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 ccpfc.org

Executive Committee (Acting as Board)
Quorum = 5 (50%) (Total Committee Members = 10)
 Thursday, September 25, 2025
 9:00 am – 11:00 am
HYBRID (Charles Morris Conference Room and Zoom)

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.	Determination of Quorum & Call to Order	Dr. Patricia Fecher
II.	Kindness Awards Recipients Acknowledgements	Mary Sonnenberg / Daniele Malvesti Petti
	Recipients: Friends of the CC Public Library, Inc: <i>Advocates & Partners to the Public Library for Nearly 50 years</i> Andrea Garner: <i>Mom & Mentor to Many</i> Ashley Glenn: <i>Special Security Patrol; One-on-One Personal Care Assistant</i> Sweet Carolina Delights (Bobbie and Alana Johnson): <i>Promoters of Literacy & All Things Sweet</i> Annie P Kelly: <i>Community & Child Advocate</i> Sharon Moyer: <i>Community Advocate & Champion for Children</i> Ryu’s Taekwondo NC (Master Choung Hwan Ryu): <i>Youth Development</i> Brittney Turner: <i>Tomorrow’s Inspiration Academy; Think Positive, Live Life Happy</i>	
III.	Responsibilities	
	A. Fundraising and Friend Raising 1. Board Donations – <u>12</u> out of <u>22</u> (www.ccpfc.org/donate) THANK YOU FOR YOUR DONATION Christiana, Joe, Haja, Van, Dr. Fecher, Dr. Gronski, Betty, Katie, Amanda, May, Elizabeth, Linda and Designees: Maria and Shona a. Fund Development i. Grilled Cheese Festival B. Volunteer Forms (https://ccpfc.tfaforms.net/5170631) C. Required Documents (https://ccpfc.tfaforms.net/5136195)	Dr. Patricia Fecher Daniele Malvesti Petti / Mary Sonnenberg Dr. Patricia Fecher Mary Sonnenberg

IV.	Consideration of Consent Agenda – Action*	Dr. Patricia Fecher
	<ul style="list-style-type: none"> A. Executive Minutes July 31, 2025 B. Facility & Tenant Committee – September 15, 2025 <ul style="list-style-type: none"> 1. Lease Renewal <ul style="list-style-type: none"> a. Pinnacle Family Services – Suite 175 	
V.	Discussion ^Δ	
	<ul style="list-style-type: none"> A. Region 5, Healthy Social Behaviors (HSB) and Birth to Three Quality Initiative (B3QI) Grants Update B. Board Member Resignation – Dr. Nicole Lucas – Higher Education Institution C. Financial Summary: August 2025 D. August 2025 Cash and In-Kind Report E. Update on FY 24-25 Audit F. Update on NCPC Monitoring, November 12-13, 2025 G. Board Development Committee <ul style="list-style-type: none"> 1. 1st Term Ending June 30, 2026 <ul style="list-style-type: none"> a. Dr. Patricia Fecher – Higher Education Institution b. Van Gunter – Business Leader c. Amanda Klinck – Community at Large d. Katie Lada – Inter-Agency Coordinating Council e. Taylor Mobley – Business Leader f. Betty Smith – Community at Large g. Darlisha Warren – Municipal Government 2. 2nd Term Ending June 30, 2026 <ul style="list-style-type: none"> a. Ebone Williams – Child Care Resource & Referral or Another Child-Serving Agency Representative (NC Pre-K) H. NC Pre-K Update I. Strategic Planning Session – December 11, 2025, 12:00-5:00pm @ Methodist University J. Building Construction <ul style="list-style-type: none"> 1. Phase III – Update 2. Building Sustainability K. Board Engagement & Community Engagement and Development Committee Collaboration 	<ul style="list-style-type: none"> Mary Sonnenberg Mary Sonnenberg Marie Lilly / Betty Smith Michelle Downey Marie Lilly Marie Lilly Dr. Patricia Fecher Dr. Patricia Fecher Maria Ford Mary Sonnenberg Mary Sonnenberg May Laureano, Mary Sonnenberg, Dr. Fecher
VI.	Information^Δ	
	<ul style="list-style-type: none"> A. County Grant – Contract Executed B. Financial Updates <ul style="list-style-type: none"> 1. Smart Start 2. NC Pre-Kindergarten 3. South West Child Development Commission (SWCDC) – Region 5 4. All Funding Sources 5. Unrestricted State Revenues C. August 2025 Morgan Stanley Statement D. President’s Goals for FY 25-26 E. President’s Report 	
VII.	Consent Agenda – Information Only^Δ	
	<ul style="list-style-type: none"> A. Child Care Resource & Referral <ul style="list-style-type: none"> 1. Information Sheet Attached B. Facility and Tenant <ul style="list-style-type: none"> 1. Space Availability Report 	

VIII.	Upcoming Meetings / Events / Holidays	
	MEETING	MEETING DATE
	Community Engagement & Development (CED)	October 2, 2025
	Planning & Evaluation	October 7, 2025
	Finance	October 16, 2025
	Facility & Tenant	October 20, 2025
	Board of Directors (& NC Pre-K Planning)	October 30, 2025
	Family Connects	November 4, 2025
	Board Development	November 12, 2025
	CCR&R	November 13, 2025
	Human Resource	November 18, 2025
	Executive	November 20, 2025
	EVENTS	DATE
	PFC Staff Development Day Hot Dog Sale	Thursday, October 30, 2025
	Grilled Cheese Festival	Saturday, November 15, 2025
	Little Land	Saturday, March 14, 2026
	HOLIDAY/CLOSURES	DATE CLOSED
	Veteran's Day	Tuesday, November 11, 2025
	Thanksgiving	Wednesday, November 26 thru Friday 28, 2025
	Christmas	Wednesday, December 24 thru Wednesday, December 31, 2025
	New Year's Day	Thursday, January 1, 2026
	Optional Mental Health Day	Friday, January 2, 2026
VIII.	Adjourn	
	* Needs Action ^A Information Only ! Possible Conflict of Interest (Recusals) ^e Electronic Copy (Hard copies are available Upon request) ^D Document Included in Packet	

2025 Partnership for Children of Cumberland County’s Kindness Award Honoree, Friends of the Cumberland County Public Library

As the Friends of the Cumberland County Public Library, Inc. approach their 50th anniversary next year, this dedicated nonprofit organization exemplifies the spirit of kindness through their decades-long commitment to enhancing library services and supporting the Cumberland County community.

For nearly half a century, the Friends have served as loyal advocates and generous partners to the public library. Their tireless efforts to raise funds and awareness have directly impacted the lives of thousands of residents—especially children, youth, and families—by helping to make high-quality library programs and services possible.

