow-Konrat Haja Jallow-Konrat Sharon Moyer Sharon Moyer
V.	Consideration of Consent Agenda – Action* [12:30]	Haja Jallow-Konrat
	A. FY 24/25 President’s Succession Plan (<i>See Section VI.B.</i>) B. New Lease Approval – T. L. Hester Counseling	
VI.	Action* [12:35]	
	A. Board of Director Minutes – October 31, 2024 B. FY 24/25 President’s Succession Plan C. Cumberland County Community/Outside Agency Funding for FY 25-26	Haja Jallow-Konrat Anthony Ramos Mary Sonnenberg
	-	
VII.	Discussion^Δ [12:50]	
	A. Financial Updates: November 2024 1. Financial Summary a. Smart Start b. NC Pre-Kindergarten (<i>Discussed in NC Pre-K Committee</i>) c. South West Child Development Commission (SWCDC) – Region 5 d. All Funding Sources e. Unrestricted State Revenues	Marie Lilly / Taylor Mobley

	<ul style="list-style-type: none"> f. Cash and In-Kind Report B. November 2024 Morgan Stanley Statement C. Smart Start Carryforward Additional \$307,816 Contract Amendment Update D. Final FY 23/24 Audit Submitted to Board on 11/25/24 E. Dolly Parton’s Imaginary Library (DPIL) Update F. Bylaws Review Timeline G. Building Construction Update – Phase 2 H. President’s Report <ul style="list-style-type: none"> 1. Upcoming Holiday Closures <ul style="list-style-type: none"> a. December 24-31, 2024 – Christmas b. January 1, 2025 – New Year’s Day c. January 20, 2025 – Martin Luther King Jr. Day I. Strategic Planning Review of Progress of Previous Plans (2015-2021) 	Michelle Downey Mary Sonnenberg Mary Sonnenberg Mary Sonnenberg Mary Sonnenberg Mary Sonnenberg Mary Sonnenberg Mary Sonnenberg Mary Sonnenberg / Haja Jallow-Konrat
VIII.	Consent Agenda – Information Only ^Δ	Haja Jallow-Konrat
	<ul style="list-style-type: none"> A. Executive Committee (Acting as Board) Minutes <ul style="list-style-type: none"> 1. September 26, 2024 B. Planning and Evaluation (<i>Cancelled Due to Lack of Action</i>) C. Human Resource <ul style="list-style-type: none"> 1. Committee Updates (<i>See Recommendation Page</i>) D. Facility and Tenant <ul style="list-style-type: none"> 1. Rent Updates 2. Space Availability Report <ul style="list-style-type: none"> a. Updates on Availability 	
IX.	Adjourn [2:00]	Haja Jallow-Konrat
* Needs Action /Possible Conflict of Interest (Recusals) ^Δ Information Only [°] Electronic Copy (Hard copies available upon request) ^D Document Included in Packet		

FACILITY AND TENANT COMMITTEE RECOMMENDATIONS

MEETING December 9, 2024

RECOMMENDATIONS:

1. **New Lease Approvals:**
 - A. ***T. L. Hester Counseling: Heart and Mind:*** All required application documentation has been received for T.L. Hester Counseling. The applicant is a solo outpatient Mental Health Counselor seeking a single office space in Suite 411. Currently based in Fayetteville, the practice serves a virtual client base but is transitioning to an in-person patient base.
2. **January F&T Meeting:**
 - A. ***Scheduled for 1/20/2025- Holiday- Meet Monday- 1/13/2025 or Tuesday, 01/21/2025:*** The Facility & Tenant meeting originally scheduled for Monday, January 20, 2025 was rescheduled due to the holiday. After reviewing everyone's availability, the meeting will now be held on **Tuesday, January 21, 2025.**
3. **Space Availability Report:** Various office spaces are still available within Suites 411 and 145. Suite 411 has welcomed one tenant, with efforts ongoing to fill remaining spaces. Working with MyRover-Reese Fellowship Home to clear items from Suite 145 to expedite its readiness for lease. Focused on filling Suite 411 available office spaces before offering potential tenants Suite 145. In Suite 130, significant progress has been made, including the window replacement and carpet installation last week. While the baseboards are on backorder, they are expected to arrive this week. Once installed, the final Certificate of Occupancy (CO) inspection will be scheduled, enabling the suite to be marketed to potential lessees hopefully by early next year.



Partnership for Children of Cumberland County, Inc.
Hybrid Board of Directors Meeting Minutes
October 31, 2024 (12:21 pm – 1:28 pm)
Be the Driving Force



MEMBERS PRESENT: Shona Bannister (D), Dr. Patricia Fecher, Maria Ford (D)*, Terrasine Gardner, Amanda Klinck*, Haja Jallow-Konrat, Katie Lada*, Dr. Ayanna Richard*, Heather Skeens, Betty Smith* and Darlisha Warren
MEMBERS ABSENT: Lonnie Ballard, Lisa Childers, Van Gunter, Dr. Nicole Lucas, Mary Mathis, Tre'vone McNeill, Taylor Mobley and Ebone Williams
NON-VOTING MEMBERS PRESENT: None
NON-VOTING MEMBERS ABSENT: Dr. Marvin Connelly, Jr. and Brenda Jackson
NON-VOTING ATTENDEES: Ar-Nita Davis, Michelle Downey*, Pamela Federline*, Belinda Gainey*, Julanda Jett*, Carole Mangum*, Karen Staab* and Mary Sonnenberg*

*Attended in person

AGENDA ITEM	DISCUSSION & RECOMMENDATION	ACTION	FOLLOW-UP
I. Determination of Board Quorum & Call to Order A. Volunteer Forms B. Board Donations – www.ccpfc.org/donate) 1. Cumberland Community Foundation (CCF) Giving Tuesday Campaign, December 3, 2024 C. Fund Development D. PFC 2024 Kindness Awards, November 14, 2024, 6:30pm E. November Executive (November 21, 2024) – Budget Amendment for NCPC – QUORUM CRITICAL	<p>The hybrid meeting of the Board of Directors was held on October 31, 2024, beginning at 12:21 pm, pursuant to prior written notice to each Board member. Haja Jallow-Konrat, Chair, determined that a quorum was present and called the meeting to order. Belinda Gainey, Executive Specialist, was the Secretary for the meeting and recorded the minutes.</p> <p>A. Haja Jallow-Konrat reminded board members to complete the volunteer form that was previously emailed to them. The form is to include time spent reading emails, reviewing packets and all other meetings they may have attended in regards to the Partnership for the Children which did not require them to sign in.</p> <p>B. Haja informed the board members that 100% board donations are required annually. If giving during Giving Tuesday, reminder emails will be sent.</p> <p>B.1.-C. Daniele Malvesti reported that PFC is participating in the Cumberland Community Foundation Giving Tuesday Campaign taking place the week of November 25-December 4, 2024. Donations can be made at ccpfc.org/donate/giving-tuesday/. Information will be posted on the PFC Facebook page as well. CCF has up to \$525,000 to match this year because of the awesome donors that are participating. Mary Sonnenberg stated that if individuals are at a required IRA distribution point and want to use that for their duration, they may need to alert CCF so they are on the lookout for your contribution. You will need to make the donation prior to December 4, 2024 to allow your contribution to be processed. If you are donating to multiple organizations, you can peruse the online catalog and give to all at one time. Daniele asked everyone to share the PFC Social Media page with others as well.</p> <p>D. The PFC 2024 Kindness Award Ceremony takes place on November 14, 2024 at 6:30pm. Honorees have been selected from community nominations and those who have made an impact with PFC. Volunteer opportunities are available for board members who would like</p>	<p>Called to Order</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>



Partnership for Children of Cumberland County, Inc.
Hybrid Board of Directors Meeting Minutes
October 31, 2024 (12:21 pm – 1:28 pm)
Be the Driving Force



	<p>to assist. An email can be sent to events@ccpfc.org. Next year’s event will probably take place in September.</p> <p>E. Mary informed board members that quorum is critical for the November 2024 Executive Committee meeting. Budget amendments for Smart Start budgets will need to be approved at that time for amendment with carry-forward funds.</p>	None	None
<p>II. Consideration of Consent Agenda - Action*</p> <p>A. Child Care Resource & Referral (CCR&R) Contract Activity Description (CAD) Change</p> <p>B. Lease Approvals</p> <ol style="list-style-type: none"> 1. Brittany Wharton, DBA Rebirth: Heart and Mind 2. Evolve Therapy & Wellness, PLLC 	<p>Haja Jallow-Konrat requested a motion to accept the Consent Agenda action items.</p> <p>Maria Ford moved to accept the Consent Agenda action items as presented. Betty Smith seconded the motion. Hearing no further discussion, the Chair put the motion to a vote and asked if there were any oppositions. Virtual board members who opposed the action were asked to type it in the ZOOM Chat Box. All votes were unanimous. There were no abstentions. The motion carried.</p>	Motion Carried	None
<p>III. Action</p> <p>A. Board of Director Minutes – August 22, 2024</p>	<p>A. The minutes of the August 22, 2024 Board of Directors meeting were previously distributed electronically and reviewed by the Board members.</p> <p>Dr. Patricia Fecher moved to accept the August 22, 2024 Board Meeting minutes as presented. Maria Ford seconded the motion. Hearing no further discussion, the Chair put the motion to a vote and asked if there were any oppositions. Virtual board members who opposed the action were asked to type it in the ZOOM Chat Box. All votes were unanimous. There were no abstentions. The motion carried.</p>	Motion Carried	None
<p>IV. Discussion^A</p> <p>A. CCR&R RFA for Core</p> <p>B. Financial Updates: September 2024</p> <ol style="list-style-type: none"> 1. Financial Summary <ol style="list-style-type: none"> a. Smart Start b. NC Pre-Kindergarten (<i>Discussed in NC Pre-K Committee</i>) c. South West Child Development Commission (SWCDC) – Region 5 d. All Funding Sources e. Unrestricted State Revenues f. Cash and In-Kind Report C. September 2024 Morgan Stanley Statement D. Lumbee Bank CD, Matured October 13, 2024 E. FY 23-24 Audit Update F. Bylaws Review Process 	<p>A. Mary reported that the State is redesigning the entire CCR&R system and put out an RFA. PFC is currently the Region 5 Lead Agency. There were a lot of question regarding the redesign and the RFA. A bidders meeting took place last week with most people saying too much was going on to respond to the RFA at this time. Yesterday, an email came from DCDEE postponing the RFA. The three council leads, plus NCPC, are meeting to collaborate on what kind of response might happen and what it might look like. PFC will continue to be a part of those discussions since it impacts what our organization does as the current Region 5 lead.</p> <p>B.1. Mary Sonnenberg and Carole Mangum provided an overview of the September 2024 Financial Summary. Complete financial reports were included in the packet.</p> <p>B.1.f. Michelle Downey provided an overview of the September 2024 Cash and In-Kind Report.</p> <p>C. Mary provided an overview of the September 2024 Morgan Stanley Statement.</p> <p>D. Mary informed board members that after the Lumbee Bank CD matured, the best deal they had was for a 9-month CD for 4.2%. PFC took advantage of that offer and accessed a CD with a 4.2% interest rate for 9 months.</p> <p>E. Drafts have been received for the FY 23-24 audit; it is a clean audit. PFC is now working with the auditors on the presentation of some of the funds on the Schedule 3. Follow-up</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>



Partnership for Children of Cumberland County, Inc.
Hybrid Board of Directors Meeting Minutes
October 31, 2024 (12:21 pm – 1:28 pm)
Be the Driving Force



<ol style="list-style-type: none"> 1. Executive committee – Reviewed 2. Board Development Committee – Reviewed 3. Human Resource (HR) – Not Yet Reviewed 4. Finance Committee – Not Yet Reviewed 5. Planning & Evaluation (P&E) Committee – Reviewed w/ Recommendations 6. Community Engagement & Development (CED) Committee – Reviewed w/ Recommendations 7. CCR&R Committee – Not Yet Reviewed 8. Facility & Tenant (F&T) Committee – Reviewed w/ Recommendations <p>G. Building Construction Update – Phase 2</p> <p>H. FY 24-25 Board Priorities</p> <p>I. President’s Report</p> <ol style="list-style-type: none"> 1. Upcoming Holiday Closures <ol style="list-style-type: none"> a. November 11, 2024 – Veterans Day b. November 27-29, 2024 – Thanksgiving c. December 24-31, 2024 – Christmas d. January 1, 2025 – New Year’s Day 	<p>was provided on the question asked at the last Board meeting on the Exhibits A & B. The Exhibits are broken into four different categories:</p> <ul style="list-style-type: none"> • Child Care and Education Quality – improving the quality of child care and early childhood education; • Child Care and Education Affordability – making child care and early education affordable to all families; • Health and Safety – giving each child access to comprehensive health care; and • Family Support – getting families the information and resources they need to support the emotional, intellectual and physical development of their children <p>The requirements for spending that are part of the original legislation must be in these categories and have specific requirements.</p> <p>F. Mary reported that all committee are currently reviewing their sections of the bylaws. Afterwards, the Executive Committee will review each recommendation and make recommendations to the Board for a final vote.</p> <p>G. Mary reported that PFC staff has met with a H2 Contracting to repair the building from the car accident and complete Phase 2. Contracts have been executed and they are preparing to begin work. Steve Fleming is working on designs for Phase 3. The plan is to use the City of Fayetteville CDBG money to pay for part of this work.</p> <p>H. Mary provided an overview of the President’s Board Priorities. This information was included in the board packet.</p> <p>I. Mary provided an overview of the President’s Report which was included in the packet. Mary provided an overview of the CCR&R Regional Services Map. Upcoming closures were listed for information only.</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p>
<p>V. Consent Agenda – <i>Information Only</i>^A</p>	<p>These items were listed for information only.</p>		
<p>VI. Adjourn</p>	<p>As there was no further business; the chair announced the meeting adjourned. The meeting was adjourned at 1:28pm.</p>	<p>Adjourned</p>	<p>None</p>

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

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

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

Introduction

The President's position is a central element in the organization's success. Therefore, ensuring that the functions of the President and the goals of PFC are well-understood and shared among the Board of Directors and staff helps to ensure organizational stability and leadership continuity in the event of a change. This kind of succession plan management is equally helpful in facilitating a smooth transition whether it is planned or unplanned.

The Board of Directors of Partnership for Children of Cumberland County (PFC) recognizes that this is a plan for contingencies due to the disability, death or departure of the President. If the organization is faced with the unlikely event of an untimely vacancy, PFC has in place the following succession plan to facilitate the transition to both interim and long-term leadership.

The Board of PFC has reviewed the attached. job description of the President. The board has a clear understanding of the President's role in organizational leadership, program development, program administration, operations, board of directors' relationships, financial operations, resource development and community presence.

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

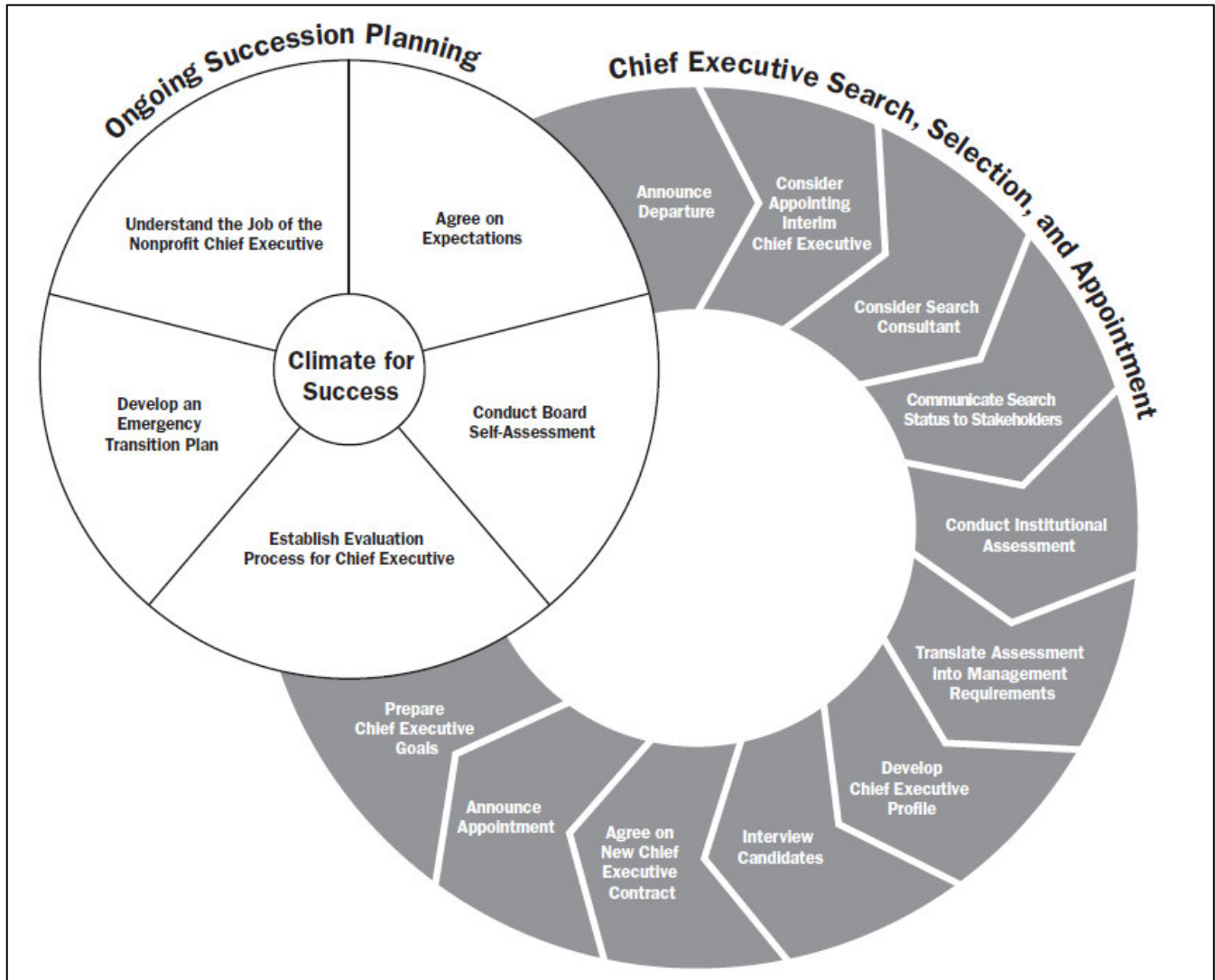


Figure 1. Model for Succession Planning Cycle

I. Short-Term Absence Succession Plan

A short term absence is one of less than three months in which it is expected that the President will return to his/her position once the events precipitating the absence are resolved. A short term absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical. The Board of Directors Chair is authorized (or authorizes the Executive Committee) to implement the terms of this plan in the event of the short term absence of the President.