Through their ongoing support of the Summer Reading Program and countless other literacy and enrichment initiatives, the Friends have not only promoted a lifelong love of reading, but also ensured that access to learning and imagination is never limited by library funding alone. Their contributions often bridge the gap between what is needed and what is possible.

The kindness of this group is not just reflected in dollars raised, but in the countless hours of volunteerism, advocacy, and care they have poured into the library system over the years. Their generosity has created opportunities, opened doors, and left an enduring legacy of community support. For their unwavering dedication, selfless service, and enduring impact, The Friends of the Cumberland County Public Library, Inc. are well deserving of this recognition.

2025 Partnership for Children of Cumberland County’s Kindness Award Honoree, Andrea Garner

Andrea’s life is a testament to selfless love and unwavering kindness. When two young women found themselves without a home, Andrea welcomed them into hers without hesitation. She raised them alongside her four children, embracing them as her own. Today, both women are thriving—one serves proudly in the U.S. Navy aboard an aircraft carrier, while the other graduated from a prestigious performing arts school in New York and is pursuing a promising acting career. They both lovingly call Andrea “Mom,” a reflection of the deep bond and care she nurtured.

Andrea’s generosity extends far beyond her home. In her professional life at Middle Creek Creative School, she radiates warmth and compassion toward every child, family, and colleague she encounters. Her kindness is never performative—she gives without expectation, supports without condition, and uplifts without seeking recognition. Andrea doesn’t just do kind things—she embodies kindness itself.

You can see it when she’s holding a baby who needs just a little extra attention, when she speaks about the support she provides to families on an individual basis and when she talks about how she offers support and mentoring to the teachers in her program. Kindness is who she is.

2025 Partnership for Children of Cumberland County’s Kindness Award Honoree, Ashley Glenn

Ashley Glenn is a shining example of leadership through kindness, strength, and service. A proud U.S. Army Veteran, Ashley has devoted her life to protecting and uplifting others—both in uniform and in her civilian roles. She currently serves as a Security Officer with Special Security Patrol, where her commitment to public safety consistently goes above and beyond as evident by the rapport she had built with all that enter the Family Resource Center. Whether patrolling the community, supporting our organization, or responding to emergencies, Ashley brings a calm, compassionate presence that reassures those around her and inspires confidence with every smile.

Beyond her work in security, Ashley also serves as a Personal Care Assistant, offering one-on-one support to individuals and families in need. Her patience, empathy, and unwavering kindness leave a lasting impact, creating a sense of dignity and trust for those in her care.

Ashley's dedication is deeply rooted in the values she embraced during her military service—discipline, integrity, and courage. Today, she channels those principles into everyday acts of compassion, mentoring young professionals, checking in on colleagues, and always going the extra mile to ensure others feel safe and supported.

More than a protector, Ashley Glenn is a beacon of kindness in her community. Her tireless service and heartfelt leadership make her a truly deserving honoree of the 2025 Kindness Awards.

**2025 Partnership for Children of Cumberland County's Kindness Award Honoree,
Sweet Carolina Delights (Bobbie and Alana Johnson)**

Bobbie Johnson and Alana Johnson are the joyful duo behind *Sweet Carolina Delights*, a small business with a big heart. Known for their handcrafted cotton candy and radiant smiles, Bobbie and Alana have made it their mission to spread happiness throughout their community. Whether it's sharing sweet treats at local events or simply brightening someone's day, their generosity knows no bounds.

In addition to their confectionery creations, the pair recently expanded their impact by distributing books to children, nurturing a love for reading and storytelling. Their passion for literacy and comprehension shines through every book they share, inspiring young minds and fostering lifelong learning.

Bobbie and Alana's dedication to joy, kindness, and education continues to uplift those around them. Their work is a testament to the power of small acts done with great love—and their community couldn't be prouder.

**2025 Partnership for Children of Cumberland County's Kindness Award Honoree, Annie P. Kelly
Annie Kelly: A Legacy of Kindness and Service**

Annie Kelly is a cherished pillar of the Cumberland County community, whose life's work has been defined by compassion, dedication, and unwavering service. For over 30 years, Ms. Kelly devoted herself to the Head Start program, shaping the lives of countless children and families through her commitment to early childhood education, safety, and emotional well-being.

Her impact extended far beyond the classroom. Known for her deep empathy and tireless advocacy, Ms. Kelly ensured that every child felt seen, heard, and uplifted. Her passion for nurturing young minds laid the foundation for lifelong learning and growth, and her presence in the classroom was a beacon of hope and encouragement.

Outside her professional role, Ms. Kelly partnered with her church to launch community-driven initiatives that addressed the urgent needs of local families. From organizing food drives and distributing clothing to ensuring every child received a holiday gift, she led with quiet strength and a servant's heart—always putting others first.

Even in retirement, Ms. Kelly continues to give back. She remains actively involved with Head Start and other volunteer efforts, offering her time, wisdom, and warmth to support children and families. Her enduring presence and generosity have made her a beloved figure across generations.

What truly sets Ms. Kelly apart is her humility and genuine care for others. She has never sought recognition, but her life stands as a powerful testament to the difference one person can make. Through kindness, purpose, and love, Annie Kelly has created a legacy that inspires all who know her and her impact will endure for generations to come.

**2025 Partnership for Children of Cumberland County's Kindness Award Honoree,
Sharon Moyer**

Sharon Moyer's journey from Muskegon, Michigan to Fayetteville, began in 1987 when she moved south as a young military bride. What started as a personal dream to live in the South quickly evolved into a lifelong calling to champion young children and their families in her adopted community.

For more than 30 years, Sharon dedicated herself to advocating for young children through her work with the Partnership for Children. Her unwavering belief that every child deserves a strong foundation and supportive family environment has been the cornerstone of her community service and professional endeavors.

Today, Sharon continues championing young children and families through her work supporting journalism via partnerships and philanthropy. She understands that quality local journalism plays a crucial role in keeping communities informed about issues affecting children: from education policies to family support services. Drawing from her decade-long experience as Marketing and Event Manager at The Fayetteville Observer, where she created the 40 Under 40 program, Sharon knows how media can spotlight leaders working to improve outcomes for children and families.

Her earlier role as Executive Director of The Fayetteville Dogwood Festival (1999-2006) allowed her to collaborate with the Partnership for Children to create family-centered experiences that brought joy and connection to parents and children throughout the community.

Sharon's tireless advocacy earned her the 2020 Elmer Floyd Lifetime Achievement Award for Community Service. Whether through her previous Partnership for Children work or her current efforts to strengthen journalism that serves families, Sharon remains steadfast in her mission: ensuring that all Fayetteville's residents, especially the youngest children and their families, have the support, resources, and voice they need to thrive.

**2025 Partnership for Children of Cumberland County's Kindness Award Honoree,
Master Ryu of Ryu's Taekwondo**

Master Ryu of Ryu's Taekwondo exemplifies kindness in its purest form.

Master Ryu doesn't just teach martial arts; he shapes young lives with extraordinary compassion and patience. For years, he has been transforming children not just physically, but emotionally and socially, treating every student like family.

What sets Master Ryu apart is his remarkable ability to see potential in every child who walks through his doors. Parents consistently share stories of shy children who discovered confidence, unfocused kids who learned discipline, and hesitant young people who found their voice through his gentle guidance. One parent noted how their daughter went from being very shy to showing tremendous confidence and responsibility within just a few weeks of training with Master Ryu.

His kindness extends far beyond the dojang walls. Master Ryu combines high standards with tender care, maintaining discipline while showing compassion. He doesn't just teach Taekwondo techniques, he instills values of respect, courtesy, and self-discipline that children carry into their daily lives.

What truly demonstrates Master Ryu's kindness is how he adapts his teaching to each child's needs. Whether working with a 4-year-old learning their first kicks or helping teenagers develop decision-making skills, he meets every student where they are with patience and understanding. Parents describe him as not just an instructor, but as a mentor who genuinely cares about each child's growth and development.

The community he has built speaks volumes about his character. Families describe feeling welcomed into a supportive environment where children thrive not just as martial artists, but as human beings. His kindness creates ripple effects—confident children become more respectful at home, more focused at school, and more compassionate with their peers.

Master Ryu's decades of experience as a professional athlete and champion could have made him intimidating, but instead, he uses his expertise to lift others up. His greatest victories aren't his tournament wins, they're the moments when a child overcomes fear, builds confidence, or learns to treat others with respect.

In a world where kindness can sometimes seem rare, Master Ryu stands as a beacon of what it means to truly care for children. He doesn't just teach them how to defend themselves physically; he teaches them how to believe in themselves mentally and emotionally.

For his unwavering dedication to nurturing young minds and hearts, for treating every child as precious and capable, and for the countless lives he has touched with his gentle strength and boundless patience, Master Ryu is more than deserving of this Kindness Award.

**2025 Partnership for Children of Cumberland County's Kindness Award Honoree,
Brittney Turner**

Brittney is a devoted mother, educator, and childcare provider whose impact reaches far beyond the classroom. As the founder of *Tomorrow's Inspirations Academy*, launched during the COVID-19 pandemic, Brittney created a nurturing space where children engage in imaginative play, hands-on learning, and community service. Her academy fosters leadership and teamwork among children of all ages, encouraging them to grow into compassionate, independent thinkers where every child is viewed as a leader.

Driven by a deep humanitarian spirit, Brittney also leads the nonprofit *Think Positive Live Life Happy*, which provides essential resources—food, water, clothing, and job assistance—to underserved children and homeless communities across North Carolina, South Carolina, Puerto Rico, Texas, West Africa, and Kenya. Her efforts have secured educational sponsorships for 22 orphans in Kenya since 2022.

Brittney's unwavering commitment to uplifting young children and families exemplifies the essence of kindness. Her work continues to inspire and transform lives, making her a powerful force for good in her community and beyond.



Partnership for Children of Cumberland County, Inc. (PFC)
Hybrid Executive Committee (Acting as Board) Meeting
July 31, 2025 (9:00 am – 11:31 am)
Be the Driving Force



MEMBERS PRESENT: Joe Deaton, Dr. Patricia Fecher, Maria Ford (D), Van Gunter, Haja Jallow-Konrat, May Rodriguez Laureano*, Betty Smith, Linda Vandevender and Darlisha Warren
 MEMBERS ABSENT: Lonnie Ballard, Dr. Nicole Lucas
 NON-VOTING MEMBERS PRESENT: None
 NON-VOTING MEMBERS ABSENT: Dr. Eric Bracy
 NON-VOTING ATTENDEES: Ar-Nita Davis*, Michelle Downey, Pamela Federline, Belinda Gainey, Julanda Jett, Jeremy Julch, Marie Lilly, Carole Mangum, Sharon Moyer, Daniele Malvesti Petti, Mary Sonnenberg and Karen Staab
 GUEST: Susan Armstrong (NCPC), Christiana Adeyemi*, Dr. Meredith Gronski, Katie Lada, Elizabeth Stiff, Felicia Tyson-Johnson and Dr. Ayanna Richard

**Attended virtually*

	DISCUSSION & RECOMMENDATION	ACTION	FOLLOW-UP
I. Determination of Quorum & Call to Order – Van Gutner, Board Chair A. Introduction of Executive Committee Members B. Required Documents 1. Conflict of Interest C. Fundraising and Friend Raising 1. Board Donations – www.ccpfc.org/donate a. Fund Development 2. Volunteer Forms / Cash and In-Kind	<p>The scheduled hybrid meeting of the Executive Committee was held on Thursday, July 31, 2025, and beginning at 9:00 am pursuant to prior written notice to each committee member. Van Gunter, Board 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. A list of Executive Committee members was included on the Executive Agenda. B. All Executive Committee members have received the Conflict of Interest and other Required Documents which require completion. Mary Sonnenberg informed the committee that the required documents are to be completed annually. All funders require that the Conflict of Interest forms be completed. If any committee member or an organization in which they are a part of is funded by PFC, it is considered a conflict. The forms are now available to be completed online. Sharon Moyer asked the committee to contact her or Belinda Gainey with any questions about the forms. Van informed the committee that their individual conflicts have been listed on the back of their tent cards. A member of the PFC staff will also inform them if they need to recuse.</p> <p>C1. Sharon Moyer thanked Linda Vandevender for being first in making her board donation. 100% board donations are required from board members. Donations can be made via the PFC website; any amount is acceptable. PFC is hosting a Grilled Cheese Festival on November 15, 2025 at Dirtbag Ales. Information regarding sponsorship and other information was sent via email. Mary informed the committee that most grantors ask if 100% of board members support PFC financially. If donations are made during the Cumberland Community Foundation Giving Tuesday Event, which takes place in November, donations will be amplified.</p>	<p>Called to Order</p> <p>None None</p> <p>None</p>	<p>None</p> <p>None None</p> <p>None</p>

FACILITY AND TENANT COMMITTEE RECOMMENDATIONS
MEETING September 15, 2025

RECOMMENDATIONS:

1. Lease Approvals and Renewals:

- A. Applicants:** None
- B. Renewals:** Pinnacle Family Services – Suite 175: Has no existing issues. Will be offered a one year and a three-year renewal option to begin in November 2025.

INFORMATION:

1. Window Project Phase III – Update

- A construction update meeting was held on September 10, 2025.
- Tropic Breeze, contractor, confirmed that materials for Phase III have been ordered.
- Phase III start date is estimated to begin in 10–12 weeks (late October-early November).
- Once material delivery timelines are confirmed, a notice to proceed will be issued, initiating the 180-day contract period.