In the event of a short term absence of the President, the President or the VP of Finance is to inform the Board Chair (or highest ranking volunteer board member) of the absence, both verbally and in writing as soon as it is feasible. The Board Chair should convene a Board of Directors meeting or Executive Committee (quorum is required) to affirm the procedures prescribed in this plan or to make modifications as the Board deems appropriate. At the time that this plan was approved, the appointee to Acting President is the VP of Finance. Should the standing appointee to the position of Acting President be unable to serve, the first and second back-up appointees for the position of Acting President will be: 1.) the VP of Planning and Evaluation or 2.) an Appointed Board Member. The Acting President will be notified both verbally and in writing at any time during a transition of appointment. The VP of Finance or the VP of Planning and Evaluation will maintain their current direct reports. In the absence of the President, the President's direct reports will become the Acting President's direct reports.

If this Acting President is new to his/her position (less than one year) and fairly inexperienced with this organization (less than 2 years), the Board of Directors or Executive Committee may decide to appoint one of the back-up appointees to the Acting President position. This appointment will be both verbal and written. The Board of Directors may also consider the option of splitting executive duties among the designated appointees. Any changes to duties will also be both explained verbally and in writing.

A. Authority and Compensation of the Acting President

The person appointed as Acting President shall have the full authority for decision-making and independent action as the regular President to include but not limited to signing checks, signing contracts and any personnel changes or terminations. The Acting President may be offered a temporary salary increase to the minimum of the current salary range of the President's position or 10% increase in current salary, whichever is greater not to exceed the maximum salary level amount of the Acting President's

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

current salary range. Any changes in temporary salary increase must be in writing and approved by the Board Chair.

B. Board Oversight

The board member responsible for monitoring the work of the Acting President shall be the Board Chair. The Board of Directors and the Executive Committee will be sensitive to the special support needs of the Acting President in this temporary leadership role.

C. Communications Plan

Immediately upon transferring the responsibilities to the Acting President, the Board Chair will notify staff members, members of the Board of Directors and key volunteers of the delegation of authority in writing. As soon as possible, after the Acting President has begun covering the unplanned absence, Board members and the Acting President shall communicate in writing the temporary leadership structure to key external supporters of PFC, including, but not be limited to, government contract officers, delegate agencies, foundation program officers, civic leaders, major donors and others as deemed appropriate.

D. Completion of Short-Term Emergency Succession Period

The decision about when the absent President returns to lead PFC should be determined by the President and the Board Chair. They will decide upon a mutually agreed upon schedule and return start date. While the President transitions back to a full-time commitment, a reduced schedule can be allowed for a set period of time with approval of the Board Chair. In the event the absence is due to medical reasons, the date of return and schedule will be determined by a doctor's written release and/or instructions and in accordance with HR Policy 424 – Return to Work after Serious Illness or Injury.

II. Long-Term Absence Succession Plan

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition:

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

by the Acting President. The position description of a temporary manager would focus on covering the priority areas in which the Acting President needs assistance.

A. Completion of Long-Term Succession Period

The decision about when the absent President returns to lead PFC should be determined by the President and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. While the President transitions back to a full-time commitment, a reduced schedule can be allowed for a set period of time with approval of the Board Chair. In the event the absence is due to medical reasons, the date of return and schedule will be determined by a doctor's written release and/ or instructions and in accordance with HR Policy 424 – Return to Work after Serious Illness or Injury.

III. Succession Plan in Event of a Permanent Change in President

A permanent change is one in which it is firmly determined that the President will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with the following additions:

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

IV. Checklist for Acceptance of Succession Plan

- Succession plan approval.** This succession plan will be approved by the Board of Directors.
 - *This plan will be reviewed annually.*
- Organizational Development.** Performance management is an ongoing communication process that involves both supervisor and employee on a yearly basis to include the President and the Board of Directors.
 - This includes identifying and describing essential job functions and relating them to the mission and goals of PFC.
 - Developing professional development goals and opportunities to sustain, improve and build on employee work performance and succession.
- Organizational Charts.** Two organizational charts need to be prepared and attached to this plan.
 - Prepare and attach an organizational chart reflecting staffing positions and lines of authority/reporting throughout the organization.
 - Prepare and attach a second organizational chart that reflects how that structure will change within the context of an unplanned absence of the President.
- Important Organizational Contact Information.** Complete the attached *Information and Contact Inventory* and attach it to this document.
 - Attach a current list of the organization's board of directors (Appendix 1).
- Signatories.** The Board Chair, the President, Vice Chair and Secretary and the appointees designated in this plan shall sign this plan.
 - *This plan will be reviewed and signed with every transition to a new board chair or signatory.*
- Original and Copies.** **The original copy of this plan and all corresponding documents shall be maintained in the Human Resources Manager's office.** Copies of this Succession Plan along with the corresponding documentation shall be maintained by the Board Chair, the President, and the Acting President Appointee.

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

V. Key Information Inventory

Knowing where your organization’s key information is located is critical so that if an emergency succession should occur, your organization would be able to quickly continue work in the most efficient and effective way.

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

Financial Information

Employer Identification Number (EIN) #: 56-1845926

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

7

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

Vendor Records A/P file cabinets _____ _____
Volunteer Records* Salesforce _____ H:\Volunteer Tracking

**Note: Nonprofits that are heavily volunteer-based may need to know the following information about their volunteers who they are, how to contact them (home/work phone, email, cell, etc.), where they live/work, expertise, special skills, or any information related to their usefulness or willingness to help the agency (for example, volunteer Jane Doe can walk to our satellite office, lift heavy boxes and knows CPR).*

Auditor

Name: Assigned by the North Carolina Partnership for Children; currently CohnReznick LLP

Phone Number/Email: (984.500.5483) Tom Mitchell at tmitchell@ncsmartstart.org

Bank

Banking files are located in the Accounting Manager's office

Name(s): Bank of America

Account Number: (checking)

Branch Representative(s): Sam Norris

Phone Number: 919-829-6580

Email: samuel.norris@bofa.com

Name: First Bank

Account Number: (Checking account for Construction Loan)

Representative: Wendy Smith

Phone Number: 910-475-1319

Name: PNC Bank

Account Number: Money Market Account

Representative Name: Lavonne Barbour

Phone Number: 910-868-7504

Email: lavonne.barbour@rbc.com

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

Name: Lumbee Guaranty Bank
Certificate Number: [REDACTED] (Certificate of Deposit)
Phone Number: 910-424-0010

Name: E-Trade Securities
Account Number: [REDACTED]
Broker Phone Number/Email: Charles Morris
910-323-3161(work); 910-977-3438 (cell phone)
charles@morriscolyer.com

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

President and VP of Finance (with President's approval). All transfers require two authorized signatures. Board authorized signers include the President, Board Chair, Vice Chair and Treasurer.

Who are the authorized check signers?

President, Board Chair, Vice Chair and Treasurer

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

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

Legal Counsel

Attorney: PoynerSpruill

Name: Susanna Gibbons – Employment Compliance Law

Phone Number: 919-783-2813

E-mail: SGibbons@poynerspruill.com

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

Human Resources Information

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

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

Payroll

Company Name: Paychex, Inc.
 Account Number: XXXXXXXXXX
 Payroll Rep: ~~Jeff Clark~~Courtney Tutt
 Phone Number: 833-379-3324 x5123248
 Email: ~~jrelark~~ctutt@paychex.com

Human Resources External Consultant

Company Name: Carolina Human Resources, Inc.
 Name: Mike Womble
 Phone Number: 919-708-7000
 E-mail: carolinahr@windstream.net

Facilities Information

Office Lease (for renters) X Contract Coordinator’s Office
 Building Deed (for owners) X Exec. Specialist’s Office

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

Building Management

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

Office Security System

Company Name: Special Security Patrol
Account Number: N/A
Representative Phone Number/Email: PFC employee – Mike Yeager/ Facility Manager
Broker Phone Number/Email: N/A

Insurance Information

General Liability / Commercial Umbrella/ Property

Company/Underwriter: Erie Insurance Group
Policy Number
Representative Phone Number/Email: N/A
Broker Phone Number/Email: Mark Rice/910-484-6171/mark@callahanrice.com

Unemployment Insurance: Payments processed through

Payroll process with Paychex
Company/Underwriter: N/A
Policy Number
Representative Phone Number/Email:
Broker Phone Number/Email:

Directors & Officers Liability

Company/Underwriter: Executive Risk Indemnity, Inc.
Policy Number
Representative Phone Number/Email: N/A
Broker Phone Number/Email: Mark Rice/910-484-6171/mark@callahanrice.com

Workers' Compensation

Company/Underwriter: Erie Insurance Group
Policy Number
Representative Phone Number/Email: N/A
Broker Phone Number/Email: Mark Rice/910-484-6171/mark@callahanrice.com

Health/Medical Insurance

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

Flexible Spending Account

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

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

Disability Insurance (long-term)

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

Life Insurance/AD&D

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

Dental

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

Vision

Company/Underwriter: MetLife
Group Number [REDACTED]
Representative Phone Number/Email: N/A
Broker Phone Number/Email: Charles Morris

910-323-3161(work); 910-977-3438 (cell phone)
charles@morriscolyer.com

Retirement Plan/401k

Company/Underwriter: The Principal Financial Group
Policy Number [REDACTED]
Representative Phone Number/Email: N/A
Broker Phone Number/Email: Charles Morris
910-323-3161(work); 910-977-3438 (cell phone)
charles@morriscolyer.com

Fidelity Bond

Company/Underwriter: Erie Insurance Group
Policy Number [REDACTED]
Representative Phone Number/Email: N/A
Broker Phone Number/Email: Mark Rice/910-484-6171/mark@callahanrice.com

Commercial Auto

Company/Underwriter: Erie Insurance Group
Policy Number [REDACTED]
Representative Phone Number/Email: N/A
Broker Phone Number/Email: Mark Rice/910-484-6171
mark@callahanrice.com

Cyber Security

Company/Underwriter: Travelers
Policy Number: [REDACTED]
Representative Phone Number/Email: N/A
Broker Phone Number/Email: Mark Rice / 910-484-6171
/ mark@callahanrice.com

Date of Completion for Information and Contact Inventory: _____

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

Name of Person Completing Document: _____

The Succession Plan and the supporting documents (the information and contact inventory, job descriptions, and organizational charts) should be reviewed and updated annually.

VI. Signatures of Approval

_____	_____
Board Chair	Date
_____	_____
President	Date
_____	_____
Vice Chair	Date
_____	_____
Secretary	Date
_____	_____
Individual Selected as Acting President	Date
_____	_____
Acting President's Current Title	Date

We acknowledge the leadership of Transition Guides (notably Tom Adams and Don Tebbe, as well as plan guidance from Karen Gaskins Jones, and Victor Cheers) in guiding The Center for Nonprofit Advancement in grasping the impact of Succession Planning and Executive Transitions. Additional thanks to Troy Chapman of the Support Center for Nonprofit Management of New York City, Tim Wolfred of CompassPoint Nonprofit Services for their guidance on the development of this document. The Information and Contact Inventory document is adapted by permission from the Nonprofit Coordinating Committee of New York City. Temp 420

Appendix 1 - PFC 2024/2025 BOARD OF DIRECTORS

	Last Name	First Name	Company	Board Position
1	Ballard	Lonnie	Action Pathways	Local Head Start Program - NC Pre-K Mandated
2	Childers	Lisa	NC Cooperative Extension 4-H Youth Development	Local Cooperative Extension Agency
3	Connelly	Dr. Marvin	Cumberland County Schools	School Administrator - NC Pre-K Mandated
		<i>Marie Ford - Designee - CCS</i>		
4	Fecher	Dr. Patricia	Methodist University	Higher Education Institution
5	Gardner	Terrasine	City Block	Local Mental Health Community Organization
6	Gunter	Van	First Bank	Business Leader - Board Vice Chair
7	Jackson	Brenda	Cumberland County DSS	Department of Social Services - NC PreK Mandated
		<i>Shona Bannister - Designee - Department of Social Services</i>		
8	Jallow-Konrat	Haja	Caring Hearts Behavioral Services, LLC	Parent of a Child 5 or Younger - NC PreK Mandated - Board Chair
9	Klinck	Amanda	Avanade	Community at Large
10	Lada	Katherine	Children's Developmental Services Agency	Inter-Agency Coordinating Council
11	Lucas	Dr. Nicole*	Fayetteville State University	Higher Education Institution
12	Mathis	Mary	Cumberland Community Dev Ctr (dba) Trinity Child Care	Child Care Provider from a Licensed Center-Based Child Care Facility - NC Pre-K Mandated
13	McNeill	Tre'vone	Truevine Ministries	Faith Community
14	Mobley	Taylor	Haigh, Byrd & Lambert, LLP	Business Leader - Board Treasurer
15	Richard	Dr. Ayanna*	Cumberland County Schools	Public School Exceptional Children's Preschool Program - NC Pre-K Mandated
16	Skeens	Heather	Cumberland County	County Managers Office
17	Smith	Betty	Retired	Community at Large

18	Warren	Darlisha	PWC	Municipal Government
19	Williams	Ebone	Affinity Therapy Services, PLLC	Rep of Child Care Resource & Referral Agency or Child Care NPO - NC PreK Mandated

**New Board Members*

Appendix 2

SAMPLE TRANSITION TIMELINE

Event	Responsible Party	Date
Resignation notice — chief executive gives 90 days notice		Sept. 1
Board/chief executive discuss departure		Sept. 1 - 7
Board appoints transition committee	Board Chair	Sept. 7
Transition committee holds organizing meeting	Transition Committee	Sept. 10
Transition committee plans departure announcement	Transition Committee/ PR Consultant	Sept. 10 – 14
Board chair or VP Finance (VP Finance) meets with staff	Board Chair or VP Finance	Sept. 14
Organization announces departure publicly	Board Chair w/Staff Support	
Transition committee holds planning session with staff	Transition Committee Chair	Sept. 22
Board holds strategic review and leadership planning meeting	Board	Sept. 27

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


Event	Responsible Party	Date
Transition committee holds meeting to develop job profile and search plan	Transition Committee	Oct. 9
Transition committee launches search	Transition Committee	Oct. 12
Transition committee holds check-in meeting(s)	Transition Committee	TBD
Transition committee holds resume review meeting	Transition Committee	Nov. 28
Transition committee holds round one interviews	Transition Committee	Dec. 8
Transition committee holds second planning session with staff	Transition Committee Chair	Dec. 10
Semifinalists visit office and meet with staff	Semifinalists	Week of Dec. 10
Executive committee holds round two interviews	Executive Committee	Dec. 18
Board meets to ratify selection	Board	Dec. 21
Executive gives notice to current employer	–	Dec. 30
Transition committee plans on-boarding process	Transition Committee	Jan. 2
Organization announces new executive	Transition Committee	Feb. 1
New executive starts work	–	March 1
New executive and board embark on orientation/post-hire process	Various Members of the Executive Committee and Management Staff	Mid- to late March
Chief executive completes 90-day plan	Chief Executive	Early to Mid-April

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

Event	Responsible Party	Date
Board chair engages with chief executive in 90-day check-in review	Board Chair Chief Executive	Mid- to late June
Executive committee conducts six-month evaluation of executive	Executive Committee	Mid- to late December
Executive committee conducts annual performance evaluation of executive	Executive Committee	Mid- to late March of the following year

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

Appendix 3



PFC President

Do you have what it takes to be a great, non-profit leader? Do you believe in the importance of community, families, and children?

The Partnership for Children of Cumberland County is in search of an energized, passionate individual to lead our local early care and education system towards a future of economic vitality, for our community and state. If you are ready to: engage with others in building effective early childhood programs, inspire the talent development of more than 55 motivated employees, and ensure the continued growth of a dynamic organization with a rewarding mission, the Partnership for Children may be a perfect fit.

Our next **President** must possess:

CORE SKILLS AND ABILITIES:

- Cultivate and develop cooperative relationships with a range of government and community groups to fund and implement effective early childhood systems.
- Engage and develop a staff of 55+ full time employees.
- Maintain a highly accountable program and fiscal operation; budgeting accountability.
- Demonstrate ability to work successfully with a Board of Directors.
- Identify and address appropriate initiatives for PFC funding; financial viability.

JOB REQUIREMENTS:

- A Bachelor's Degree in Business Administration, Public Administration, Public Policy, Education, Human Services, or other related field of study (Master's Degree is preferred).
- Three (3) years of experience in a management position, with at least two (2) years of supervisory experience, including staffing responsibilities, such as performance reviews.
- Three to five years of experience in program management, budgeting, staff development, and supervision.
- A deep understanding of the functions of a non-profit organization.
- Experience in financial administration.
- Proven successful implementation of grant writing/grant awards and fundraising.
- Previous involvement with non-profit boards and committees.
- Above average written and verbal communications skills (traditionally and electronically).

If you meet these qualifications, please submit your cover letter and resume for consideration. Documents can be delivered by mail to: PFCCC, Attention: Stacia Manuel, HR Manager, 351 Wagoner Dr., Suite 200, Fayetteville, NC 28303. This position will be open until filled. **NO PHONE CALLS PLEASE.** The Partnership for Children of Cumberland County is funded by North Carolina's Smart Start, the North Carolina Pre-K School Readiness Program, federal and private sector grants and donations. For further details, please visit our website, www.ccpfc.org. PFC is an equal opportunity employer.

0004689220cs er

18

PFC is a 501(c)(3) non-profit organization supported by public and private funds through Smart Start, NC Pre-K, tax-deductible donations, and grants.



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

Appendix 4



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

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

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

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

Notice of Transition

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

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

Minimum Qualification Requirements

1) Education Requirements

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

2) Experience Requirements

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

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

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

Candidate Vetting Process

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

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

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

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

Background Checks

All offers of employment to local partnership executive directors are contingent upon clear results of a thorough background check. Before conducting any background checks, candidates must sign and submit a background authorization and release form to the hiring agency. The background check is the local partnerships responsibility.

[Reference ED Background Check Document.](#)

Salary Schedule

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

[Reference Executive Director Salary Schedule.](#)

Non-Compliance

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

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

Appendix 5

Resume Scoring Sheet

Rank each candidate on a scale from 1-3 using the following criteria.

1 = Meets all criteria. Has all the required experience, skills and education. An excellent match for the position, at least on paper

2 = Meets some of the criteria. Has some of the required experience, skills and education. Maybe a good match for this position. Might be worth exploring further.

3 = Unqualified. Has little relevant experience or skills.