2. Space Availability Report

- No changes to report.
- There is currently an 89.6% occupancy rate.
- Awaiting vendor estimates for repair work in Suites 165 and 175.
- Two prospective tenants have expressed interest in Suite 411 and the upstairs glass office space. Mr. Mike will be following up with the prospective tenants in the days to come.

3. Sustainability Report

- A follow up date has not been set up for the Building Sustainability Workgroup Meeting, awaiting information from CPA and other relevant information in order to move forward with scheduling.
- It was stated that Mrs. Sonnenberg had previously mentioned that they are continuing to work with the attorneys on the condominium concept and issues concerning multiple owners to determine what may be the best alternative.
- The sustainability discussion was postponed pending CPA's feedback on any tax implications of potentially selling Tower 2 of the building.

4. Information

- A. Next scheduled meeting on Monday, October 20, 2025 from 11:30 a.m. - 12:30 p.m.**

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.*

August 31, 2025

ONLY THE HIGHLIGHTED ITEMS NEED TO BE DISCUSSED.

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, 2025.
- b. The total allocation for FY25-26 at 100% is \$6,832,478, including DSS and WAGE\$.
- c. In July 2025, PFC reverted \$68,243.04 of unspent FY24-25 Smart Start Services funds to NCPC.
PFC did not receive \$150,000 of FY24-25 funds from NCPC, and thus with the reverted funds of \$68,243.04, the total unspent is \$218,243.04.
The maximum reversion cap for Cumberland is \$214,209, which is the anticipated amount to receive back during FY25-26.

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

- a. PFC is in full contract with DCDEE effective July 1, 2025.
- b. The total FY25-26 contract is \$9,614,373 which consists of \$3,583,385 of federal funds and \$6,030,988 of state funds.
- c. The FY25-26 contract for NC Pre-K **administrative funds is \$17,113 less than FY24-25**, and the \$216,016 reduction from FY23-24 was not restored. **The Direct Services State funds were reduced by \$222,620 for FY25-26.**
PFC is strategizing ways to sustain this funding stream due to the additional reductions in funding.
- d. Historically this distribution of state and federal funds is amended by DCDEE before or at yearend.
- e. PFC will request an advance of 1/10th of the direct services grant and anticipate to receive the advance in September 2025.
The projected amount of the total requested advance is \$893,197.
- f. The single audit threshold increased from \$750,000 to \$1,000,000 effective October 1, 2024.
- g. 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 \$1,000,000 in federal funds for the fiscal year.

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

- a. The **Region 5 Core** grant is in contract effective July 1, 2025 through June 30, 2026.
The total grant amount is \$477,685.85 and the contract amendment was executed on August 11, 2025. There was no reduction from FY24-25. An additional \$82,318.85 of unspent FY24-25 funds was added to the original budget amount of \$395,367 for FY25-26. For FY25-26, the de minimus rate has increased from 10% to 15%; however, the increase in indirect funds is a result of a decrease in direct services funds.
This grant will be bid out at the State level and PFC will await guidance if it will be renewed.
- b. The Region 5 **Birth to Three Quality [B3QI] Initiative** grant is **NOT** in contract, effective August 1, 2025 through January 31, 2026.
The grant amount is projected to be \$51,291 for six months, down from \$166,977 for twelve months during FY24-25. An undetermined additional amount of unspent FY24-25 funds **may** be added to the budget before January 31, 2026. For FY25-26, the de minimus rate has increased from 10% to 15%; however, the increase in indirect funds is a result of a decrease in direct services funds.
This grant will be bid out at the State level and PFC will await guidance if it will be renewed.
- c. The Region 5 **Healthy Social Behaviors [HSB]** grant is **NOT** in contract effective July 1, 2025 through December 31, 2025.
The grant amount is projected to be \$59,520.96 for six months, down from \$282,743 for twelve months during FY24-25. An undetermined additional amount of unspent FY24-25 funds **may** be added to the budget before December 31, 2025. For FY25-26, the de minimus rate has increased from 10% to 15%; however, the increase in indirect funds is a result of a decrease in direct services funds.
This grant will be bid out at the State level and PFC will await guidance if it will be renewed.

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.

FINANCIAL SUMMARY - WHAT YOU NEED TO KNOW

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August 31, 2025

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. The funds and interest earned from the redeemed Lumbee Bank CD#6 were deposited into the PFC Bank of America operating account until a time when the funds can be transferred to the Morgan Stanley E-Trade account, as approved by Board in June 2025.
- c. The cash equivalent balances in Fund 208 consists of the following at the end of the month:

PNC Bank Money Market Account	5,645.37	<i>Does not include interest earned in Fund 899. Funds of \$96,563.69 was transferred from this account to the Operating Account for the construction loan payments.. Both the interest earned [\$32,117.79] and the cash balance [\$64,445.90] were affected.</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>
	<u>223,645.37</u>	

Interest Earned - Fund 899	
PNC Bank Money Market	1,097.07
First Bank Money Market	5,443.28
	<u>6,540.35</u>

Investments - Fund 208	223,645.37
Interest Earned - Fund 899	6,540.35
TOTAL INVESTMENTS PLUS INTEREST	<u>230,185.72</u>

- d. There is currently NOT a **negative** balance in the operating funds portion of the USR funding stream for the current fiscal year. Funds of \$64,445.90 were transferred on June 23, 2025 from the PNC Money Market [Fund 208] for the construction loan payments. As expenditures are realized that are in excess of the current cash balance, Management will transfer additional funds as deemed 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 [\$214,209].
- 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 FY2425, 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, 2025, 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.
Cash and In-Kind Contributions Report
FY25/26

Total Smart Start Allocation NOT INCLUDING RECURRING FUNDS OF	
\$259,431 (NOT including prior year Carryforward Funds):	\$ 6,832,478.00
Target Cash & In-Kind Required (19%):	\$ 1,298,170.82
Target Cash Required (≥13%):	\$ 888,222.14
Target In-Kind Required (±6%):	\$ 409,948.68

1

CASH DONATIONS		July	August	Y-T-D
Cash Donations - In-House				
Board Donations	501-4410	\$ 25.00	\$ 556.56	\$ 581.56
Other Donations	501-4410	\$ 10.00	\$ 10.00	\$ 20.00
CCF Jerry/Helen Leggett Endowment	501-4410	\$ 1,630.33		\$ 1,630.33
Donations - Barlow Research Survey	501-4410	\$ 50.00		\$ 50.00
Donations - SECC Donation	501-4410			\$ -
Donations - Vending Machine Proceeds	515-4410	\$ 220.72		\$ 220.72
Donations - Giving Tuesday CCF	546-4420			\$ -
Program Income - Rent from Resource Center I	801-4824	\$ 4,296.85	\$ 4,276.85	\$ 8,573.70
Program Income-Little Land Donations	801-4827			\$ -
Program Income - Little Land Vendor Booth Rental	801-4834			\$ -
Program Income - CCR&R Workshop Fees	801-4823	\$ 255.00	\$ 975.00	\$ 1,230.00
Program Income - CCR&R Resource Library Fees	801-4823	\$ 30.00	\$ 50.00	\$ 80.00
Program Income - Tenant Copier Fees	801-5311			\$ -
Program Income - Cash Back Capital One	805-4829			\$ -
Program Income - Rent from Resource Center II	812-4761	\$ 4,750.00	\$ 4,750.00	\$ 9,500.00
Program Income - Fundraiser Grilled Cheese Festival	820-4611	\$ -		\$ -
Miscellaneous	501-4410			\$ -
Total Cash Donations - In-House		\$ 11,267.90	\$ 10,618.41	\$ 21,886.31

TOTAL CASH DONATIONS		\$ 11,267.90	\$ 10,618.41	\$ 21,886.31
City of Fayetteville Federal ARPA Grant	333-4223			\$ -
TOTAL GRANTS		\$ -	\$ -	\$ -

1.7% **2**

IN-KIND DONATIONS		July	August	Y-T-D
In-Kind Donations - In-House				
In-Kind Donations - General Public				\$ -
In-Kind Donations - Volunteer Time		\$ 68.33	\$ 1,156.06	\$ 1,224.39
Google Ads Grant		\$ 4,919.26	\$ 6,169.32	\$ 11,088.58
Discounts on Materials - Kaplan				\$ -
Discounts on Services-Williams Printing				\$ -
Discounts on Services-Systel				\$ -
Discount on Venue Rental-Crown Coliseum				\$ -
Vendor donations of books/toys/supplies: Amazon				\$ -
Vendor donations of books: Barnes & Noble				\$ -
Total In-Kind Donations - In-House		\$ 4,987.59	\$ 7,325.38	\$ 12,312.97

In-Kind Donations - Direct Service Providers				
Quarterly Donations		\$ -		\$ -

TOTAL IN-KIND DONATIONS		\$ 4,987.59	\$ 7,325.38	\$ 12,312.97
--------------------------------	--	--------------------	--------------------	---------------------

0.9% **3**

GRAND TOTAL		\$ 16,255.49	\$ 17,943.79	\$ 34,199.28
--------------------	--	---------------------	---------------------	---------------------

2.6%

\$ (1,263,971.54)
TARGET REMAINING

4

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

Board Transition Worksheet - September 23, 2025

NCPC Suggested Roles - Government		Board Member	1st Term Expires	2nd Term Expires
County Commissioner's Office				
1	County Manager's Office	Skeens, Heather	6/30/2025	6/30/2028
2	Department of Social Services or Health Dept - NC Pre-K	Jackson, Brenda		NCPK
3	School Administrator - Superintendent NC Pre-K Mandated	Bracy, Dr. Eric		NCPK
4	Higher Education Institution	Fecher, Dr. Patricia	6/30/2026	6/30/2029
		Lucas, Dr. Nicole	6/30/2027	6/30/2030
5	Local Cooperative Extension Agency	Childers, Lisa	6/30/2025	6/30/2028
Local Public Library				
6	Municipal Government	Warren, Darlisha	6/30/2026	6/30/2029
NCPC Suggested Roles - Services		Board Member	1st Term Expires	2nd Term Expires
8	Child Care Provider - Licensed Center - NC Pre-K	Vandevender, Linda	6/30/2028	6/30/2031
Child Care Provider - Licensed Home				
Military Child Care Rep				
9	Local Head Start Program Representative - NC Pre-K	Ballard, Lonnie		NCPK
10	Local Mental Health Professional or Health Care Provider - NC Pre-K	Tyson-Johnson, Felicia	6/30/2028	6/30/2031
7	Child Care Resource & Referral (non-employee) or Another Child-Serving Agency Representative - NC Pre-K	Williams, Ebone	6/30/2023	6/30/2026
12	Other Non-Profit Human Service Agency	Adeyemi, Christiana	6/30/2028	6/30/2031
13		Stiff, Elizabeth	6/30/2028	6/30/2031
14	Public School Exceptional Children's Preschool Program or Title 1 Preschool Representative - NC Pre-K	Richard, Dr. Ayanna	6/30/2027	6/30/2030
NCPC Suggested Roles - Business/Community		Board Member	1st Term Expires	2nd Term Expires
15	Parent of a child 5 or younger - NC Pre-K	Jallow-Konrat, Haja	6/30/2024	6/30/2027
Faith Community				
16	Inter-Agency Coordinating Council or Parent of a Child with a Disability	Lada, Katherine	6/30/2026	6/30/2029
Foundation or other Philanthropic Organization				
17		Mobley, Taylor	6/30/2026	6/30/2029
18	Business Leader	Gunter, Van	6/30/2026	6/30/2029
19		Rodriquez Laureano, Maybelyn	6/30/2028	6/30/2031
Military Community Rep				
20		Klinck, Amanda	6/30/2026	6/30/2029
21	Community At Large	Smith, Betty	6/30/2026	6/30/2029
22		Gronski, Dr. Meredith	6/30/2028	6/30/2031
23		Deaton, Joe	6/30/2028	6/30/2031

1st Term Ending 6/30/26 = 7
 1st Term Ending 6/30/27 = 1
 1st Term Ending 6/30/28 = 7

2nd Term Ending 6/30/26 = 1
 2nd Term Ending 6/30/27 = 1
 2nd Term Ending 6/30/28 = 2
 2nd Term Ending 6/30/29 = 7
 2nd Term Ending 6/30/30 = 1
 2nd Term Ending 6/30/31 = 7

THE CHRONICLE OF PHILANTHROPY



Strategic Planning Without the Stress: 6 Ways to Streamline

Experienced consultants and nonprofit leaders share their advice on optimizing the strategic-planning process.

By David L. Wheeler

AUGUST 26, 2025



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GETTY IMAGES

Nonprofit leaders, midlevel managers, and frontline staff sometimes view strategic planning as one more task heaped onto near-impossible workloads. After all, developing a strategic plan — by analyzing your organization’s current position, setting new long-term goals, and drawing a roadmap to achieve them — can be time-consuming.

“I think everyone has had terrible strategic-planning experiences,” says Preeta Nayak, partner and head of leadership and community services at the San Francisco office of the [Bridgespan Group](#), a nonprofit and philanthropic advisory firm. “I empathize with any apprehension people feel.”