	Mission Experience/ Non-Profit	Senior Leadership Experience	Funding Growth Experience	Organizational Development	Board Experience	Community Engagement	Advocacy	Written Skills	Resume Score
Candidate Name:									
Comments:									
Candidate Name:									
Comments:									
Candidate Name:									
Comments:									
Candidate Name:									
Comments:									

Appendix 6

First Round Interview/ PFC President

Applicant's Name: _____

Interview Date: _____

Interviewer Name: _____

1. Could you give us a brief synopsis on why you applied for this position and how your current/ past experience relate to the responsibilities and duties of the President's position?
2. What is your general knowledge of the state wide early childhood system and/or programs?
3. Please share your current/ past community engagement experience to include your experience working with a non-profit board, working with volunteers and or any personal volunteering experiences.
4. Please share your experience and/or knowledge you have pertaining to fund development, grant writing, fundraising and/or donations and sponsorships.

Appendix 7

Candidate: _____

President Interview Questions Round 2

Competency: Leadership

A. We'd like you to tell us how you define the role as President in relation to the board of directors and the organization as a whole.

1. What are the clear delineators between the board and President responsibilities?

(1) Inadequate	(3) Meets Needs	(5) Excellent		Score: ____

Comments:

B. Hiring, supervision, and development of staff are an integral part of this position. PFC currently has approximately 60 employees

2. How would you describe your leadership style?

(1) Inadequate	(3) Meets Needs	(5) Excellent		Score: ____

Comments:

Competency: Strategic Thinking

A. A primary role for the President is to serve as an advocate and collaborator to help create change for young children and families both locally and on a statewide level. One primary role of our organization to convene or initiate action when needed.

3. Gives us an example of a collaborative initiative/ effort(s) you initiated or participated in? What was your role and who was involved?

4. In a multi-faceted community such as Cumberland County, what would you do to stay informed about the community, and how would you apply it to your job?

				Score: ____
(1) Inadequate	(3) Meets Needs	(4) Good	(5) Excellent	

Comments:

B. Strategic Planning-The President provides leadership to the development, implementation and adjustments to the strategic plan.

5. Describe your role and/ or experience with strategic planning, the process and components of the plan.

(1) Inadequate	(3) Meets Needs	(4) Good	(5) Excellent

Comments:

Competency: Relationship/Public Relations

A. In our current strategic planning process, strengthening community engagement and relations has been identified as a key focus area. Informing the public and advocating for the needs of young children, the importance of early education and the work of the organization is a critical role.

6. Tell us about experiences you have had with public awareness, education and/or engaging others.

				Score: ____
(1) Inadequate	(3) Meets Needs	(4) Good	(5) Excellent	

Comments:

Competency: Operational Excellence

A. Financial Administration: *Financial stability is another key focus area in our strategic plan. Developing multiple sources of revenues is important to sustain and grow the organization.*

- 7. What experiences have you had that are relevant to the fiscal management of a profit or non-profit organization? Please share information about financial planning and oversight.
- 8. Describe your experience with fund development, and specifically what experiences have you had with donors, grants, special events, etc.

_____	_____	_____	_____	Score: ____
(1) Inadequate	(3) Meets Needs		(5) Excellent	

Comments:

B. Program Knowledge and Evaluation: *The Partnership provides leadership on early education and care and is seen as the expert or source of information on young children and families in for our community.*

- 9. How would you evaluate the effectiveness of an organization, programs and/ or operations?

_____	_____	_____	_____	Score: ____
(1) Inadequate	(3) Meets Needs		(5) Excellent	

Comments:

C. Candidate Questions: Thank you for answering all of our questions, now what questions do you have for us?

Comments:

Notes and Rating Sheet:

Competency	Notes	Assessment				
		Weak		Avg	Excellent	
Leadership		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Thinking		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship/ Public Relations		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operational Excellence (10)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ASSESSMENT		
Inadequate	Meets needs	Excellent
<ul style="list-style-type: none"> • Few desired behaviors • Lack of clarity or confidence in response • Responses are not evident of having demonstrated this competency at the desired level in the past, or will be able to easily demonstrate it in the ED role. 	<ul style="list-style-type: none"> • Many desired behaviors • Articulate and clear response • Solid knowledge and skills in competency area relevant to the role of ED. 	<ul style="list-style-type: none"> • All (or most)competency behaviors • Exceptionally clear, compelling and confident response to questions • Provides strong evidence they have demonstrated this competency in the past, and will demonstrate it at a high level as an ED.

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

Appendix 8

Date

Candidate Name

Candidate Address

Dear Candidate:

Thank you for your interest in the President position. The committee has narrowed the applicant field and determined which candidates will move forward for the XXXXXXXX round interview. While you are a qualified candidate with many strong attributes, you have not been selected to continue to the next stage of our search. We sincerely thank you for applying for this position and taking the time to interview with us.

Thank you for your commitment to the work you do and we wish you the best in your professional pursuits and goals.

Thank you again for your interest in the Partnership for Children of Cumberland County.

Sincerely,

XXXXXXXXXXXXXXXXXXXX

Partnership for Children Board Chair

28

PFC is a 501(c)(3) non-profit organization supported by public and private funds through Smart Start, NC Pre-K, tax-deductible donations, and grants.



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

Appendix 9

Instructions for Presentation to Candidates:

Please utilize Microsoft PowerPoint for the actual presentation and save and bring the document on a personal thumb drive. Please also email the presentation to HR Manager at aramos@ccpfc.org so we can have the presentation ready for you before you arrive. We will provide the laptop and projector for the presentation.

Please prepare and deliver a 20-30 minute presentation on what attracts you to the Partnership for Children of Cumberland County, your "vision of the public- private Partnership as it relates to funding, the importance of community buy-in (facilities, parents, service providers etc.) and legislative perceptions".

Suggestions:

* You may want to include such things as strategies you would use to work through the threat of potential budget cuts and the process of determining what should be done and how.

* You may also want to include strategies you would employ to increase community engagement. This includes PFC events (annual fundraiser), community events and parent/ provider education.

As part of your presentation, please devote 2-3 minutes to tell about your experiences, education, and why you applied for this position.

There will be a 10-minute question/answer period at the end of your presentation.

Also as discussed, the interview is scheduled from XXXX to XXXX. The presentation will be first and then the 10 minute question/ answer period after the presentation. You will then have an informal sit down lunch with the committee and leadership team. After lunch you will have a building tour with our VP of Finance, Marie Lilly. You will have the opportunity to ask any questions you may have at this point.

29

PFC is a 501(c)(3) non-profit organization supported by public and private funds through Smart Start, NC Pre-K, tax-deductible donations, and grants.



a partner
in the
Smart Start
network

Appendix 10

Name of Candidate:

County:

Position Title: President

Date:

Rate the Candidate	Not Observed*	Poor	Average	Good	Excellent
Professional Expression					
Evidence of Preparation					
Presentation Quality					
Audience Engagement					
Creativity					
Quality of Response to Questions					
Subject Matter/Technical Knowledge					
Communication Proficiency					
Planning/Organization Technique					
Technology Use					

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

OF CUMBERLAND COUNTY

ccpfc.org

Leadership Ability					
Experience Working with Volunteers					
Understands Programming Model					
Knowledge of Early Childhood Education					
Teamwork					
Experience/Education Qualifications					
Marketing Skills					
Political Savvy					
Conflict Management Techniques					
Supervisory Experience					
Overall Suitability for the Position					

* Rate the candidate "Not Observed" for any category you cannot determine a rating based on the seminar.

Candidate's Strengths:

Candidate's Challenges:

Comments:

Transition and Selection Procedures for President Succession Plan

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

1. When the outgoing President has made a decision to leave the position he/she will give a minimum 30 days written and verbal notice to the Board Chair.
 - a. The President and Board Chair will use the Transition Timeline (Appendix 2) as guidance for the process.
2. Once notification is received the outgoing President and Board Chair will review the approved succession plan.
 - a. If the departure is unplanned the Board Chair and outgoing President will follow the approved succession plan steps outlined in the succession plan document until a permanent replacement is found for the President's position.
3. The President will personally inform NCPC, the Board of Directors, key community leaders, grantors (if needed), Leadership Team and staff in writing and verbally.
 - a. In collaboration with the Community Engagement department, the President will develop a press release.
4. Once notification has been made, the Board Chair will work with members of the Executive Committee and the Human Resource committee in developing a Transition Committee which is usually comprised of a minimum of 5 and a maximum of 12 individuals. (The Transition Committee's roles and responsibilities are to prepare and execute all aspects of the transition process to include but not limited to Board preparation, hiring processes and onboarding for the newly appointed President).
 - a. Once the committee has been identified the Board Chair will appoint a Transition Committee Chair and Vice-Chair for the Transition Committee process.
 - b. The Human Resources Manager will serve as the Transition Committee's liaison and resource.

5. Once the Transition Committee is formed they will conduct a meeting to determine the next steps of the transition which will include but limited to reviewing the succession plan timeline, the president's job description and communicate with the Board of Directors regarding needs for the organization.
6. The Transition Committee will start the process of developing an Interview subcommittee of the Transition Committee which is usually comprised of approximately 4 individuals. (The interview subcommittee's roles and responsibilities are to conduct the interviews with potential candidates and make recommendation to the Transition Committee for final selection).
 - a. The transition committee will consider multiple factors when making the member selection for the Interview subcommittee to include but not limited to age, ethnicity, education, background and experience and can include members of the Transition Committee.
 - b. The transition committee will express to the Interview subcommittee members that their participation in the interview process will be mandatory to maintain continuity through each interview with each candidate.
 - c. The transition committee will also maintain communication with the Board of Directors reading status of each committee and timeline of the transition.
7. Once both committees are identified, the transition committee will meet to discuss the timeline of the hiring process, resources needed from staff and the search plan. During this process the Committee will discuss the importance of maintaining the integrity and confidentiality of the candidates and the process.
 - a. The HR Manager will provide the support needed on the staff level and fill the role of point person regarding communication among the committee members.
 - b. The HR Manager will supply the transition committee with resources needed for the search plan to include but not limited to example of the job announcement (Appendix 3), resources where the announcement will be posted and the screening tool that will be used to select candidates for interview.
 - c. The transition committee will determine what resources the HR Manager will use when posting the announcement as well as whether to set a closing date for the job announcement.
8. Once the job announcement is posted, both externally and internally, the HR Manager will collect all submitted resumes and log them into the resume log.
 - a. The HR Manager will review each resume for required education and experience requirements according to the job description and requirements set by NCPC (Appendix 4).

351 Wagoner Drive, Suite 200

Fayetteville, NC 28303

P 910-867-9700 / F 910-867-7772

ccpfc.org

- b. Once reviewed by the HR Manager, each resume will be logged into the resume scoring sheet (Appendix 5).
 - c. The HR Manager will forward all resumes and scoring sheets to interview subcommittee members for their review and scoring.
 - d. The interview subcommittee will use the resume scoring sheet to rate each resume according to the competencies that were identified.
 - e. The HR Manager and Committee members will decide on a date to have an initial meeting to review candidates and the scoring sheets.
9. During the initial meeting to review the candidates, the committee will also review the initial interview questions (Appendix 6) and determine dates and times for the candidate's initial interviews. Each initial interview will be scheduled for 30 minutes.
- a. The HR Manager will make contact with all selected candidates and schedule the date, time and location.
 - b. If requested by the candidate, and the committee approves, the initial interview may be conducted remotely (i.e. Skype).
 - c. Once all dates and times are confirmed, the HR Manger will advise the committee on the confirmation.
10. Once the committee has completed the initial interviews they will determine which candidates they will select for a second round interview. The committee will then determine the dates and times of the second round interviews. The committee members will also review the second round interview questions (Appendix 7)
- a. All candidates not chosen for a second round interview will be sent a letter (Appendix 8) with the Board Chair's signature.
 - b. The HR Manager will make contact with all selected candidates and schedule the date and time for each second round interview. All second round interviews must be in person.
11. Once the committee has completed the second round interview, they will determine if any candidates will move to the final presentation interview.
- a. All candidates not chosen for the final presentation interview will be sent a letter signed by the Board Chair.
 - b. In the event that the committee has not made the determination of two final candidates and the HR Manager has received additional qualified resumes the committee will accomplish steps 8 through 11 until the committee has decided on two final candidates to move forward with the final presentation interview.

12. Once the committee decides on the top two candidates they will determine the dates and times for the final presentation interview.
 - a. The HR Manager will advise PFC Leadership Team on the committee's selection.
 - b. The HR Manger will invite PFC Leadership Team and Board members to participate in the presentation interview process.
 - c. The HR Manager will make contact with the candidates explaining the process and requirements of the presentation interview (Appendix 9)
 - d. The HR Manager will also provide each candidate a PFC employment application, background release form and a request of references.
 - e. The HR Manager will send invite Leadership Team and any Board Members to participate in the final presentation interview.

13. Once the interview subcommittee, Leadership Team and Board members complete the final presentation interview all present members will complete the candidate feedback worksheet (Appendix 10).
 - a. All feedback worksheets will be given to the transition committee for final review and selection.

14. After review of feedback forms, the transition committee and interview subcommittee will then advise the HR Manager on the final selection.
 - a. The HR Manager will begin to conduct all reference checks.
 - b. The HR Manager will submit the background check verification.
 - c. The HR Manager will calculate the starting salary of the applicant (s); once the salary is calculated the documents will be reviewed and approved by the Board Chair and transition committee Chair.
 - d. The HR Manager will send a letter, signed by the Board Chair, to the candidate that was not selected.

15. The transition committee chair will make contact with the selected candidate and discuss the offer of employment to include but not limited to salary, on boarding and start date.
 - a. Once the candidate makes a verbal acceptance of the offer the HR Manager will forward the final candidates resume, verification letter, verification of education (either copy of transcript or diploma and background check. to NCPC's Organizational Development Director for review and approval.

16. Once the candidate chosen for the position has been approved by NCPC the Board Chair will call a Board of Directors meeting (Quorum is required) to have a formal action (Closed Session).
 - a. The transition committee chair will advise the Board of their recommendation based on the entire interview process.
 - b. Once the Board approves the candidate, The transition committee chair or HR Manager will advise the candidate on the date of Board approval, official offer letter signing and start date.
 - c. The HR Manager will make contact with both the candidate and the Board Chair to determine a date to sign the offer letter.
17. The transition committee and Board Chair will announce the newly appointed President.
 - a. They will personally inform PFC's Board of Directors, NCPC, key community leaders, grantors (if needed), Leadership Team and staff in writing and verbally.
 - b. The VP Finance will announce the newly appointed President to staff.
18. The newly appointed President will work with the transition committee and outgoing President regarding the onboarding process.
 - a. The outgoing president will supply the newly appointed President a hand off report that includes, but not limited to key contracts, grants, financials, internal and external deadlines, liabilities, staff vacancies and the strategic plan which outlines and future direction of the organization.
 - b. The newly appointed President will develop a 90 day working plan in collaboration with the Board Chair and senior leadership (VP Finance & Vice Presidents).
 - c. The Board Chair will engage with the new President in a 90 day check in review.

FINANCIAL SUMMARY - WHAT YOU NEED TO KNOW

Board Responsibility

*The review of the financial statements is the responsibility of the Committee and Board Members of PFC.
The detailed financial reports have been provided to you via email or via the PFC website and
will be provided electronically during the meeting.*

November 30, 2024

ONLY THE HIGHLIGHTED ITEMS NEED TO BE REPORTED.

1 Balance Sheet

- a. The cash balances; investments and liabilities are at the anticipated amounts and are sufficient for the current needs.

2 Smart Start Grant [State Funds]

- a. PFC's Smart Start grant budgets are reflected at 100% of full allocation effective July 1, 2024.
- b. The total allocation for FY2024-2025 at 100% is \$6,832,478, including DSS and WAGE\$.
- c. In July 2024, PFC reverted \$309,478.16 for unspent FY23-24 Smart Start Services funds and anticipate to receive back \$307,816.
- d. PFC's Management and staff recently reviewed and realigned applicable Smart Start budgets to include the FY2023-2024 reverted Smart Start funds maximum amount [\$307,816] and other additional budget changes. These budgets were prepared for approval by the November 21, 2024 Executive Committee. These budget changes were ready to be submitted to NCPC in November 2024 and to be approved by NCPC with a December 31, 2024 effective date. As of December 6, 2024, NCPC has not added the \$307,816 to our contract.

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

- a. PFC is in full contract with DCDEE effective July 1, 2024.
- b. The total FY2024-2025 contract is \$9,854,106 which consists of \$4,580,047 of federal funds and \$5,274,059 of state funds.
- c. The FY2024-2025 contract for NC Pre-K **administrative funds is 24% or \$216,000 less than FY2023-2024.** The Direct Services funds remained the same. DCDEE has also deemed certain expenditures such as auto expenses as no longer allowable from the grant funds. PFC is strategizing ways to sustain this funding stream due to the unexpected timing and unexpected amount of the grant reduction.
- d. Historically this distribution of state and federal funds is amended by DCDEE before or at yearend.
- e. PFC received an advance of 1/10th of the direct services grant in September 2024. The amount of the total requested advance is \$915,459. NC Pre-K funds for the July and for the August 2024 FSRs were also received in September 2024.
- f. Due to the amount of federal funds received, the Partnership **will be** audited extensively for fiscal responsibility and federal compliances, i.e. an A-133 audit since we plan to spend at least \$750,000 in federal funds for the fiscal year.
- g. The single audit threshold will increase from \$750,000 to \$1,000,000 effective October 1, 2024.

4 Southwestern Child Development Commission, Inc. [SWCDC] - Region 5 Grants [Federal Funds]

- a. The **Region 5 Core** grant is in contract effective July 1, 2023 through June 30, 2024; and July 1, 2024 through June 30, 2025. The grant amount is \$395,367 for each of the two years [\$790,734 total]. The contract was executed on August 28, 2023. An additional \$10,933 of reversion distribution funds was added to the original budget amount for FY24-25. The total budget is now \$406,300. **The contract was amended on November 7, 2024.**
- b. The Region 5 **Birth to Three Quality [B3QI] Initiative** grant is in contract, effective August 1, 2024 through July 31, 2025. The grant amount is \$166,977. The contract was executed on August 29, 2024. An additional \$15,499 of reversion distribution funds was added to the original budget amount for FY24-25. The total budget is now \$182,476. **The contract was amended on December 2, 2024.**
- c. The Region 5 **Healthy Social Behaviors [HSB]** grant is in contract effective July 1, 2024 through June 30, 2025. The grant amount is \$268,003. **The contract was executed on August 27, 2024.**
- d. The Region 5 **Family Child Care Project [FCC]** grant is in contract effective September 1, 2023 through February 14, 2024 ; and February 15, 2024 through February 14, 2025. **The contract was executed on September 25, 2023.** The grant amount is \$81,584 for the 5.5 months contract period and \$186,900 for the 12 months contract period. DCDEE has approved a request from SWCDC to extend the FCC TA contract to 6-30-2025 to align more closely with the other CCR&R contracts. This extension has been approved as a no-cost extension, and SWCDC will be utilizing existing dollars through reversions to redistribute funds to ensure that all agencies have the appropriate funds needed to cover costs for their contracts through June 30, 2025.