Those negative associations, she says, often stem from the fear that an organization’s employees will be dragged through a long process that doesn’t yield worthwhile results. Nayak urges nonprofit leaders who have had poor experiences with strategic planning to be explicit with new advisers about what went wrong to avoid these pitfalls.

The current environment for nonprofits — with a combative administration, a volatile economy, and hesitant donors — could add to anxiety about strategic planning. “There is a lot of uncertainty, and uncertainty will continue, ” Nayak says, so data gathered in the past may not be an accurate bellwether of what is to come.

Eric Wilkerson, head of the consulting firm [WICO Strategies](#), acknowledges how hard it is to wrap your mind around planning when the world feels like it’s crashing down around you, but that mindset can set up organizations for failure. He urges clients to develop optimism, build adaptability into their plan, and generate multiple scenarios that consider economic and political turbulence.

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The *Chronicle* spoke to consultants and nonprofit leaders about how to streamline strategic planning. Here are their tips.

Consider a shorter horizon, and opt for a stabilization plan if facing existential threats.

LeeAnn Stivers, the executive director of [501 Commons](#), a Seattle-based nonprofit that advises other charities, believes that many of them now need “stabilization and growth plans,” rather than strategic plans. Sharp downturns in federal funding and corporate giving to nonprofits in the first half of the year, combined with other uncertainties, she says, have made planning for three- to five-year time frames unrealistic, even for 501 Commons itself. Strategic plans, she says, are more likely to assume steady conditions, pursue long-term visions and invest time in rethinking missions and values.

Stabilization plans, in contrast, can address immediate challenges and are focused on ensuring organizational survival and figuring out what near-term actions are needed.

Consider writing a ‘mini plan.’

Wilkerson urges CEOs considering strategic planning to take a day off and go to a neutral location — a one-day, one-person retreat. Write down two or three high-level priorities for the organization and a few sentences about how you arrived at those decisions, he advises. After sharing those priorities with the board and some key staff, he says, use them for a year or two while thinking about what a larger strategic plan and planning process would look like.

Strategic planning doesn’t need to be complicated, says Wilkerson. “Every institution has, or should have, a very simple, bold vision.”

Outline Your Most Important Decisions

Nayak's first request of leaders seeking strategic-planning assistance is to outline important decisions they face. Saying you want to develop a strategic plan, she says, is like saying, "I want to write a novel."

"Pick the one or two questions you really need to focus on," she says, "and the one or two areas where analysis and deeper dives are really important." Likewise, she says, figure out where stakeholder engagement is necessary. "You have to be strategic about strategic planning," she adds.

Sometimes the key questions can't be answered immediately but can be baked into the new strategic plan. For [Town Hall Seattle](#), a nonprofit event venue, the strategic plan it finished in March was a long-awaited opportunity to focus on its future, says its executive director, Kate Nagle-Caraluzzo.

The pandemic and a series of leadership transitions had left the group reeling. "The strategic plan was the first time in five years that we got to think strategically about our future," she says. "It finally felt like we were getting out of survival mode and into deep-thinking mode."

The strategic plan, she says, is focused on such important questions as, "How do we drive revenue? How do we drive audience numbers? How do we maintain and retain our audience and our patrons?"

Now the organization has a roadmap and new ways to think about its identity.

Try to use existing meetings for strategic planning.

Some organizations want to complete strategic planning in a three- to six-month time frame. They have urgent questions or want to move past planning and on to action.

Other organizations believe compressing strategic planning too much will add stress and make the process less thoughtful. At the [Cara Collective](#), a Chicago-based antipoverty nonprofit whose core program is job training, leaders decided to take a full year. “It’s important for us not to skip steps or skimp on engagement,” says Lauren Feldman, the organization’s chief operating officer, “because we know that that’ll come back to bite us in terms of building cohesion.”

When a new round of strategic planning is announced, many staff members dread the potential time commitment. “Everyone is looking at, ‘Where’s the time going to come from?’” says Feldman. “I’m already busy, how am I going to make the time for this?” To get around that, she expects to use existing meetings, such as quarterly staff meetings, to gather strategic-planning feedback.

Similarly, Town Hall Seattle used meetings already on the calendar of an existing board executive committee to do much of the strategic planning. Two staff members joined the executive committee to serve as staff liaisons. A survey and monthly staff-member huddles also help gather input, says Nagle-Caraluzzo.

Don’t let disagreements slow down your process.

When facing an organization’s hardest questions, disagreements are likely to surface, says Nayak. The temptation for leaders is to kick the can down the road by gathering more information or having more discussions.

But at some point, leaders need to be decisive. “You can be respectful and thoughtful about the variety of opinions you have and still make progress,” she says.

Leaders can make it clear they have studied data and listened to opinions but have a strong justification for choosing the path they have, consultants say. “In strategy

work, the goal isn’t to please anyone -- at all,” says Wilkerson. And I’d pay

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attention to that. The goal is to move a mission forward closer to the vision.”

Make sure your strategic plan doesn't sit on a shelf.

No matter how much organizations need to lighten the burden of strategic planning, it is essential to map out how the plan will be converted to action and how progress will be measured. Ideally, an organization's annual budgeting process should overlap meaningfully with strategic planning to make sure resources are allocated to key priorities.

When 501 Commons works with nonprofits on strategic planning, Stivers says nine times out of ten, the groups don't want to invest in corresponding implementation plans. Such plans, she says, help operationalize visions, document goals and objectives, and plot tactical moves. Dashboards or tracking mechanisms can measure if a plan's objectives are being reached. Implementation plans move strategic plans out of executives' offices and down to department heads, she says, where the plans can mold operations.

Wilkerson says he declines strategic-planning work that doesn't include an accountability component. “It is heartbreaking when nonprofit leaders are set up for failure,” says Wilkerson, “when they pay a strategic-planning partner and they walk away without a corresponding actionable work or business plan.”

We welcome your thoughts and questions about this article. Please [email the editors](#) or [submit a letter](#) for publication.

NONPROFIT EFFECTIVENESS

EXECUTIVE LEADERSHIP

David L. Wheeler

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He's a former managing editor of the Chronicle of Higher Education and founded and led Al-Fanar Media, a bilingual publication that covers education, research, and culture in the Arab world, for nine years. He was the recipient of a Vannevar Bush Fellowship at MIT for journalists interested in writing about science.