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

FINANCIAL SUMMARY - WHAT YOU NEED TO KNOW

Board Responsibility

*The review of the financial statements is the responsibility of the Committee and Board Members of PFC.
The detailed financial reports have been provided to you via email or via the PFC website and will be provided electronically during the meeting.*

November 30, 2024

5 All Funding Sources

- a. The cash balance at month-end is as projected and is sufficient for the requirements of the upcoming month and at yearend.
- b. The \$200,000 cash advance received from the City of Fayetteville in September 2022 for the federal ARPA Grant was returned to the City on November 14, 2024, due to their request to terminate the current contract and enter into a new contract at a later date.
- c. The cash balance and grant reimbursements are being monitored more closely due to this decrease in cash.

6 Unrestricted State Revenues (USR) - Fund 208

- a. The goal is to continue to use these funds only when other funding streams cannot be used or are not available.
- b. On May 13, 2024, PFC management redeemed the Lumbee Bank CD#4 as approved by the Board. The maturity date was May 18, 2024. A new Lumbee Bank CD#5 with a higher yield and a shorter term was purchased. The redeemed Lumbee Bank CD#4 of \$209,427.38 plus interest earned of \$9,737.24 was used to purchase the new CD#5 for \$219,164.62 which is a 5-month CD with an interest rate of 4.88% and matures on October 13, 2024. Research has shown that a new CD with a higher interest rate will be the best option at the time of maturity. PFC will follow this option.
- c. On October 16, 2024, PFC management redeemed the Lumbee Bank CD#5, as approved by the Board. The maturity date was October 13, 2024. A new Lumbee Bank CD#6 with a higher yield was purchased. The redeemed Lumbee Bank CD#5 of \$219,164.62 plus interest earned of \$4,533.67 was used to purchase the new CD#6 for \$223,698.29, which is a 9-month CD with an interest rate of 4.11% and **matures on July 16, 2025**.

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

PNC Bank Money Market Account	70,091.27	<i>Does not include interest earned in Fund 899 ; \$100,000</i>
Lumbee Bank - Certificate of Deposit #5	-	<i>New CD purchased on May 13, 2024; Matures on October 13, 2024</i>
Lumbee Bank - Certificate of Deposit #6	223,698.29	<i>New CD purchased on October 16, 2024; Matures on July 16, 2025</i>
Lumbee Bank - Checking Account [from investments]	200.00	<i>Deposited \$100 initially; deposited \$25 in FY20-21; and deposited \$50 in July 2023.</i>
First Bank Money Market Account	100,000.00	<i>New account opened on November 27, 2023.</i>
Morgan Stanley E*TRADE Account	118,000.00	<i>Gains/Losses are not reflected in the financial statements</i>
	511,989.56	

Interest Earned - Fund 899	
PNC Bank Money Market	32,112.14
Lumbee Bank - CD #5	-
First Bank Money Market	3,471.51
	35,583.65

Investments - Fund 208	511,989.56
Interest Earned - Fund 899	35,583.65
TOTAL INVESTMENTS PLUS INTEREST	547,573.21

- e. There is currently a sufficient balance in the operating funds portion of the USR funding stream for the current fiscal year. As expenditures are realized that are in excess of the current cash balance, Management will determine if transfers are necessary.

7 Cash and In-kind Report

- a. The 19% match requirement reflected on the monthly report is reflected at 100% of the full allocation, and **does** include the prior year reverted funds maximum amount [\$307,816].
- b. PFC's Leadership Team, staff and Board members will continue to discuss and implement strategies to meet our match requirement.
- c. PFC did not meet the 19% match requirement for FY2324, FY2223, FY2122, FY2021, FY1920, FY1819, FY1718 nor for FY1617.
- d. Since the 19% required match was not met for the FY ended June 30, 2024, there will be no contribution to the PFC endowment.
- e. Income from **fundraisers** are to be reflected at the net amount only and after the event is over. Therefore, receipts from sponsors and donors will not be reported for Cash and In-kind purposes until such time.

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

FOOTNOTES FOR FINANCIAL REPORTS

November 30, 2024

FOOTNOTES - BALANCE SHEET

A. The cash accounts at November 30, 2024 total \$2,239,716.02.

- Included in the cash balance amount are the following investment vehicles:

Description	Investment Type	Current Amount	Term (months)	Maturity Date	Interest Rate	Annual Percentage Yield
PNC Bank	Money Market	\$102,203.41	n/a	n/a	n/a	2.78%
First Bank	Money Market	\$103,471.51	n/a	n/a	3.50%	3.56%
Lumbee Bank	CD#6	\$223,698.29	9	07/16/25	4.11%	4.20%
Lumbee Bank	Checking	\$200.00	n/a	n/a	n/a	n/a
Morgan Stanley	E*TRADE	\$118,000.00	n/a	n/a	n/a	n/a
Cumberland Community Foundation	Beneficial Interest in Endowment Fund	\$31,384.00	n/a	n/a	n/a	n/a
TOTAL		\$578,957.21				

B. Employees' payroll deductions at November 30, 2024 from the current month and from prior months total (\$383.73). The pre-funded amounts of \$8,700 for HRA and \$741 for FSA for FY24-25 were drafted by Blue Cross and Blue Shield on May 24, 2024. These amounts were reimbursed to PFC on September 20, 2024. These employee withholding accounts are reconciled on a monthly basis and at yearend to ensure that the correct amounts are being accounted for as required by NCPC.

FOOTNOTES - BALANCE SHEET

November 30, 2024

- C. Per Board approval, an endowment fund was established on June 29, 2012 with the Cumberland Community Foundation, Inc. with an initial amount of \$25,000.00. Since this amount is an irrevocable gift of assets, it is classified as a permanently restricted net asset for accounting purposes. It is also classified as a "Beneficial Interest in Community Foundation" in the Assets section of the Balance Sheet.

NCPC defines permanently restricted net assets as "used to classify assets that have donor-imposed stipulations that neither expire with time nor can be fulfilled or removed by actions of the organization. An example would be an endowment fund whereby the principal is maintained for investment purposes and the interest earnings may be available for use. This FASB code is rarely used."

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

FOOTNOTES - SMART START GRANT SPREADSHEET

SERVICES (In-House Activities): The Smart Start funds for all of the Services budgets were in contract at 100% as of July 1, 2024. The current budgets were reviewed and applicable budgets were approved and are ready whenever NCPC adds the reverted funds to the FY2024-2025 Smart Start contract. The applicable budget amendments/revisions were approved at the November 21, 2024 Executive Committee meeting.

DIRECT SERVICE PROVIDERS: The Smart Start funds for the Direct Service Providers (DSPs) budgets were in contract at 100% as of July 1, 2024. The current budgets were reviewed and applicable budgets were approved and are ready whenever NCPC adds the reverted funds to the FY2024-2025 Smart Start contract. The applicable budget amendment was approved at the November 21, 2024 Executive Committee meeting.

ADMINISTRATION: The Smart Start funds for the Administration budget were in contract at 100% as of July 1, 2024. The current budget was reviewed and no applicable line item changes are necessary at this time.

Partnership for Children of Cumberland County, Inc.
Balance Sheet
11/30/2024

Assets

Bank of America Checking Account	\$ 1,657,252.05	} A
First Bank - [for construction transactions]	3,106.76	
PNC Bank - Money Market Reserve	102,203.41	
First Bank - Money Market Reserve	103,471.51	
Lumbee Bank - Certificate of Deposit #6	223,698.29	
Lumbee Bank - Checking Account [from investments]	200.00	
Morgan Stanley E*TRADE Account	118,000.00	
Petty Cash, Change Funds, Undeposited Receipts	400.00	
Beneficial Interest in Community Foundation	31,384.00	

Total Assets 2,239,716.02

Liabilities and Net Assets

Forfeited FSA and HRA Pre-Funding	(654.41)	} B
Health Insurance Payable	(133.87)	
Flex-Spending Payable	161.98	
AFLAC Payable	235.90	
Dental Insurance Payable	14.51	
Vision Payable	0.50	
Legal Shield Payable	(8.34)	} C
Tenant Security Deposits	25,384.96	
Unrestricted Net Assets	1,008,434.71	
Temporarily Restricted Net Assets	298,448.18	
Permanently Restricted Net Assets	31,384.00	
Excess Revenues over (under) Expenditures	876,447.90	

Total Liabilities and Net Assets \$ 2,239,716.02

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC. - SMART START GRANT - FY 2024 - 2025

FY 24/25 SMART START 100% ALLOCATION [INCLUDING prior year Carry Forward]	\$7,140,294
---------------------------------------------------------------------------	-------------

TOTAL ALLOCATION FOR ADMINISTRATION ----->	\$425,611
FY 24/25 Smart Start Admin Base Allocation	\$397,185
FYE22 & FYE23 New Recurring Funds :	\$28,426

TOTAL ALLOCATION FOR SERVICES ----->	\$6,714,683
FY 24/25 Smart Start Services Base Allocation	\$6,175,862
Carryforward SERVICES Funds from FY23/24 to be used in FY24/25 [Effective 12-31-2024]	\$307,816
FYE22 & FYE23 New Recurring Funds :	\$231,005

AS OF November 30, 2024

Only items highlighted in Yellow will be discussed.

If monthly spending was equal, at month-end, the percentages should be:

		EXPENDITURES							AS OF November 30, 2024			
		12/31/2024						Remaining	If monthly spending was equal, at month-end, the percentages should be:			
		Budget	Advances	September	October	November	Y-T-D	Budget	42%	58%		
Activity	Agency								% of Budget Expended	% of Available Funds		
Early Care & Education Subsidy - TANF Only												
1	Subsidized Child Care	Dept. of Social Services	\$ 2,531,000.00		\$ 276,006.00	\$ 293,888.00	\$ -	\$ 942,984.00	\$ 1,588,016.00	37%	63%	
2	Child Care Scholarships	Fayetteville Tech. Com. College	\$ 317,260.00		\$ 18,264.50	\$ 28,537.16	\$ 30,052.45	\$ 76,854.11	\$ 240,405.89	24%	76%	
		ECE Subsidy TANF Total:	42%	\$ 2,848,260.00	\$ -	\$ 294,270.50	\$ 322,425.16	\$ 30,052.45	\$ 1,019,838.11	\$ 1,828,421.89	36%	
		Minimum of 39% Required										
Early Care & Education Subsidy - Administration												
3	Subsidy Support Staff	Dept. of Social Services	\$ 176,000.00		\$ -	\$ -	\$ -	\$ -	\$ 176,000.00	0%	100%	
4	Child Care Scholarship - Admin Support	Fayetteville Tech. Com. College	\$ 55,600.00		\$ 9,232.50	\$ 4,903.33	\$ 4,678.72	\$ 18,814.55	\$ 36,785.45	34%	66%	
		ECE Subsidy Support Total	3%	\$ 231,600.00	\$ -	\$ 9,232.50	\$ 4,903.33	\$ 4,678.72	\$ 18,814.55	\$ 212,785.45	8%	
Early Care & Education Quality & Affordability												
5	CCR&R - Core Services	IH Partnership for Children	\$ 809,285.00		\$ 52,578.23	\$ 66,662.76	\$ 75,932.67	\$ 290,200.29	\$ 519,084.71	36%	64%	
6	WAGE\$	Child Care Svcs. Association	\$ 565,000.00		\$ 36,875.00	\$ 31,075.00	\$ 32,000.00	\$ 242,136.09	\$ 322,863.91	43%	57%	
7	CCR&R - Lending Library	IH Partnership for Children	\$ 76,600.00		\$ 3,149.19	\$ 1,894.60	\$ 795.18	\$ 9,637.16	\$ 66,962.84	13%	87%	
		ECE Quality Total:	22%	\$ 1,450,885.00	\$ -	\$ 92,602.42	\$ 99,632.36	\$ 108,727.85	\$ 541,973.54	\$ 908,911.46	37%	
		Minimum of 70% Total Required	70%									
Health and Safety												
8	Child Care Health Consultant	Cumberland County Health Department	\$ 196,390.00	\$ -	\$ 14,694.98	\$ 14,771.01	\$ 21,271.18	\$ 80,243.23	\$ 116,146.77	41%	59%	
9	Family Connects	IH Partnership for Children	\$ 958,648.00	\$ -	\$ 155,984.93	\$ 57,706.21	\$ 91,227.73	\$ 380,405.49	\$ 578,242.51	40%	60%	
		Health & Safety Total:	14%	\$ 1,155,038.00	\$ -	\$ 170,679.91	\$ 72,477.22	\$ 112,498.91	\$ 460,648.72	\$ 694,389.28	40%	

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC. - SMART START GRANT - FY 2024 - 2025

FY 24/25 SMART START 100% ALLOCATION [INCLUDING prior year Carry Forward]	\$7,140,294
---------------------------------------------------------------------------	-------------

TOTAL ALLOCATION FOR ADMINISTRATION ----->	\$425,611
FY 24/25 Smart Start Admin Base Allocation	\$397,185
FYE22 & FYE23 New Recurring Funds :	\$28,426

TOTAL ALLOCATION FOR SERVICES ----->	\$6,714,683
FY 24/25 Smart Start Services Base Allocation	\$6,175,862
Carryforward SERVICES Funds from FY23/24 to be used in FY24/25 [Effective 12-31-2024]	\$307,816
FYE22 & FYE23 New Recurring Funds :	\$231,005

AS OF November 30, 2024

Only items highlighted in Yellow will be discussed.

If monthly spending was equal, at month-end, the percentages should be:

		EXPENDITURES								AS OF November 30, 2024		
				12/31/2024					Remaining	42%	58%	
				Budget	Advances	September	October	November	Y-T-D	Budget	% of Budget Expended	% of Available Funds
Family Support												
10	Kaleidoscope Play and Learn	IH	Partnership for Children	\$ 42,000.00	\$ -	\$ 2,220.92	\$ 1,754.55	\$ 1,806.73	\$ 8,382.88	\$ 33,617.12	20%	80%
11	Community Engagement & Resource Development	IH	Partnership for Children	\$ 589,100.00	\$ -	\$ 57,383.20	\$ 41,904.14	\$ (18,731.49)	\$ 183,006.43	\$ 406,093.57	31%	69%
12	Dolly Parton Imagination Library - NEW IN-HOUSE at 07-01-2023	IH	Partnership for Children	\$ 10,000.00	\$ -	\$ 1,760.00	\$ -	\$ -	\$ 1,760.00	\$ 8,240.00	18%	82%
Family Support Total:				10%	\$ 641,100.00	\$ -	\$ 61,364.12	\$ 43,658.69	\$ (16,924.76)	\$ 193,149.31	30%	
System Support												
13	P&E - Planning & Evaluation	IH	Partnership for Children	\$ 387,800.00		\$ 31,615.29	\$ 27,107.63	\$ 34,639.48	\$ 176,025.86	\$ 211,774.14	45%	55%
System Support Total:				6%	\$ 387,800.00	\$ -	\$ 31,615.29	\$ 27,107.63	\$ 34,639.48	\$ 176,025.86		
Total of Approved SERVICES Projects:					\$ 6,714,683.00	\$ -	\$ 659,764.74	\$ 570,204.39	\$ 273,672.65	\$ 2,410,450.09		
14	Administration	IH	Partnership for Children	6% \$ 425,611.00	\$ -	\$ 37,704.62	\$ 38,434.89	\$ 54,378.99	\$ 218,855.59	\$ 206,755.41	51%	49%
Total Administration					\$425,611.00		\$ -	\$ -	\$ -			
Unallocated Smart Start SERVICES Funds					\$ -							
Unallocated Smart Start ADMINISTRATION Funds					\$ -							
Total Smart Start Funds Expended					\$ -	\$ 697,469.36	\$ 608,639.28	\$ 328,051.64	\$ 2,629,305.68			
										Total Allocated Smart Start Funds Remaining	\$ 4,510,988.32	

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

Fiscal Year 2024 / 2025

LEGEND	
	Internal Budget Alignment
	Budget Increases per Amendment #1

FY 24/25 Revenues per Contract			
\$ 9,154,590	NC Pre-k Grant Payments to Providers [Fund 206, Fund 210, Fund 319]		
\$ -			
\$ 174,963	2% CCDF Quality/Admin Funds [Fund 328]		
\$ -	2% CCDF ARPA Admin Funds [Fund 314]		
\$ 524,553	6% Administrative Funds [Fund 211]		
\$ 9,854,106	Total NC Pre-k Grant		as of NOVEMBER 2024
			SHOULD BE
			42% 58%

		FY 24/25 Budget							Remaining	% of	% of
Activity		11/1/2024	September	October	November	Y-T-D	Budget	Budget Expended	Available Funds		
211	3323-999 Administrative Operations	\$99,880	\$ 11,184.44	\$ 11,315.46	\$ 16,454.79	\$ 61,807.77	\$ 38,072.23	62%	38%		
	3323-001 CCR&R - Core	\$108,180	\$ 7,203.59	\$ 7,671.57	\$ 8,958.79	\$ 37,604.63	\$ 70,575.37	35%	65%		
	3323-017 NC Pre-k Coordination (In-Direct)	\$316,493	\$ 25,580.13	\$ 25,900.51	\$ 29,916.69	\$ 128,592.35	\$ 187,900.65	41%	59%		
	Fund 211 Sub-Total	\$ 524,553.00	\$ 43,968.16	\$ 44,887.54	\$ 55,330.27	\$ 228,004.75	\$ 296,548.25	43%	57%		
206	2342-015 NC Pre-k Subsidy (Direct - Child Reimbursement) - State Funds	\$932,897	\$ -	\$ -	\$ -	\$ -	\$ 932,897.00	0%	100%		
	2348-015 NC Pre-K Non-TANF/CCDF - State Funds	\$233,224	\$ -	\$ -	\$ -	\$ -	\$ 233,224.00	0%	100%		
	Fund 206 Sub-Total	\$ 1,166,121.00	\$ -	\$ -	\$ -	\$ -	\$ 1,166,121.00	0%	100%		
210	2342-015 NC Pre-k Subsidy (Direct - Child Reimbursement) - State Funds	\$3,664,038	\$ -	\$ -	\$ -	\$ -	\$ 3,664,038.00	0%	100%		
	2348-015 NC Pre-K Non-TANF/CCDF - State Funds	\$916,009	\$ -	\$ -	\$ -	\$ -	\$ 916,009.00	0%	100%		
	Fund 210 Sub-Total	\$ 4,580,047.00	\$ -	\$ -	\$ -	\$ -	\$ 4,580,047.00	0%	100%		
319	2342-015 NC Pre-k Subsidy TANF (Direct - Child Reimbursement) - Federal Funds	\$2,718,121	\$ -	\$ 1,290,923.00	\$ 672,882.00	\$ 1,963,805.00	\$ 754,316.00	72%	28%		
	2348-015 NC Pre-K Non-TANF/CCDF - Federal Funds	\$690,301	\$ -	\$ 344,034.00	\$ 173,245.00	\$ 517,279.00	\$ 173,022.00	75%	25%		
	Fund 319 Sub-Total	\$ 3,408,422.00	\$ -	\$ 1,634,957.00	\$ 846,127.00	\$ 2,481,084.00	\$ 927,338.00	73%	27%		
328	3323-017 NC Pre-K CCDF Quality Funds-ADMIN-Federal Funds	\$169,729	\$ 13,368.10	\$ 23,071.85	\$ 14,546.28	\$85,574.51	\$84,154.49	50%	50%		
328	3323-999 NC Pre-K CCDF Quality Funds-Administrative Operations	\$5,234	\$ 5,234.00	\$ -	\$ -	\$ 5,234.00	\$ -	100%	0%		
	Fund 328 Sub-Total	\$ 174,963.00	\$ 18,602.10	\$ 23,071.85	\$ 14,546.28	\$ 90,808.51	\$ 84,154.49	52%	48%		

Total Budget Remaining \$ 7,054,208.74

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

Fiscal Year 2024 / 2025

LEGEND	
Internal Budget Alignment	
Budget Increases per Amendment #1	

FY 24/25 Revenues per Contract		
\$ 9,154,590	NC Pre-k Grant Payments to Providers [Fund 206, Fund 210, Fund 319]	
\$ -		
\$ 174,963	2% CCDF Quality/Admin Funds [Fund 328]	
\$ -	2% CCDF ARPA Admin Funds [Fund 314]	
\$ 524,553	6% Administrative Funds [Fund 211]	
\$ 9,854,106	Total NC Pre-k Grant	
		as of NOVEMBER 2024
		SHOULD BE
		42% 58%

Activity	FY 24/25 Budget				Remaining Budget	% of Budget Expended	% of Available Funds
	11/1/2024	September	October	November			

Unallocated NC Pre-k Revenues	\$ -				
Total NC Pre-k Grant Expended	\$ 62,570.26	\$ 1,702,916.39	\$ 916,003.55	\$ 2,799,897.26	
Total State Funds	\$ 6,270,721.00				
Total Federal Funds	\$ 3,583,385.00				
Total NC Pre-K Grant	\$ 9,854,106.00				

Partnership for Children of Cumberland County, Inc.

Region 5 DCDEE Lead Agency Grant Fiscal Year 2024 - 2025

Amendment #1
Internal Alignment

TOTAL FY 2024 - 2025 REGION 5 LEAD AGENCY ALLOCATION

\$674,303.00

FY 2024 - 2025 10% Overhead / Administration Allocation

\$60,498.00

FY 2024 - 2025 Program/Services Allocation

\$613,805.00

FUND	PSC	AC	Activity	Amendment #1 11/1/2024	EXPENDITURES					as of November 30, 2024		
					Budget	September	October	November	Y-T-D	Remaining Budget	% of Budget Expended	% of Available Funds
307	3104	001	Region 5 Lead Agency - Core Services		\$ 307,721.00	\$ 16,712.72	\$ 22,057.03	\$ 25,035.42	\$ 100,411.60	\$ 207,309.40	33%	67%
				Amendment #1 eff: 11/1/2024. CORE redistribution \$10,933								
307	3104	196	Core Services - 10% Overhead/Administration for CCR&R		\$ 2,165.00	\$ 109.62	\$ 238.23	\$ 100.92	\$ 600.64	\$ 1,564.36	28%	72%
307	9100	196	Core Services - 10% Overhead/Administration for Admin Ops		\$ 34,188.00	\$ 2,041.48	\$ 2,140.96	\$ 2,977.10	\$ 10,668.23	\$ 23,519.77	31%	69%
307	3104	301	Contracts & Grants - Anson County		\$ 9,954.00	\$ -	\$ 1,800.76	\$ 900.38	\$ 2,701.14	\$ 7,252.86	27%	73%
307	3104	303	Contracts & Grants - Montgomery County		\$ 8,345.00	\$ -	\$ -	\$ -	\$ -	\$ 8,345.00	0%	100%
307	3104	304	Contracts & Grants - Moore County		\$ 29,399.00	\$ 4,899.90	\$ -	\$ 4,899.90	\$ 9,799.80	\$ 19,599.20	33%	67%
307	3104	305	Contracts & Grants - Richmond County		\$ 14,528.00	\$ -	\$ -	\$ -	\$ -	\$ 14,528.00	0%	100%
				#DIV/0!	\$ 406,300.00	\$ 23,763.72	\$ 26,236.98	\$ 33,913.72	\$ 124,181.41	\$ 282,118.59	31%	69%
313	3104	001	Region 5 Healthy Social Behaviors Project		\$ 243,858.00	\$ 17,330.05	\$ 18,165.74	\$ 23,743.25	\$ 92,218.70	\$ 151,639.30	38%	62%
313	3104	196	Healthy Social Behavior - 10% Overhead/Administration for CCR&R		\$ 6,155.00	\$ 367.73	\$ 428.07	\$ 137.00	\$ 1,311.96	\$ 4,843.04	21%	79%
313	9100	196	Healthy Social Behavior - 10% Overhead/Administration for Admin Ops		\$ 17,990.00	\$ 1,346.82	\$ 1,371.37	\$ 2,222.90	\$ 7,826.63	\$ 10,163.37	44%	56%
				#DIV/0!	\$ 268,003.00	\$ 19,044.60	\$ 19,965.18	\$ 26,103.15	\$ 101,357.29	\$ 166,645.71	38%	62%
Total Allocated DCD Funds Remaining										\$ 448,764.30		
Summary for 10% Overhead / Administration			PFC		\$ 60,498.00	\$ 3,865.65	\$ 4,178.63	\$ 5,437.92	\$ 10,790.91	\$ 49,707.09	18%	82%

Partnership for Children of Cumberland County, Inc.

TOTAL CY 2024-2025 REGION 5 LEAD AGENCY ALLOCATION FOR ONLY THE **BIRTH TO THREE QUALITY INITIATIVE** **\$182,476.00**

CY 2024- 2025 10% Overhead / Administration Allocation **\$16,627.00**

CY 2024-2025 Program/Services Allocation **\$165,849.00** **as of November 30, 2024**

FUND	PSC	AC	Activity	Amendment #1 Eff: 11/1/2024					Remaining Budget	as of November 30, 2024		
				Budget	September	October	November	Y-T-D		% of Budget Expended	% of Available Funds	
312	3104	001	Region 5 Birth To Three Quality Initiative [formerly Infant Toddler Project]	\$ 165,849.00	\$ 11,527.14	\$ 14,052.17	\$ 17,246.74	\$ 54,650.70	\$ 111,198.30	33%	67%	
312	3104	196	Birth to Three Quality Initiative - 10% Overhead/Administration for CCR&R	\$ 625.00	\$ 11.64	\$ 177.06	\$ 67.08	\$ 306.56	\$ 318.44	49%	51%	
312	9100	196	Birth To Three Quality Initiative - 10% Overhead/Administration for Admin Ops	\$ 16,002.00	\$ 1,093.47	\$ 1,207.17	\$ 1,743.63	\$ 5,127.71	\$ 10,874.29	32%	68%	
				#DIV/0!	\$ 182,476.00	\$ 12,632.25	\$ 15,436.40	\$ 19,057.45	\$ 60,084.97	\$ 122,391.03	33%	67%

Partnership for Children of Cumberland County, Inc.

TOTAL CY 2024 - 2025 REGION 5 LEAD AGENCY ALLOCATION FOR ONLY THE FAMILY CHILD CARE TECHNICAL ASSISTANCE

\$186,900.00

CY 2024 - 2025 10% Overhead / Administration Allocation

\$16,913.00

Internal BR

CY 2024 - 2025 Program/Services Allocation

\$169,987.00

as of November 30, 2024

FUND	PSC	AC	Activity	EXPENDITURES					Remaining Budget	as of November 30, 2024	
				05/01/24 Budget	September	October	November	Y-T-D		75% % of Budget Expended	25% % of Available Funds
335	3104	001	Region 5 Family ChildCare Consultant Technical Assistance Project	\$ 169,987.00	\$ 4,939.06	\$ 6,811.34	12,832.06	\$ 64,696.84	\$ 105,290.16	38%	62%
335	3104	196	Family ChildCare Consultant TA Project - 10% Overhead/Administration for CCR&R	\$ 4,100.00	\$ 5.08	\$ 176.28	67.08	\$ 524.17	\$ 3,575.83	13%	87%
335	9100	196	Family ChildCare Consultant TA Project - 10% Overhead/Administration for Admin Ops	\$ 12,813.00	\$ 488.83	\$ 504.85	1,216.13	\$ 5,869.07	\$ 6,943.93	46%	54%
				\$ 186,900.00	\$ 5,432.97	\$ 7,492.47	\$ 14,115.27	\$ 71,090.08	\$ 115,809.92	38%	62%

Partnership for Children of Cumberland County, Inc.

All Funding Sources
Fiscal Year 2024 - 2025

FUND CODE	July 1, 2024 Beginning Cash Balance	Receipts				Expenditures				Ending Cash Balance	
		September	October	November	YTD	September	October	November	YTD		
RESTRICTED FUNDS											
NC PRE-KINDERGARTEN FUNDS											
206	NC Pre-K Grant - State Funds (per child) FROM FY22-23	\$ 56,437.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,437.00
206	NC Pre-K Grant - State Funds (per child)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
210	NC Pre-K Expansion Grant - Lottery Funds - STATE FUNDS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211	NC Pre-K Grant - 4% Admin Fees	\$ -	\$ 83,818.78	\$ 43,968.16	\$ 44,886.56	\$ 172,673.50	\$ 43,968.16	\$ 44,887.54	\$ 55,330.27	\$ 228,004.75	\$ (55,331.25)
319	NC Pre-K Grant (per slot) - Federal Funds	\$ -	\$ 766,516.00	\$ 839,028.00	\$ 846,127.00	\$ 2,451,671.00	\$ -	\$ 1,605,544.00	\$ 846,127.00	\$ 2,451,671.00	\$ -
319	1/10 CASH ADVANCE from DCDEE - NC Pre-K Grant	\$ -	\$ 915,459.00	\$ -	\$ -	\$ 915,459.00	\$ -	\$ 29,413.00	\$ -	\$ 29,413.00	\$ 886,046.00
328	NC Pre-K Grant CCDF Quality Funds- Federal Funds	\$ -	\$ 34,588.28	\$ 18,248.43	\$ 12,687.51	\$ 65,524.22	\$ 18,602.10	\$ 23,071.85	\$ 14,546.28	\$ 90,808.51	\$ (25,284.29)
	Sub-total for NC Pre-K	\$ 56,437.00								Sub-total	\$ 861,867.46
FEDERAL RESTRICTED FUNDS											
307	DCD Grant - SWCDC	\$ (70,450.50)	\$ -	\$ 20,939.99	\$ 49,977.06	\$ 141,367.55	\$ 23,763.72	\$ 26,236.98	\$ 33,913.72	\$ 124,181.41	\$ (53,264.36)
312	Region 5 - Birth to 3 [Infant/Toddler] 08/01/XXXX - 07/31/XXXX	\$ (21,792.55)	\$ -	\$ -	\$ 27,488.20	\$ 62,899.19	\$ 12,632.25	\$ 15,436.40	\$ 19,057.45	\$ 73,752.18	\$ (32,645.54)
313	Region 5 - Healthy Social Behavior	\$ (32,286.31)	\$ -	\$ 18,509.70	\$ 38,999.70	\$ 89,795.71	\$ 19,044.60	\$ 19,965.18	\$ 26,103.15	\$ 101,357.29	\$ (43,847.89)
335 - YEAR 2	Region 5 - Family Child Care Project [02/15/2024 - 02/14/2025]	\$ (7,506.18)	\$ 7,291.48	\$ -	\$ 12,925.44	\$ 26,958.61	\$ 5,432.97	\$ 7,492.47	\$ 14,115.27	\$ 41,099.16	\$ (21,646.73)
333	FEDERAL - City of Fayetteville ARPA Grant [08/01/2022 - 06/30/2025]	\$ 200,000.00	\$ -	\$ -	\$ (200,000.00)	\$ (200,000.00)	\$ -	\$ -	\$ -	\$ -	\$ -
807	Region 5 - Program Income	\$ -	\$ 475.00	\$ 335.00	\$ 170.00	\$ 2,494.40	\$ -	\$ (101.76)	\$ -	\$ 745.93	\$ 1,748.47
	Sub-total for Federal Restricted	\$ 67,964.46								Sub-total	\$ (149,656.05)
SMART START AND RELATED FUNDS											
156	Smart Start - Services (FY 23/24)	\$ 300,570.03	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,570.03	\$ -
157	Smart Start - Admin. (FY 24/25)	\$ -	\$ 73,487.00	\$ 35,446.00	\$ 38,453.00	\$ 215,484.00	\$ 37,704.62	\$ 38,434.89	\$ 54,378.99	\$ 218,855.59	\$ (3,371.59)
158	Smart Start - Services (FY 24/25)	\$ -	\$ 541,274.00	\$ 261,085.00	\$ 283,228.00	\$ 1,587,166.00	\$ 304,691.76	\$ 260,351.95	\$ 233,881.80	\$ 1,169,327.65	\$ 417,838.35
201	MAC SS Grant (Accting/Contracting)	\$ -	\$ -	\$ 17,828.00	\$ -	\$ 35,656.00	\$ 8,555.85	\$ 9,625.58	\$ 8,730.22	\$ 45,094.85	\$ (9,438.85)
801	Program Income (SS Related)	\$ 67,601.39	\$ 4,832.25	\$ 5,690.92	\$ 5,940.92	\$ 26,292.85	\$ 143.46	\$ 120.91	\$ 64,118.63	\$ 64,613.15	\$ 29,281.09
	Sub-total for Smart Start & Related	\$ 368,171.42								Sub-total	\$ 434,309.00

Partnership for Children of Cumberland County, Inc.

All Funding Sources
Fiscal Year 2024 - 2025

FUND CODE	July 1, 2024 Beginning Cash Balance	Receipts				Expenditures				Ending Cash Balance	
		September	October	November	YTD	September	October	November	YTD		
TEMPORARILY RESTRICTED FUNDS - RESTRICTED FOR TIME OR PURPOSE TO SPEND FUNDS											
543	CC Foundation - Family Connect Grant [12/01/2019 - 12/31/2024]	\$ 42,011.18	\$ -	\$ -	\$ -	\$ -	\$ 5,613.57	\$ 4,968.26	\$ 7,359.71	\$ 28,510.32	\$ 13,500.86
	Sub-total for Temporarily Restricted	\$ 42,011.18								Sub-total	\$ 13,500.86
UNRESTRICTED FUNDS or NO RESTRICTION OF TIME TO SPEND FUNDS											
208	Unrestricted State Revenues - For Operating Purposes	\$ 15,065.22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,250.13	\$ 3,815.09
	Unrestricted State Revenues - Invested in CDs and Money Market Account	\$ 507,455.89	\$ -	\$ 4,533.67	\$ -	\$ 4,533.67	\$ -	\$ -	\$ -	\$ -	\$ 511,989.56
501	Individual Gifts & Donations	\$ 142,556.23	\$ 720.06	\$ 757.09	\$ 155.00	\$ 3,861.91	\$ 43.22	\$ 17.52	\$ 28.16	\$ 621.49	\$ 145,796.65
515	Vending Machine Commissions	\$ 142.54	\$ 58.23	\$ 78.98	\$ -	\$ 300.12	\$ -	\$ 150.00	\$ -	\$ 150.00	\$ 292.66
518	Kohl's Corporate Grants	\$ 25,139.39	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,000.39	\$ 1,139.00
802	PFCRC II (Non-Smart Start)	\$ (139,188.58)	\$ 15,628.97	\$ 14,794.55	\$ 13,703.40	\$ 73,320.14	\$ 14,932.86	\$ 11,072.46	\$ 3,316.44	\$ 48,028.16	\$ (113,896.60)
805	Misc. Unrestricted Revenue [currently cash back from Mastercard 2% credit card]	\$ 12,457.59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,664.24	\$ 125.00	\$ 1,789.24	\$ 10,668.35
806	Forward March Conference	\$ 2,645.95	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,645.95	\$ -
808	Insurance Proceeds Income (NOT program income and NOT temp restricted per NCPC)	\$ 95,882.80	\$ -	\$ 1,000.00	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ 96,882.80
812	PFCRC II - Administration	\$ 198,033.49	\$ 4,750.00	\$ 4,750.00	\$ 4,750.00	\$ 23,750.00	\$ 5,185.34	\$ 5,229.54	\$ 7,670.93	\$ 20,877.39	\$ 200,906.10
815	Hoke - Contracted Eval (not program income)	\$ 46,430.44	\$ -	\$ -	\$ -	\$ -	\$ 11,164.17	\$ 21,996.61	\$ 16,011.03	\$ 51,439.09	\$ (5,008.65)
816	Contracted Data Services	\$ 407.54	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 407.54
820	Fundraising - PFC Annual Soiree	\$ 67,430.81	\$ -	\$ -	\$ -	\$ -	\$ 379.04	\$ 5,000.00	\$ -	\$ 5,879.04	\$ 61,551.77
825	Capital Projects Fund [used for construction loan transactions]	\$ (8,043.37)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (11,150.13)	\$ 3,106.76
897	Sales Tax	\$ (16,800.69)	\$ 16,800.69	\$ -	\$ -	\$ 16,800.69	\$ 1,069.43	\$ 651.29	\$ 382.64	\$ 3,138.86	\$ (3,138.86)
899	Interest Income (from Investment Funds)	\$ 33,133.88	\$ 496.77	\$ 456.05	\$ 410.60	\$ 2,449.77	\$ -	\$ -	\$ 1,114.85	\$ 1,114.85	\$ 34,468.80
904	Forfeited FSA and Pre-funded HRA/FSA	\$ (10,095.41)	\$ 9,441.00	\$ -	\$ -	\$ 9,441.00	\$ -	\$ -	\$ -	\$ -	\$ (654.41)
905	Employee Withholding	\$ 982.90	\$ 20,655.41	\$ 20,960.37	\$ 27,592.16	\$ 109,498.15	\$ 20,015.20	\$ 24,029.08	\$ 22,930.13	\$ 110,210.37	\$ 270.68
	Sub-total for Unrestricted Funds	\$ 973,636.62								Sub-total	\$ 948,597.24

Partnership for Children of Cumberland County, Inc.