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PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

FOOTNOTES FOR FINANCIAL REPORTS

August 31, 2025

FOOTNOTES - BALANCE SHEET

A. The cash accounts at August 31, 2025 total \$1,111,286.46.

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

Description	Investment Type	Current Amount – CASH BASIS	Term (months)	Maturity Date	Interest Rate	Annual Percentage Yield
PNC Bank	Money Market	\$6,742.44	n/a	n/a	n/a	2.78%
First Bank	Money Market	\$105,443.28	n/a	n/a	3.50%	3.56%
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		\$261,569.72				

B. Employees' payroll deductions at August 31, 2025 from the current month and from prior months total \$8,259.51. The pre-funded amounts of \$8,700 for HRA and \$741 for FSA for the 2025-2026 plan year were drafted by Blue Cross and Blue Shield on May 28, 2025. These amounts are anticipated to be reimbursed to PFC in September 2025. The 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

August 31, 2025

- 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, 2025.

DIRECT SERVICE PROVIDERS: The Smart Start funds for the Direct Service Providers (DSPs) budgets were in contract at 100% as of July 1, 2025.

ADMINISTRATION: The Smart Start funds for the Administration budget were in contract at 100% as of July 1, 2025.

Partnership for Children of Cumberland County, Inc.
Balance Sheet
8/31/2025

Assets

Bank of America Checking Account	\$ 846,304.98	}	A
First Bank - [for construction transactions]	3,006.76		
PNC Bank - Money Market Reserve	6,742.44		
First Bank - Money Market Reserve	105,443.28		
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	1,111,281.46		

Liabilities and Net Assets

Forfeited FSA and HRA Pre-Funding	(10,095.41)	}	B
Health Insurance Payable	285.40		
Flex-Spending Payable	1,422.07		
AFLAC Payable	117.20		
United Way Payable	0.00		
Dental Insurance Payable	(7.96)		
Vision Payable	(2.00)		
Legal Shield Payable	21.19		
Tenant Security Deposits	30,060.03		
Unrestricted Net Assets	707,038.26		
Temporarily Restricted Net Assets	56,437.00		
Permanently Restricted Net Assets	31,384.00		C
Excess Revenues over (under) Expenditures	294,621.68		
Total Liabilities and Net Assets	\$ 1,111,281.46		

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC. - SMART START GRANT - FY 2025 - 2026

FY 25/26 SMART START 100% ALLOCATION [INCLUDING prior year Carry Forward]	\$6,832,478
TOTAL ALLOCATION FOR ADMINISTRATION ----->	\$425,611
FY 25/26 Smart Start Admin Base Allocation	\$397,185
FYE22 & FYE23 New Recurring Funds :	\$28,426
TOTAL ALLOCATION FOR SERVICES ----->	\$6,406,867
FY 25/26 Smart Start Services Base Allocation	\$6,175,862
Carryforward SERVICES Funds from FY24/25 to be used in FY25/26 [Effective xx-xx-2025]	\$0
FYE22 & FYE23 New Recurring Funds :	\$231,005

AS OF August 31, 2025

Only items highlighted in Yellow will be discussed.

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

		EXPENDITURES									
Activity	Agency	7/1/2025	Advances	July	August	September	Y-T-D	Remaining Budget	AS OF August 31, 2025		
									Budget	% of Budget Expended	% of Available Funds
Early Care & Education Subsidy - TANF Only											
1	Subsidized Child Care	Dept. of Social Services	\$ 2,531,000.00		\$ 311,882.00	\$ 281,479.00	\$ -	\$ 593,361.00	\$ 1,937,639.00	23%	77%
2	Child Care Scholarships	Fayetteville Tech. Com. College	\$ 318,000.00		\$ -	\$ -	\$ -	\$ 318,000.00	\$ 318,000.00	0%	100%
	ECE Subsidy TANF Total:		44%	\$ 2,849,000.00	\$ -	\$ 311,882.00	\$ 281,479.00	\$ -	\$ 593,361.00	21%	
	Minimum of 39% Required										
Early Care & Education Subsidy - Administration											
3	Subsidy Support Staff	Dept. of Social Services	\$ 176,000.00		\$ -	\$ -	\$ -	\$ 176,000.00	\$ 176,000.00	0%	100%
4	Child Care Scholarship - Admin Support	Fayetteville Tech. Com. College	\$ 58,885.00		\$ -	\$ -	\$ -	\$ 58,885.00	\$ 58,885.00	0%	100%
	ECE Subsidy Support Total		4%	\$ 234,885.00	\$ -	\$ -	\$ -	\$ 234,885.00	\$ 234,885.00	0%	
Early Care & Education Quality & Affordability											
5	CCR&R - Core Services	IH Partnership for Children	\$ 805,785.00		\$ 53,974.87	\$ 55,419.40	\$ -	\$ 109,394.27	\$ 696,390.73	14%	86%
6	WAGES	Child Care Svcs. Association	\$ 565,000.00		\$ -	\$ 129,031.28	\$ -	\$ 129,031.28	\$ 435,968.72	23%	77%
7	CCR&R - Lending Library	IH Partnership for Children	\$ 76,600.00		\$ 3,479.40	\$ 4,209.85	\$ -	\$ 7,689.25	\$ 68,910.75	10%	90%
	ECE Quality Total:		23%	\$ 1,447,385.00	\$ -	\$ 57,454.27	\$ 188,660.53	\$ 246,114.80	\$ 1,201,270.20	17%	
	Minimum of 70% Total Required		74%								
Health and Safety											
8	Child Care Health Consultant	Cumberland County Health Department	\$ 199,340.00	\$ -	\$ 7,683.46	\$ 22,813.92	\$ -	\$ 30,497.38	\$ 168,842.62	15%	85%
9	Family Connects	IH Partnership for Children	\$ 647,357.00	\$ -	\$ 18,674.19	\$ 61,383.16	\$ -	\$ 80,057.35	\$ 567,299.65	12%	88%
	Health & Safety Total:		10%	\$ 846,697.00	\$ -	\$ 26,357.65	\$ 84,197.08	\$ 110,554.73	\$ 736,142.27	13%	

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC. - SMART START GRANT - FY 2025 - 2026

FY 25/26 SMART START 100% ALLOCATION [INCLUDING prior year Carry Forward]	\$6,832,478
TOTAL ALLOCATION FOR ADMINISTRATION ----->	\$425,611
FY 25/26 Smart Start Admin Base Allocation	\$397,185
FYE22 & FYE23 New Recurring Funds :	\$28,426
TOTAL ALLOCATION FOR SERVICES ----->	\$6,406,867
FY 25/26 Smart Start Services Base Allocation	\$6,175,862
Carryforward SERVICES Funds from FY24/25 to be used in FY25/26 [Effective xx-xx-2025]	\$0
FYE22 & FYE23 New Recurring Funds :	\$231,005

AS OF August 31, 2025

Only items highlighted in Yellow will be discussed.