All Funding Sources
Fiscal Year 2024 - 2025

FUND CODE		July 1, 2024 Beginning Cash Balance	Receipts				Expenditures				Ending Cash Balance
			September	October	November	YTD	September	October	November	YTD	
INFORMATION TECHNOLOGY											
992	PFC IT Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
993	IT - Core	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
994	IT - Outside Agencies	\$ 115,231.67	\$ 3,355.00	\$ 14,655.00	\$ 7,160.00	\$ 40,545.00	\$ 13,327.84	\$ 12,995.88	\$ 17,031.18	\$ 56,063.16	\$ 99,713.51
995	IT - PFC Enhanced	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
996	IT - PFC Regular	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-total for Information Technology		\$ 115,231.67	\$ -	\$ -	\$ -					Sub-total	\$ 99,713.51
PERMANENTLY RESTRICTED FUNDS											
599	Cumberland Community Foundation Endowment	\$ 31,384.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,384.00
Sub-total for Permanently Restricted Funds		\$ 31,384.00								Sub-total	\$ 31,384.00
TOTAL		\$ 1,654,836.35								TOTAL CASH	\$ 2,239,716.02

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

Fiscal Year 2024 / 2025

Activity	FY 24/25 Budget Effective 7/1/2024	September	October	November	Expenditures Y-T-D	Unspent Allocated Budget Amount	SHOULD BE:	42%	58%	
							% of Budget Expended	% of Available Funds		
Administrative Operations	\$ 12,000.00	\$ -	\$ -	\$ -	\$ -	\$ 12,000.00		0%	100%	
CC&R - Core (in case of Federal shutdown)	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00		0%	100%	
CE/FRC For Construction Loan Payments	\$ 59,010.00	\$ -	\$ -	\$ -	\$ -	\$ 59,010.00		0%	100%	
Sub-Total	\$ 109,010.00	\$ -	\$ -	\$ -	\$ -	\$ 109,010.00		0%	100%	
Total Allocated Budget for FY24-25		121,010.00								
Allocated Budget Amount SPENT			\$ -	\$ -	\$ -	\$ -				
Allocated Budget Amount UNSPENT							\$ 121,010.00			
SUMMARY OF CASH AND INVESTMENTS										
July 1 - Total Cash Carryover including Investments								\$ 522,521.11		
Projected Unrestricted State Revenues at the yearend			\$ -	\$ -	\$ (105,944.78)	<i><---- Cash of \$15,065.22 in GL 1113 at 07-01-24 less the FY 24-25 budget amount</i>				
Unspent Budget for FY24-25 at the month end			\$ -	\$ -	\$ 121,010.00					
Subtotal (cash in GL 1113 at the month end to be used for operating funds)			\$ -	\$ -		\$ 3,815.09	<i>Cash will be transferred from other streams if necessary.</i>			
Investments at month end (Includes money market account and certificates of deposits, if applicable)		\$ 507,455.89	\$ 4,533.67	\$ -		\$ 511,989.56				
CURRENT TOTAL OF CASH AND INVESTMENTS AT THE MONTH END							\$ 515,804.65			

Partnership for Children of Cumberland County, Inc.
Cash and In-Kind Contributions Report
FY24/25

Total Smart Start Allocation INCLUDING RECURRING FUNDS OF	
\$259,431 (including \$307,816.00 prior year Carryforward Funds):	\$ 7,140,294.00
Target Cash & In-Kind Required (19%):	\$ 1,356,655.86
Target Cash Required (≥13%):	\$ 928,238.22
Target In-Kind Required (±6%):	\$ 428,417.64

1

CASH DONATIONS	October	November	Y-T-D
Cash Donations - In-House			
Board Donations	501-4410 \$ 125.00	\$ 20.00	\$ 220.00
Other Donations	501-4410 \$ 632.09	\$ 135.00	\$ 1,882.15
CCF Jerry/Helen Leggett Endowment	501-4410 \$ -		\$ 1,660.33
Donations - Barlow Research Survey	501-4410		\$ 50.00
Donations - CarMax Donation	501-4410		\$ -
Donations - SECC Donation	501-4410		\$ 49.43
Donations - Vending Machine Proceeds	515-4410 \$ 78.98		\$ 300.12
Donations - Giving Tuesday CCF	546-4420		\$ -
Program Income - Rent from Resource Center I	801-4824 \$ 4,130.92	\$ 4,140.92	\$ 20,047.85
Program Income-Little Land Donations	801-4827		\$ -
Program Income - Little Land Vendor Booth Rental	801-4834		\$ -
Program Income - Conference Room Rental RCI	801-4762		\$ -
Program Income - CCR&R Workshop Fees	801-4823 \$ 1,245.00	\$ 1,800.00	\$ 5,930.00
Program Income - Rent from Resource Center II	812-4761 \$ 4,750.00	\$ 4,750.00	\$ 23,750.00
Miscellaneous	501-4410		\$ -
Total Cash Donations - In-House	\$ 10,961.99	\$ 10,845.92	\$ 53,889.88
TOTAL CASH DONATIONS	\$ 10,961.99	\$ 10,845.92	\$ 53,889.88
IN-KIND DONATIONS			
In-Kind Donations - In-House			
In-Kind Donations - Volunteer Time	\$ 581.57	\$ 1,032.85	\$ 4,770.28
Google Ads Grant	\$ 8,258.66	\$ 6,536.11	\$ 43,631.71
Discounts on Materials - Media Shield			\$ -
Discounts on Materials - Systel			\$ -
Discounts on Materials - Kaplan			\$ -
Vendor donations of books/toys/supplies: Amazon			\$ 1,031.37
Total In-Kind Donations - In-House	\$ 8,840.23	\$ 7,568.96	\$ 49,433.36
In-Kind Donations - Direct Service Providers			
Quarterly Donations			\$ 3,300.80
TOTAL IN-KIND DONATIONS	\$ 8,840.23	\$ 7,568.96	\$ 52,734.16
GRAND TOTAL	\$ 19,802.22	\$ 18,414.88	\$ 106,624.04

4.0% **2**

3.9% **3**

7.9% **4**

\$ (1,250,031.82)
TARGET REMAINING

- 1 - Current Month Reporting
- 2 - YTD Cash Reported
- 3 - YTD In-Kind Reported
- 4 - Amount remaining to reach target



E*TRADE

from Morgan Stanley

CLIENT STATEMENT | For the Period November 1-30, 2024

[Faint, illegible text, likely a watermark or bleed-through from the reverse side of the page.]

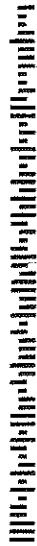
STATEMENT FOR:
PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM
& MARY SONNENBERG

Beginning Total Value (as of 11/1/24) **\$146,187.32**
Ending Total Value (as of 11/30/24) **\$151,374.81**
Includes Accrued Interest

Access Your Account Online At
www.etrade.com or call 800-387-2331

*Morgan Stanley Smith Barney LLC. Member SIPC.
E*TRADE is a business of Morgan Stanley.*

#BWNJGWM



0043163 01 AB 0.593 01 TR 00170 MSKDD194 000000

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM
& MARY SONNENBERG
351 WAGONER DRIVE SUITE 200
FAYETTEVILLE NC 28303



*INVESTMENTS AND INSURANCE PRODUCTS: NOT FDIC INSURED • NOT A BANK DEPOSIT •
NOT INSURED BY ANY FEDERAL GOVERNMENT AGENCY • NOT BANK GUARANTEED •
MAY LOSE VALUE • UNLESS SPECIFICALLY NOTED, ALL VALUES ARE DISPLAYED IN USD*



Account Summary

Self-Directed Brokerage Account

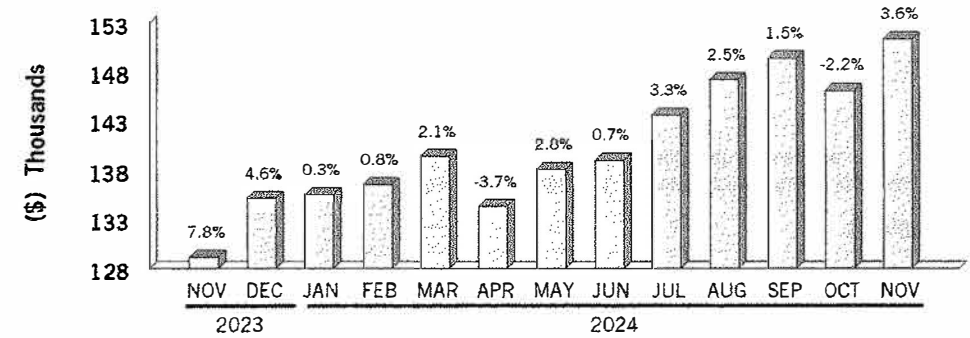
PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

CHANGE IN VALUE OF YOUR ACCOUNT (includes accrued interest)

	This Period (11/1/24-11/30/24)	This Year (1/1/24-11/30/24)
TOTAL BEGINNING VALUE	\$146,187.32	\$135,179.21
Credits	---	---
Debits	---	---
Security Transfers	---	---
Net Credits/Debits/Transfers	---	---
Change in Value	5,187.49	16,195.60
TOTAL ENDING VALUE	\$151,374.81	\$151,374.81

MARKET VALUE OVER TIME

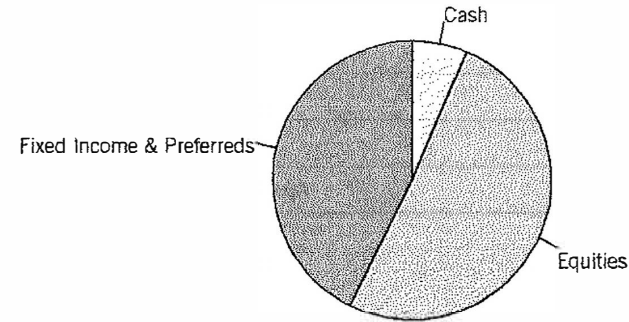
The below chart displays the most recent thirteen months of Market Value.



The percentages above represent the change in dollar value from the prior period. They do not represent account investment performance, as they do not consider the impact of contributions and withdrawals, nor other factors that may have affected performance calculations. No percentage will be displayed when the previous month reflected no value.

ASSET ALLOCATION (includes accrued interest)

	Market Value	Percentage
Cash	\$9,650.61	6.38
Equities	77,130.29	50.95
Fixed Income & Preferreds	64,593.91	42.67
TOTAL VALUE	\$151,374.81	100.00%



This asset allocation represents holdings on a trade date basis, and projected settled Cash/BDP and MMF balances. These classifications do not constitute a recommendation and may differ from the classification of instruments for regulatory or tax purposes.

FDIC rules apply and Bank Deposits are eligible for FDIC insurance but are not covered by SIPC. Cash and securities (including MMFs) are eligible for SIPC coverage. See Expanded Disclosures. Values may include assets externally held, as a courtesy, and may not be covered by SIPC. Foreign Exchange (FX) is neither FDIC nor SIPC insured. For additional information, refer to the corresponding section of this statement.

043163 MSKDD194 026873

Account Summary

Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

BALANCE SHEET ^(^ includes accrued interest)

	Last Period (as of 10/31/24)	This Period (as of 11/30/24)
Cash, BDP, MMFs	\$9,466.59	\$9,650.61
Stocks	1,145.48	1,138.13
ETFs & CEFs	114,258.70	119,041.71
Mutual Funds	21,316.55	21,544.36
Total Assets	\$146,187.32	\$151,374.81
Total Liabilities (outstanding balance)	—	—
TOTAL VALUE	\$146,187.32	\$151,374.81

INCOME AND DISTRIBUTION SUMMARY

	This Period (11/1/24-11/30/24)	This Year (1/1/24-11/30/24)
Qualified Dividends	—	\$9.63
Other Dividends	293.80	3,715.86
Interest	0.08	0.80
Income And Distributions	\$293.88	\$3,726.29
Tax-Exempt Income	—	—
TOTAL INCOME AND DISTRIBUTIONS	\$293.88	\$3,726.29

Taxable and tax exempt income classifications are based on the characteristics of the underlying securities and not the taxable status of the account.

ADDITIONAL ACCOUNT INFORMATION

Category	This Period (11/1/24-11/30/24)	This Year (1/1/24-11/30/24)
Foreign Tax Paid	—	\$1.71

CASH FLOW

	This Period (11/1/24-11/30/24)	This Year (1/1/24-11/30/24)
OPENING CASH, BDP, MMFs	\$9,466.59	\$7,896.73
Dividend Reinvestments	(109.86)	(2,072.03)
Income and Distributions	293.88	3,825.91
Total Investment Related Activity	\$184.02	\$1,753.88
Total Cash Related Activity	—	—
Total Card/Check Activity	—	—
CLOSING CASH, BDP, MMFs	\$9,650.61	\$9,650.61

GAIN/(LOSS) SUMMARY

	Realized This Period (11/1/24-11/30/24)	Realized This Year (1/1/24-11/30/24)	Unrealized Inception to Date (as of 11/30/24)
Short-Term Gain	—	—	\$174.91
Long-Term Gain	—	—	27,986.19
Long-Term (Loss)	—	—	(13,133.11)
Total Long-Term	—	—	\$14,853.08
TOTAL GAIN/(LOSS)	—	—	\$15,027.99

The Gain/(Loss) Summary, which may be subsequently adjusted, is provided for informational purposes and should not be used for tax preparation. For additional detail, please visit www.etrade.com.



Account Detail

Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

Brokerage Account

Investment Objectives (in order of priority): Income

Inform us if your investment objectives, as defined in the Expanded Disclosures, change.

HOLDINGS

This section reflects positions purchased/sold on a trade date basis. "Market Value" and "Unrealized Gain/(Loss)" may not reflect the value that could be obtained in the market. Your actual investment return may differ from the unrealized gain/(loss) displayed. Fixed Income securities are sorted by maturity or pre-refunding date, and alphabetically within date. Estimated Annual Income a) is calculated on a pre-tax basis, b) does not include any reduction for applicable non-US withholding taxes, c) may include return of principal or capital gains which could overstate such estimates, and d) for holdings that have a defined maturity date within the next 12 months, is reflected only through maturity date. Actual income or yield may be lower or higher than the estimates. Current Yield is an estimate for informational purposes only. It reflects the income generated by an investment, and is calculated by dividing the total estimated annual income by the current market value of the entire position. It does not reflect changes in its price. Structured Investments, identified on the Position Description Details line as "Asset Class: Struct Inv," may appear in various statement product categories. When displayed, the accrued interest, annual income and current yield for those with a contingent income feature (e.g., Range Accrual Notes or Contingent Income Notes) are estimates and assume specified accrual conditions are met during the relevant period and payment in full of all contingent interest. For Floating Rate Securities, the accrued interest, annual income and current yield are estimates based on the current floating coupon rate and may not reflect historic rates within the accrual period.

For additional information related to Unrealized and Realized Gain/(Loss) and tax lot details, including cost basis, please visit www.etrade.com. The information presented on the statement should not be used for tax purposes.

CASH, BANK DEPOSIT PROGRAM AND MONEY MARKET FUNDS

Cash, Bank Deposit Program, and Money Market Funds are generally displayed on a settlement date basis. You have the right to instruct us to liquidate your bank deposit balance(s) or shares of any money market fund balance(s) at any time and have the proceeds of such liquidation remitted to you. Estimated Annual Income, Accrued Interest, and APY% will only be displayed for fully settled positions. Under the Bank Deposit Program, free credit balances held in an account(s) at Morgan Stanley Smith Barney LLC are automatically deposited into an interest-bearing deposit account(s), at Morgan Stanley Bank, N.A. and/or Morgan Stanley Private Bank, National Association, each a national bank, FDIC member and an affiliate of Morgan Stanley. Under certain circumstances, deposits may be held at other FDIC insured Program Banks. For more information regarding the Bank Deposit Program and the Program Banks, go to www.etrade.com/lbdpdisclosure. Cash and interest from required Pattern Day Trader minimum equity amounts are retained in Cash Balance Program.

Description	Market Value	7-Day Current Yield %	Est Ann Income	APY %
MORGAN STANLEY PRIVATE BANK NA	\$9,650.61	—	\$0.97	0.010
	Market Value	Percentage of Holdings	Est Ann Income	
CASH, BDP, AND MMFs	\$9,650.61	6.38%	\$0.97	

043163 MSKDD104 026874

Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

Account Detail

STOCKS

COMMON STOCKS

Morgan Stanley & Co. LLC (Morgan Stanley) and Morningstar, Inc.'s equity research ratings are shown for certain securities. These ratings represent the opinions of the research provider and are not representations or guarantees of performance. The applicable research report contains more information regarding the analyst's opinions, analysis, and rating, and you should read the entire research report and not infer its contents. For ease of comparison, Morgan Stanley and Morningstar, Inc.'s equity research ratings have been normalized to a 1 (Buy), 2 (Hold), and 3 (Sell). Refer to your June or December statement for a summary guide describing the ratings. We do not take responsibility for, nor guarantee the accuracy, completeness, or timeliness of research prepared for Morningstar, Inc.

Security Description	Quantity	Share Price	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income	Current Yield %
THOMSON REUTERS CORP (TRI)	7.000	\$162.590	\$332.01	\$1,138.13	\$806.12	\$15.12	1.33
<i>Rating: Morgan Stanley: 2, Morningstar: 3; Next Dividend Payable 12/10/24; Asset Class: Equities</i>							

	Percentage of Holdings	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income	Current Yield %
STOCKS	0.75%	\$332.01	\$1,138.13	\$806.12	\$15.12	1.33%

EXCHANGE-TRADED & CLOSED-END FUNDS

Estimated Annual Income for Exchange Traded Funds, is based upon historical distributions over the preceding 12-month period, while Estimated Annual Income for Closed End Funds may be based upon either (a) the most recent dividend or (b) sum of prior 12 months (depending upon whether there is an announced fixed rate). Current Yield is calculated by dividing the total Estimated Annual Income by the current Market Value of the position, and it is for informational purposes only. Distributions may consist of income, capital gains or the returns of capital distributions. EAI is based upon information provided by an outside vendor and is not verified by us. Depending upon market conditions, Current Yield may differ materially from published yields. Investors should refer to the Fund website for the most recent yield information.

Security Description	Quantity	Share Price	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income	Current Yield %
VANGUARD DIVIDEND APPRECIATION (VIG)	Purchases	351.000	\$204.600	\$45,350.53	\$71,842.68	\$26,492.15	
Reinvestments		20.273	3,302.98	4,149.48	846.50		
Total		371.273	48,653.51	75,992.16	27,338.65	1,269.38	1.67
<i>Next Dividend Payable 01/2025; Asset Class: Equities</i>							
VANGUARD LONG-TERM CORPORATE (VCLT)		545.000	78.990	54,991.61	43,049.55	(11,942.06)	2,096.07
<i>Next Dividend Payable 12/04/24; Asset Class: FI & Pref</i>							

	Percentage of Holdings	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income	Current Yield %
EXCHANGE-TRADED & CLOSED-END FUNDS	78.64%	\$103,645.12	\$119,041.71	\$15,396.59	\$3,365.45	2.83%



Account Detail

Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

MUTUAL FUNDS

OPEN-END MUTUAL FUNDS

Although share price is displayed only to three decimal places, calculation of Market Value is computed using the full share price in our data base, which may carry out beyond three decimal places. "Share Price" and "Market Value" reflect information available at the time of statement production and may differ from actual month-end values due to a delay in receiving the information from an outside source. Estimated Annual Income is based upon historical distributions over the preceding 12-month period, rather than on the most recent dividend. Current Yield is an estimate for informational purposes only. It is calculated by dividing the total estimated annual income by the current market value of the position, and it is for informational purposes only. Distributions may consist of income, capital gains or the returns of capital distributions. EAI is based upon information provided by an outside vendor and is not verified by us. Depending upon market conditions, Current Yield may differ materially from published Fund yields. Investors should refer to the Fund website for the most recent yield information.

Security Description		Quantity	Share Price	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income	Current Yield %
VANGUARD HI YLD CORP INV (VWEHX)	Purchases	2,988.805	\$5.480	\$17,500.00 p	\$16,378.65	\$(1,134.81)		
Reinvestments		942.647		5,205.62	5,165.71	(39.91)		
	Total	3,931.452		22,705.62	21,544.36	(1,174.72)	1,289.52	5.99

Dividend Cash; Capital Gains Cash; Asset Class: FI & Pref

	Percentage of Holdings	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income	Current Yield %
MUTUAL FUNDS	14.23%	\$22,705.62	\$21,544.36	\$(1,174.72)	\$1,289.52	5.99%

	Percentage of Holdings	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income Accrued Interest	Current Yield %
TOTAL VALUE	100.00%	\$126,682.75	\$151,374.81	\$15,027.99	\$4,671.06	3.09%

Unrealized Gain/(Loss) totals only reflect positions that have both cost basis and market value information available. Cash, MMF, Deposits and positions stating 'Please Provide' or 'Pending Corporate Actions' are not included.

p - One or more tax lots of this position may either be missing cost basis, or has a Pending Corporate Action event. Unrealized Gain/Loss includes only tax lots for which we have cost basis.

ALLOCATION OF ASSETS

	Cash	Equities	Fixed Income & Preferred Securities	Alternatives	Structured Investments	Other
Cash, BDP, MMFs	\$9,650.61	—	—	—	—	—
Stocks	—	\$1,138.13	—	—	—	—
ETFs & CEFs	—	75,992.16	\$43,049.55	—	—	—
Mutual Funds	—	—	21,544.36	—	—	—
TOTAL ALLOCATION OF ASSETS	\$9,650.61	\$77,130.29	\$64,593.91	—	—	—

043163 MSKDD194 026875 E

Account Detail

Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

ACTIVITY

CASH FLOW ACTIVITY BY DATE

Activity Date	Settlement Date	Activity Type	Description	Comments	Quantity	Price	Credits/(Debits)
11/1		Dividend	VANGUARD HI YLD CORP INV DIV PAYMENT				\$109.86
11/1		Dividend Reinvestment	VANGUARD HI YLD CORP INV	REINVESTMENT a/o 10/31/24	20.158	5.4500	(109.86)
11/5		Dividend	VANGUARD LONG-TERM CORPORATE				183.94
11/29		Interest Income	MORGAN STANLEY PRIVATE BANK NA	(Period 11/01-11/30)			0.08

NET CREDITS/(DEBITS)

\$184.02

Purchase and Sale transactions above may have received an average price execution. Details regarding the actual prices are available upon request.

MONEY MARKET FUND (MMF) AND BANK DEPOSIT PROGRAM ACTIVITY

Activity Date	Activity Type	Description	Credits/(Debits)
11/5	Automatic Investment	BANK DEPOSIT PROGRAM	\$183.94
11/29	Automatic Investment	BANK DEPOSIT PROGRAM	0.08

NET ACTIVITY FOR PERIOD

\$184.02

MESSAGES

Senior Investor Helpline

For any inquiries or potential concerns, senior investors or someone acting on their behalf may contact our Firm by calling (800) 280-4534.

MEMORANDUM

DATE: December 12, 2024
TO: Board of Directors
FROM: Mary Sonnenberg, President
SUBJECT: Bylaws Review FY25

Timeline for By-Laws Review:

1. Board Committees will complete their reviews by the end of January 2025.
2. Senior Leadership will review the By-laws in their entirety with the recommendations from Board Committees at their February 5, 2025 meeting.
3. Draft By-laws incorporating all recommendations will be presented to Executive Committee at the March 27, 2025 meeting to begin their review.
4. Executive Committee will complete their review and make their recommendations for the Board by the May 22, 2024 meeting.
5. Final recommendations from Executive Committee for By-laws revisions and updates will go to Full Board at the June 12, 2025 meeting for final approval.

PFC Bylaws Committee Review Process

1. Executive Committee – Reviewing
2. Board Development Committee – Reviewed
3. Human Resource (HR) – Not Yet Reviewed
4. Finance Committee – Not Yet Reviewed
5. Planning & Evaluation (P&E) Committee – Reviewed w/ Recommendations
6. Community Engagement & Development (CED) Committee – Reviewed w/ Recommendations
7. CCR&R Committee – Reviewing
8. Facility & Tenant (F&T) Committee – Reviewed w/ No Recommendations for Change

President's Report
NC Pre-K Planning Committee and Board of Directors Meeting
Charles Morris Room

Thursday, December 12, 2024

A. NCPC/DCDEE Updates / Legislative Updates

1. NCPC

- This month's sample story is about **Hearts for Children Childcare and Learning Center**. This is an example of the coaching that occurs in childcare programs. See attached.
- **NCPC has sent out their legislative agenda** for the Long Session for the biennial budget. It is attached, but may be adjusted. If it is revised we will provide the most up to date version.
- **LPAC (Local Partnership Advisory Committee)**. Mary Sonnenberg and Meredith Gronski serve on LPAC as Mid-East region representatives. Mary begins as Chair of LPAC beginning January 2025. In addition, LPAC voted on recommendations for NCPC Board Committees. Sharon Moyer's nomination to be on NCPC's Fund Development Committee has been approved by the NCPC Board.
- **We have received our final audit – with no findings. Next item to be completed is our 990.** All materials have been provided to the CPA completing the 990, including the audit. Thanks to everyone for the work on a daily basis to be accountable for our funding and responsible to the children and families and providers in our community.
- **DPIL Update** – In the last biennial budget, the legislature approved \$1.5M in nonrecurring dollars for DPIL. Even with this increase of nonrecurring funds, caps were placed on Local Partnerships for enrollment. The DPIL Advisory Committee has worked on how to manage DPIL enrollment based on the limitations of \$7M annually in recurring funds. **Effective January 2025, no new enrollees can be added across the state. Spending is being capped at 225,000 children due to the limited funds.** We work with United Way who is the local affiliate for our DPIL program. We will be meeting with them to collaborate on this program. Without additional funding, wait lists will most likely be in place after the first of the year. NCPC is working with their lobbyist to request additional recurring funding, but there will be no answers on the outcome before plans need to be put in place to manage program funds.
- **NCPC had been working to put together health insurance benefits to be available to the network.** This ended up not being feasible. **The NC Center for Nonprofits** has been able to put together an Association for health benefits that are available to members of the Center. NCPC has a membership that covers all local partnerships. In many cases, they were not competitive with current benefits. We did provide census data, but are not making a change at this time. We are reviewing the quotes that were provided to us with Charles Morris, who is our broker for healthcare benefits. We will continue to follow up to assess the best prices for healthcare benefits.
- **NCPC is working on a compensation study for the network.** This is concurrent with our own project to review and revise our pay structure and position evaluation method in alignment with our sustainability and succession planning goals. Anthony Ramos, HR Manager, will be participating with NCPC as their study proceeds. NCPC is working with 1000Feathers on this project.

2. DCDEE

- **The NC Child Care Commission** met on December 9, 2024 to review the Quality Rating and Improvement System (QRIS) rules. The rules are not final yet, but DCDEE is holding QRIS Information Sessions December 10, 11 and 12, 2024. The opportunity to submit formal public comments about the proposed rules will occur when they are published in the new year.

3. State Level

- The NC House and Senate passed a wide-ranging omnibus bill that included \$33.75M to DHHS to provide child care programs with stabilization grants for another three months beyond December, through March 2025. The Senate voted to override the Governor's veto of the bill on December 2, 2024. The House will vote on December 11, 2024 on whether or not to override the bill.
- NC's 2025 legislative session will begin January. It is possible that the General Assembly will address additional funds for Hurricane Helene relief outside the budget process once they are back in session.
- The NC Center for Nonprofits sends out a weekly policy update. Follow this [link](#) to read the most recent update.

4. Federal Level

- Congress returned to their offices on December 2, 2024. December 20, 2024 is the deadline to reach a deal on the FY 2025 appropriation bills.

5. Local Level

- We extend our heartfelt congratulations to Dr. Marvin Connelly on his retirement announcement. Dr. Connelly has been an active and engaged member of the PFC Board during his time as Superintendent of Cumberland County Schools. We appreciate his support, collaboration, and his vision for a universal application system for our NC Pre-K program.

B. Grant Opportunities/Updates/RFPs

- The City of Fayetteville's ARPA grant was terminated effective November 8, 2024 and the \$200,000 advance amount received in September 2022 was returned to the City on November 14, 2024. Additional funds of \$400,000 from a new contract with the City is in process. We plan to use these funds to support Family Connects (\$285,600), an Early Childhood Workforce Development program (\$78,037) and 10% indirect expenses (\$36,363). We have met with City of Fayetteville staff and their ARPA consultant to review the contract and address wording and parameters. The new contract is anticipated to end December 2026. The timeline is to execute the contract before the holidays.

C. Staff Updates

- **Congratulations! to Kesia Wilson, Accounting Associate**, who graduates from Fayetteville State University on December 13, 2024 with a Bachelor of Science in Accounting.
- **We currently do not have any open positions!**

D. Events

- **Building Construction Status:** The contractor is in the final phase of getting all inspections completed and the Certificate of Occupancy issued by the City of Fayetteville.
- **NC Pre-K Let's Get Enrolled:** Please share the URL: LetsGetEnrolled.com. **We are launching applications for the 2025-2026 school year on January 22, 2025.**
- **Giving Tuesday:** We were proud to be part of the Cumberland Community Foundation's Giving Tuesday event again this year. **Thanks to everyone who made their board donation through the Giving Tuesday Campaign and shared the information widely.** We do not have final numbers yet, but anticipate those shortly.
- **Staff Luncheon – December 16, 2024** at Highland Presbyterian Church. Following lunch and fellowship, staff will have the remainder of the afternoon off.
- **Barnes & Noble Book Drive: began on November 1 and ends December 12.** The first round of books was picked up on November 25, 2024. The community donated 848 books with an in-kind value of \$6,320.90. We will pick up the remaining books on December 13, 2024. A final thank you post with updated book totals will be posted following the December 13th pickup.
- **Little Land: Big Play for Families:** We still need your support in seeking vendors and sponsors and spreading the word. Please visit ccpfc.org/littleland for downloadable images and vendor and sponsorship links. We have secured many of our return activities and are looking forward to the NC Zoo and PBS Rootle attending and incorporating Arts Land. Event date is February 15, 2025 from 10:00 am – 2:00 pm.

HEARTS FOR CHILDREN CHILDCARE AND LEARNING CENTER

We provided coaching and technical support to Hearts for Children Childcare and Learning Center in the Program Administration Scale (PAS) and Preschool Outdoor Environment Measurement Scale (POEMS). This story will focus on POEMS. While coaching Hearts for Children on the PAS, I noticed that Hearts for Children would be a great candidate for POEMS. Hearts for Children had very little playground material, making it hard to provide high-quality outdoor interaction and a play and learning environment for the children in their program. After explaining POEMS to the director, she was receptive and eager to go through POEMS. After completing the POEMS preassessment, we were better able to identify what areas needed improvement to increase the quality of the outdoor environment for the program. Our main focus was on the domains that scored below 70%—fortunately, Hearts for Children qualified for the material grant offered by our agency. With the support of a materials grant to purchase outdoor materials and the investment from the site, Hearts for Children increased their scores and, most importantly, the program's quality. (edited)

Results of the post-assessment on all domains after incorporating material purchased with the material grant and material purchased by the director/site are below:

- Domain 1: Physical Environment - score moved from 77% to 92%
- Domain 2: Interaction - score moved from 38% to 85%
- Domain 3: Play & Learning Settings - score moved from 31% to 85%
- Domain 4: Program - score moved from 22% to 100%
- Domain 5: Teacher/Caregiver Role - No change in score 88%



2025 Smart Start Public Policy Agenda

The Smart Start Network is North Carolina's state-to-local system of comprehensive early childhood programs and services. The network works in partnership with nonprofits, businesses, and government agencies to leverage funding and streamline services statewide for young children and their families.

Smart Start ensures effective and efficient delivery of resources as a key administrator and funder of programs like Dolly Parton's Imagination Library (DPIL), WAGES, NC Pre-K, and child care subsidies. By coordinating financial and programmatic support, the Network builds a seamless system that empowers families and strengthens early childhood development.

According to Untapped Potential, a 2024 NC Chamber of Commerce report, NC is losing \$5.65 billion annually due to insufficient child care accessibility and affordability. Smart Start is committed to focusing on this issue and strengthening North Carolina's early childhood system.

Smart Start's FY23-24 Impact:

Improving access to quality early care and education

23.7% (1,262) of North Carolina's child care programs participated in Smart Start programs to improve child care quality through training, consultation, and coaching.

Smart Start provided compensation support to **4,300+ professionals**, contributing to a **lower turnover rate of 17.4%** among teachers receiving compensation—well below the 2023 state average of 38%.

Advancing child and family health

26 Smart Start Local Partnerships supported **214 child care programs** with mental and behavioral health Technical Assistance (TA) consultation and coaching.

Providing comprehensive family support

74 Local Partnerships provided family support services to enhance maternal and child health, school readiness for children, and increase parent resilience, and maternal employment.

Smart Start's Recommendations for 2025 Legislative Session:



Increase Smart Start's general funds by \$15 million annually.

North Carolina continues to face an early childhood crisis. More funding will help Smart Start improve the quality and increase the accessibility and affordability of early care and education, expand infant and maternal health programs, and support families as the first and primary caregivers.

This crisis, fueled by rising costs, the expiration of federal pandemic funding, and North Carolina's growing population of families with children, demands immediate action. Without additional unrestricted, recurring general funding allocated to Smart Start during the 2023-2025 biennium, the child care crisis will continue and impact more families with young children.



Allow 10% administrative allowance for NC Pre-K.

Smart Start requests a minimum of 10% NC Pre-K administrative rate to better align with the federal de minimis rate of 15% since much of NC Pre-K funding is federal. Administrative funds support the critical needs for recruitment and retention of skilled staff for quality program operations.

Currently, 46 Local Partnerships administer half of NC Pre-K contracts, and all 75 Partnership Board Chairs, or designees, co-chair their counties' NC Pre-K Committees.



Increase recurring funding by \$3 million annually for Dolly Parton's Imagination Library(DPIL).

Smart Start received \$1.5 million, nonrecurring funding during the 2023-2025 biennium to serve approximately 300,000 children, 50% of eligible children. However, to maintain and grow enrollment, recurring funding is needed. Most Local Partnerships also fund DPIL through private funding, and paired with a recurring increase, the impact of DPIL can reach more families. Parents participating in DPIL for any length of time reported an annual reading increase to their children daily from 45% before receiving books to 67% after DPIL participation. With additional funding, Smart Start and DPIL can continue to enhance family literacy across NC.

Increasing funds will expand enrollment to 60% of NC's eligible children and enhance literacy across NC. Without additional recurring funding, new enrollment will cease in 2025.

Additional recurring funding will allow:

- ▶ Monthly book delivery to approximately 350,000 children. FY2025 costs will average \$31.20 annually per child (\$10,920,000).
- ▶ Community outreach and recruitment by Smart Start (\$660,000).
- ▶ The NC Partnership for Children's statewide implementation, evaluation, and program expansion support (\$100,000).



Invest in long-term solutions for early childhood teachers.

Teachers' compensation and education are directly linked to early care and education quality. This is why, in SFY 23-24, 64 Smart Start Local Partnerships invested in Child Care WAGE\$, supporting 4,079 teachers with semi-annual, education-based stipends.

Research proves investments in high-quality early childhood education provide short-term and long-term outcomes for children, families, and NC's economy, but ECE teachers are still among the lowest paid workers in North Carolina.

Smart Start supports:

- ▶ Appropriating WAGE\$ funding for statewide implementation, making compensation available to all 100 counties through every Local Partnership.
- ▶ Additional compensation supports to recognize ECE teachers' value.
- ▶ Funding for ECE teachers' health insurance.



Strengthen and sustain the early childhood system through innovation and collaboration.

This collaboration and innovation will sustain and strengthen NC's early childhood system and the state's economy.

Smart Start supports these collaborative efforts:

- ▶ Expanding or converting NC Tri-Share Child Care Pilot Program to a permanent program, providing stability to employees and employers.
- ▶ Increasing child care subsidy reimbursement rates and incorporating a statewide subsidy floor.
- ▶ Fully funding the NC Pre-K Program and exploring alternative funding models to increase the rate and reach more eligible children.
- ▶ Increasing behavioral support and reducing expulsions and suspensions in early learning settings.

The North Carolina Partnership for Children

1100 Wake Forest Road, Raleigh, NC 27604 – info@smartstart.org – 919.821.7999



www.smartstart.org



/smartstart







@smartstartnc



/ncsmartstart

Strategic Plan At-A-Glance



<h2>Vision</h2>	<p>Our vision is to live in an economically prosperous community where families are successful, and children thrive.</p>					
<h2>Mission</h2>	<p>Be the driving force to engage partners to achieve lasting positive outcomes for all children, beginning at birth.</p>					
<h2>Values</h2>	<h3>ACCOUNTABLE</h3>	<h3>INNOVATIVE</h3>	<h3>CHILD & FAMILY FOCUSED</h3>	<h3>COLLABORATIVE</h3>	<h3>INCLUSIVE</h3>	<h3>RESPECTFUL</h3>
	<p>We believe that results matter and that a focus on transparency and excellence yields Improved outcomes and stewardship of resources.</p>	<p>We believe we should never accept status quo in a changing world.</p>	<p>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.</p>	<p>We believe in a joint effort toward common goals across all sectors to support families.</p>	<p>We advocate for policies, practices, and systems that promote full and inclusive participation of children, families, and early childhood professionals.</p>	<p>We ensure that each person who seeks our services is treated with personal respect, courtesy, compassion and sensitivity.</p>
<h2>Goal Areas</h2>	 <h3>ORGANIZATIONAL DEVELOPMENT</h3>	 <h3>COMMUNITY ENGAGEMENT</h3>	 <h3>STRENGTHENING PARTNERSHIPS</h3>	 <h3>PROGRAMS</h3>		
	<p>Internal Capacity to Realize our Mission and Achieve Greater Impact</p>	<p>Families and Communities Play a Leading Role</p>	<p>An Innovative and Connected System</p>	<p>High-Quality Opportunities for All Children ⁷³</p>		

Board Priorities – From Spring 2020 Reviewed May 15, 2023 President’s Goals/Focus Areas

1. **Capacity Building Leader** – Reaching more children earlier through building capacity to meet the needs of all children
2. **Sustainability** – Programs, building, retain high quality employees; recruit, retain and enhance high quality board members; financial; resources. Sustainability of resources financially and otherwise
3. **Community Collaboration Leader** – continue to play lead role and continued collaboration with our community to understand what our community needs to ensure innovative and connected systems as well as build capacity both internally and externally to ensure education for those who will take our place someday.

FY 20-21 Focus Areas within Priority Areas
Strategic Planning – Capacity Building with NC Pre-K Recruitment; Sustainability Planning, Pathways for Prosperity, Family Connect Community Advisory Committee, PDG Regional Pilot
Leveraging Technology – Programmatic use of ZOOM for virtual services and meetings; implementation of DocuSign, ACH implementation, Website updates (staff portal, initial work on family portal), designed on-line application for NC Pre-K applications
Expanding Market Reach – Provider Newsletter initiated, Specific targeted marketing for NC Pre-K, DPIL (digital ads, Radio, print, Bus signage, USPS Every Door Direct Marketing
Program Delivery/Enhancement of Local Presence – Tenancy at 98%; Phase 1 of Building project to address windows and water issues began February; grants PDG Regional Pilot for Family Connects, CCHC State Expansion, Community Advisory Committee established as “Special Committee of the Board; Reconfigured CCR&R Department to “Programs Department” with Provider Services and Family Services Divisions; NC Pre-K Directors met monthly through the Pandemic with directors taking lead in forming a work group focused on improving the NC Pre-K program

FY 21-22 Focus Areas within Priority Areas
Increase fundraising/grants – Requested \$200,00 from the City of Fayetteville CDBG process for Phase 2 of the infrastructure project and awarded \$250,000. Working with City of Fayetteville on proposal for ARPA funds to support the Child Care workforce for \$1M over three years. This funding can be counted as Smart Start match. Received \$25,000 donation from the store opening of a second Rooms to Go in Fayetteville.
Increase engagement and recognition of board members – Virtual meeting shave increased attendance at Board meetings and aided in obtaining quorum. Board Development Committee continues to focus on engagement and board donations which continue to lag until the end of the fiscal year.
Continue to leverage technology through program delivery and NC Pre-K recruitment – focused on development of Universal Application process for NC Pre-K. There were challenges with implementation of a new platform (SchoolMint product) due to key staff position turnover at PFC and CCS. Head Start is not currently fully participating with the new platform. Placements lagged and processes continue to be a priority. ACH has been fully implemented for our direct service providers, child care providers and all NC Pre-K providers, thus making payment to them in a timelier manner.

FY 22 – 23 Focus Areas within Priority Areas: Progress as of 5/15/2023

Implement operational efficiencies, cross-functionality, and strategic succession plans – expanding ACH payments to other vendors and using CashPro to add efficiency to processing payments; cross-training as key fiscal positions were filled Fall 2022 (Contracts Coordinator, Fiscal Monitor and MAC Accountant); put in transition and strategic succession planning for IT department; in process of developing strategic transition succession planning for Programs Department, annual review of succession plan for President Fall 2023. Reviewing processes and cross-training during unexpected absences of staff. Continue to look at staff retention and compensation. Audit was particularly intense this year; continue to look at processes for maintaining documentation needed across funding sources to ease requests for audits and various monitoring requests. Include internal programmatic & fiscal monitoring for efficiencies.

Increase engagement and recognition of board members, providers, and other stakeholders – active Board Development work for board and committee recruitment in light of 6 members ending their second term, review of meeting cadence and calendar in order to maximize ability to obtain quorum, continued work on board donations; convened Community Stakeholders group focused on child care workforce issues to engage community members and elected officials in planning, solutions and funding; focus on NC Pre-K recruitment and processes for 23-24 school year. Application launched January 17, 2023, first placements planned started in March. Used NC Pre-K monthly Directors meetings to inform and involve programs in processes. Sites received access to SchoolMint database to view their own programs.

Continue to leverage technology and accountability through program delivery and NC Pre-K recruitment - NC Pre-K Subcontracts executed for providers by beginning of school year in August. Placements were slow but most programs close to fully enrolled by the transition to attendance by attendance in November 2022. Coordinated updates to application platform and launched applications for the 23-24 school year on January 17, 2024. Family Services processes applications as they come in and gets missing documents. Then moves to NC Pre-K staff for final eligibility review and data entry into state system. Continue to assess efficiencies with data entry on data entry during heavy processing time. First placements began in March. DCDEE Contract Amendment for rate increases was not executed until February 8, 2023; retro-pay back to beginning of school year. Provider subcontract amendments complete and remainder of retro-payments being finalized. Off-cycle site selection completed and contracts in place for new sites. Continue to monitor and adjust processes for placements. This has been a particularly difficult year getting Region 5 contracts in place, delaying subcontracts with local affiliates. Working with our Region lead agency to put in place systems for earlier contracting in FY 23/24. Look across program activities for capacity for implementation, efficiencies and redundancies.

Recommendation: FY 23/24 is Allocation year for the next 3 year funding cycle for Smart Start services. Convene Board Retreat to set priorities for next 3 years Fall 2023. Board Development Committee requested researching & securing facilitator and setting date to get on calendars early in new fiscal year.

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

Introduction

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

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

The Assessment Process

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

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

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

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

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

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

Introductory Meetings

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

Document and Online Web Review

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

Partnership Website and Documents:

Partnership for Children of Cumberland County website
 2021 Board Orientation Ebook
 PFC Organization Chart
 PFC 2018-2021 Strategic Plan
 PFC Strategic Plan for Sustainability Sub-plan Outline
 PFC 2020 Strategic Priority Action Plans
 Effects of Racial Inequities & Systemic Racism on Young Children and Their Families:
 Our Statement on Racial Inequities and Systemic Racism – June 2020

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

Key sustainable practices to continue:

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

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

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

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

5. Staff Recruitment and Retention
 - Commitment to vision, mission, and strategic priorities
 - Family Friendly Policies & Benefits
 - Flexible work schedule and opportunities to work remotely

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

7. Program Development

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

8. Board Recruitment, Retention and Engagement

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

9. Financial Management

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

10. Information Technology

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



**Partnership for Children of Cumberland County, Inc. (PFC)
Hybrid Executive Committee (Acting as Board) Meeting
September 26, 2024 (9:07 am – 10:26 am)
*Be the Driving Force***



MEMBERS PRESENT: Dr. Patricia Fecher*, Maria Ford (D), Haja Jallow-Konrat* and Darlisha Warren
MEMBERS ABSENT: Lonnie Ballard, Van Gunter, Dr. Nicole Lucas, Mary Mathis, Taylor Mobley and Ebone Williams
NON-VOTING MEMBERS PRESENT: None
NON-VOTING MEMBERS ABSENT: Dr. Marvin Connelly, Jr.
NON-VOTING ATTENDEES: Ar-Nita Davis, Michelle Downey*, Pamela Federline, Belinda Gainey*, Julanda Jett*, Marie Lilly*, Carole Mangum*, Sharon Moyer*, Mary Sonnenberg* and Karen Staab*

*Attended in person

	DISCUSSION & RECOMMENDATION	ACTION	FOLLOW-UP
I. Determination of Quorum & Call to Order – Haja Jallow-Konrat, Board Chair A. Fundraising and Friend Raising 1. Board Donations – (www.ccpfc.org/donate) a. Fund Development i. Giving Tuesday 2. Volunteer Forms	<p>The scheduled hybrid meeting of the Executive Committee was held on Thursday, September 26, 2024, and beginning at 9:07 am pursuant to prior written notice to each committee member. Haja Jallow-Konrat, Board Chair, determined that a quorum was not present and called the meeting to order to discuss items for information. Belinda Gainey, Executive Specialist, was the Secretary for the meeting and recorded the minutes.</p> <p>A.1. Haja Jallow-Konrat informed the committee that 100% board donations are required from board members. If donations had not yet been received, she encouraged members to donate during the Cumberland Community Foundation Giving Tuesday Event. Sharon Moyer stated that if donations are made during the Giving Tuesday Event, which takes place on December 3, 2024, donations will be amplified. Donating through Giving Tuesday will not only support PFC but other organizations as well. Haja asked that daily reminders be sent to board members; a calendar invite will be sent too.</p> <p>B.2. Committee members are to fill out the volunteer form if they read the packet prior to coming to the meeting or participated in any PFC business outside of regular meetings. These forms will soon be replaced with an online form. Hours reported on these forms are counted towards the in-kind contributions.</p>	Called to Order	None
II. Consideration of Consent Agenda – Action* A. Review of Bylaws, Section 10 Facilities & Tenant Committee – with no changes recommended	<i>Deferred due to a lack of quorum.</i>	Deferred	Defer to 11/21/24 mtg.
III. Action* A. Executive Minutes July 25, 2024	<i>Deferred due to a lack of quorum.</i>	Deferred	Defer to 11/21/24 mtg.
IV. Discussion ^Δ A. Department of Health and Human Services/Division of Child Development and Early Education (DHHS/DCDEE) CCR&R Core RFA	A. Mary Sonnenberg reported on the DHHS and DCDEE CCR&R Core RFA. There are currently three agencies (Core, Healthy Social Behavior, B3QI and the Family Child Care Homes – <i>not all in one agency</i>) in the CCR&R Counsel that have all the contracts for all the federal money. There is talk that these activities will be bid out in the near future. Core is now	None	None



**Partnership for Children of Cumberland County, Inc. (PFC)
Hybrid Executive Committee (Acting as Board) Meeting
September 26, 2024 (9:07 am – 10:26 am)**



Be the Driving Force

<p>B. Financial Updates</p> <ol style="list-style-type: none"> 1. Financial Summary: August 2024 <ol style="list-style-type: none"> a. Smart Start b. NC Pre-Kindergarten c. South West Child Development Commission (SWCDC) – Region 5 d. All Funding Sources e. Unrestricted State Revenues f. Cash and In-Kind Report <p>C. August 2024 Morgan Stanley Statement</p> <p>D. Update on FY 23-24 Audit</p> <p>E. FY 23-24 Form 990 Status Update</p> <p>F. FY 24-25 Solicitation License</p> <p>G. Board Development Committee</p> <ol style="list-style-type: none"> 1. 1st Term Ending June 30, 2025 <ol style="list-style-type: none"> a. Heather Skeens – County Manager’s Office b. Lisa Childers – Local Cooperative Extension Agency 2. 2nd Term Ending June 30, 2025 <ol style="list-style-type: none"> a. Terrasine Gardner – Local Mental Health Community Organization b. Tre’vone McNeill – Faith Community 3. Open Position – Other Non-Profit Human Service Agency 4. Board Applications on Indeed <p>H. PFC Bylaws Review</p> <ol style="list-style-type: none"> 1. Committee Reviews 2. Articles 2 - 5 <p>I. NC Pre-K Update</p> <p>J. Building Construction Update</p> <ol style="list-style-type: none"> 1. Phase 2 2. Phase 3 <p>K. FY 24-25 Board Priorities</p> <p>L. President’s Report</p> <p>M. Mary’s Vacation – 9/27/24 – 10/15/24</p>	<p>held by SWCDC. SWCDC and NCPC are both going to put in a proposal for this activity. PFC will possibly need to complete an RFA to keep the Region activities.</p> <p>B.1.a.-e. Marie Lilly, Carole Mangum and Mary Sonnenberg provided an overview of the Financial Summary for August 2024.</p> <p>B.f. Michelle Downey reviewed the August 2024 Cash and In-Kind Report with the committee.</p> <p>C. Mary provided an overview of the August 2024 Morgan Stanley Statement.</p> <p>D. Marie informed the committee that the PFC FY 23-24 Audit information has been submitted. PFC is waiting for the auditors to send a final list of needed information.</p> <p>E. Marie reported that all internal documentation has been submitted to the CPA firm to prepare the FY 23-24 Form 990. They are awaiting the final audit report to before Form 990 can be completed.</p> <p>F. Marie stated that the FY 24-25 Solicitation License is being prepared. The current license expires November 15, 2024. The application and payment are usually sent to the Secretary of State prior to October 15, 2024. The fee is \$200, plus \$3 processing fee.</p> <p>G.1. Mary reported that the first term on the Board of Directors will expire on June 30, 2025 for Heather Skeens and Lisa Childers. They will both be contacted to see if they would serve another term.</p> <p>G.2. The second term on the Board of Directors for Terrasine Gardner and Tre’vone McNeill will expire on June 30, 2025. The Board Development Committee is seeking candidates to fill these positions.</p> <p>G.3. There is an open position, Other Non-Profit Human Service Agency, that needs to be filled due to the resignation of Brian Jones. The Board Development Committee is looking to fill that position as well.</p> <p>G.4. Several board and committee applications have been received via the Indeed platform. The Board Development Committee has talked through the process of how to review and interview these individuals. This process has increased awareness of PFC and increased potential board candidates.</p> <p>H.1. Mary reported that this fiscal year the Executive Committee will begin reviewing the PFC Bylaws and making any updates needed. Each committee has begun reviewing their sections of the bylaws.</p> <p>H.2. Mary provided an overview of Articles 2-5 and asked the committee to review and provide any feedback. Composition of the board was reviewed and the NC Pre-K mandated positions. Mary that she recommends changes be made to Article IV, Section 10. Parliamentary Rules to change Modern Rules of Order to Roberts Rules.</p> <p>I. Mary reported that money will go out to providers in October. Enrollment is still taking place; centers are about 90% full. Ar-Nita Davis reported that the new process for extensions for long term substitute teachers has been received. If centers do not have someone in place by October 13, 2024, they can request an extension. Mary stated that</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Partnership for Children of Cumberland County, Inc. (PFC)
Hybrid Executive Committee (Acting as Board) Meeting
September 26, 2024 (9:07 am – 10:26 am)
*Be the Driving Force***

	<p>there had been a 12-week waiver for lead teachers and assistants but that has ended. Centers must keep documentation that they are trying to fill positions.</p> <p>J.1. Mary reported that PFC is working with a new contractor for Phase 2 of building construction. They have given bids on the repair, as well as completing Phase 2. The bonding company is still involved due to the issue with the prior contractor.</p> <p>J.2. Phase 3 is where PFC has CDBG money from the city. PFC is working with Steve Fleming to get started on Phase 3.</p> <p>K. Mary reported that one of her goals is to focus on neurodivergent children. The CCR&R Committee has been discussing this issue. Julanda Jett is forming a workgroup who will report back to CCR&R. PFC staff has been working on Succession Planning in each department. Orientation took place to provide information to new and current board members. The bylaw review will also let the board better inform the board of the rules and guidelines.</p> <p>L. Mary provided an overview of the President’s Report which was included in the packet. A sample story which was submitted to NCPC was shared with the committee – Community United in Compassion – Family Connects.</p> <p>M. Mary will be on vacation from September 27, 2024 – October 15, 2024.</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>
<p>V. Consent Agenda – Information Only^Δ</p> <p>A. Child Care Resource and Referral (CCR&R) Committee</p> <p>1. Information Sheet Attached</p> <p>B. Facility and Tenant Committee</p> <p>1. Lease Updates – Three Year Lease Updates</p> <p>a. Caring Hearts – renews 12/1, expires 11/30/2026</p> <p>b. Boys & Girls Homes – renews 12/1, expires 11/30/2026</p> <p>c. Knight Consulting – renews 1/1, expires 12/31/2026</p> <p>d. Pinnacle – renews 11/30, expires 11/30/2025</p> <p>2. Rent Update</p> <p>a. Wellness Clinical Services</p> <p>b. All other tenants up to date in payments</p> <p>3. Updates on Availability</p> <p>4. Window Infrastructure Progress</p> <p>a. Phase 2</p> <p>b. Phase 3</p>	<p>These items were issued for information only.</p>	<p>None</p>	<p>None</p>
<p>VI. Upcoming Meetings / Holidays / Events</p>	<p>This information was listed on the agenda.</p>	<p>None</p>	<p>None</p>

Human Resources Committee Meeting of December 3, 2024

RECOMMENDATIONS

- A. HR Committee recommends accepting the August 20, 2024 meeting minutes as presented.
- B. HR Committee recommends accepting the president's succession plan revisions for FY24-25 as presented.

UPDATES

- A. Committee discussed workforce, compliance and work environment topics to prioritize in 2025.
- B. Committee set goal of developing and implementing an updated pay structure and position evaluation method in 2025 aligned with broader goals of sustainability and succession planning.
- C. Key objectives include surveying staff satisfaction with benefits and compensation, reviewing 100% of job roles, determine fundraising needs to support salary increases long-term, and meet with Charles Morris to discuss effectiveness of our benefits package.
- D. Committee will review progress and provide guidance and feedback.

Family Resource Center
Space Availability Report

August 2023

Room #	Suite	Square feet	Notes:
2406, 2407, 2408,2409, 2411, 2412, 2413, 2414, 2415	411	1533	2410 is leased- 1686 -153sf
1142, 1143, 1144, 1145, 1146, 1147, 1148	145	950	

RENT RATES	eff 1/1/2021	11/1/2023	
Non Profit LM	\$18.50	\$20.35	Occupancy Rate: 90.9%
For Profit Over 300 SF	\$19.50	\$21.45	Non Profit incl PFC :59.3%
For Profit Under 300 SF	\$23.50	\$25.85	For Profit: 31.6%
			Un-Occupied: 9.1%
Deposit= 2 months rent	Renewal= 5% or 3%	Renewals 10% or7%	