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

		EXPENDITURES								AS OF August 31, 2025			
Activity	Agency	7/1/2025	Budget	Advances	July	August	September	Y-T-D	Remaining Budget	17%	83%		
										% of Budget Expended	% of Available Funds		
Family Support													
10	Kaleidoscope Play and Learn	IH	Partnership for Children	\$ 42,000.00	\$ -	\$ 614.16	\$ 619.96	\$ -	\$ 1,234.12	\$ 40,765.88	3%	97%	
11	Community Engagement & Resource Development	IH	Partnership for Children	\$ 589,100.00	\$ -	\$ 28,716.97	\$ 37,688.33	\$ -	\$ 66,405.30	\$ 522,694.70	11%	89%	
12	Dolly Parton Imagination Library - RETURNED AS A DSP at 07-01-25		United Way of Cumberland County, Inc.	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000.00	0%	100%	
Family Support Total:				10%	\$ 641,100.00	\$ -	\$ 29,331.13	\$ 38,308.29	\$ -	\$ 67,639.42	11%		
System Support													
13	P&E - Planning & Evaluation	IH	Partnership for Children	\$ 387,800.00		\$ 19,656.60	\$ 21,866.86	\$ -	\$ 41,523.46	\$ 346,276.54	11%	89%	
System Support Total:				6%	\$ 387,800.00	\$ -	\$ 19,656.60	\$ 21,866.86	\$ -	\$ 41,523.46			
Total of Approved SERVICES Projects:					\$ 6,406,867.00	\$ -	\$ 444,681.65	\$ 614,511.76	\$ -	\$ 1,059,193.41	\$ 5,347,673.59		
14	Administration	IH	Partnership for Children	7% \$ 425,611.00	\$ -	\$ 45,957.75	\$ 24,001.96	\$ -	\$ 69,959.71	\$ 355,651.29	16%	84%	
Total Administration					\$425,611.00			\$ -					
Unallocated Smart Start SERVICES Funds					\$ -								
Unallocated Smart Start ADMINISTRATION Funds					\$ -								
Total Smart Start Funds Expended					\$ -	\$ 490,639.40	\$ 638,513.72	\$ -	\$ 1,129,153.12				
Total Allocated Smart Start Funds Remaining										\$ 5,703,324.88			

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

Fiscal Year 2025 / 2026

LEGEND	
Internal Budget Adjustments	
Budget Increases per Amendment #	

FY 25/26 Revenues per Contract	
\$ 8,931,970	NC Pre-k Grant Payments to Providers [Fund 206, Fund 210, Fund 319]
\$ -	NC Pre-k GEER Payments to Providers [Fund 336]
\$ 174,963	2% CCDF Quality/Admin Funds [Fund 328]
\$ -	2% CCDF ARPA Admin Funds [Fund 314]
\$ 507,440	6% Administrative Funds [Fund 211]
\$ 9,614,373	Total NC Pre-k Grant

as of AUGUST 2025	
SHOULD BE	
17%	83%

		FY 25/26 Budget							Remaining	% of	% of
Activity		7/1/2025	July	August	September	Y-T-D	Budget	Budget Expended	Available Funds		
211	3323-999 Administrative Operations	\$118,609	\$ 11,151.84	\$ 11,480.86	\$ -	\$ 22,632.70	\$ 95,976.30	19%	81%		
	3323-001 CCR&R - Core	\$90,423	\$ 2,967.77	\$ 8,870.47	\$ -	\$ 11,838.24	\$ 78,584.76	13%	87%		
	3323-017 NC Pre-k Coordination (In-Direct)	\$298,408	\$ 17,495.02	\$ 22,666.30	\$ -	\$ 40,161.32	\$ 258,246.68	13%	87%		
	Fund 211 Sub-Total	\$ 507,440.00	\$ 31,614.63	\$ 43,017.63	\$ -	\$ 74,632.26	\$ 432,807.74	15%	85%		
206	2342-015 NC Pre-k Subsidy (Direct - Child Reimbursement) - State Funds	\$688,756	\$ -	\$ -	\$ -	\$ -	\$ 688,756.00	0%	100%		
	2348-015 NC Pre-K Non-TANF/CCDF - State Funds	\$254,745	\$ -	\$ -	\$ -	\$ -	\$ 254,745.00	0%	100%		
	Fund 206 Sub-Total	\$ 943,501.00	\$ -	\$ -	\$ -	\$ -	\$ 943,501.00	0%	100%		
210	2342-015 NC Pre-k Subsidy (Direct - Child Reimbursement) - State Funds	\$3,343,434	\$ -	\$ -	\$ -	\$ -	\$ 3,343,434.00	0%	100%		
	2348-015 NC Pre-K Non-TANF/CCDF - State Funds	\$1,236,613	\$ -	\$ -	\$ -	\$ -	\$ 1,236,613.00	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	\$2,726,738	\$ -	\$ -	\$ -	\$ -	\$ 2,726,738.00	0%	100%		
	2348-015 NC Pre-K Non-TANF/CCDF - Federal Funds	\$681,684	\$ -	\$ -	\$ -	\$ -	\$ 681,684.00	0%	100%		
	Fund 319 Sub-Total	\$ 3,408,422.00	\$ -	\$ -	\$ -	\$ -	\$ 3,408,422.00	0%	100%		
328	3323-017 NC Pre-K CCDF Quality Funds-ADMIN-Federal Funds	\$116,669	\$ 9,165.49	\$ 10,913.49	\$ -	\$20,078.98	\$96,590.02	17%	83%		
328	3323-999 NC Pre-K CCDF Quality Funds-Administrative Operations	\$58,294	\$ 6.48	\$ 10,000.00	\$ -	\$ 10,006.48	\$ 48,287.52	17%	83%		
	Fund 328 Sub-Total	\$ 174,963.00	\$ 9,171.97	\$ 20,913.49	\$ -	\$ 30,085.46	\$ 144,877.54	17%	83%		

Total Budget Remaining	\$ 9,509,655.28
------------------------	-----------------

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

Fiscal Year 2025 / 2026

LEGEND	
Internal Budget Adjustments	
Budget Increases per Amendment #	

FY 25/26 Revenues per Contract	
\$ 8,931,970	NC Pre-k Grant Payments to Providers [Fund 206, Fund 210, Fund 319]
\$ -	NC Pre-k GEER Payments to Providers [Fund 336]
\$ 174,963	2% CCDF Quality/Admin Funds [Fund 328]
\$ -	2% CCDF ARPA Admin Funds [Fund 314]
\$ 507,440	6% Administrative Funds [Fund 211]
\$ 9,614,373	Total NC Pre-k Grant

as of AUGUST 2025	
SHOULD BE	
17%	83%

Activity	FY 25/26 Budget					Remaining Budget	% of Budget Expended	% of Available Funds
	7/1/2025	July	August	September	Y-T-D			

Unallocated NC Pre-k Revenues	\$ -				
Total NC Pre-k Grant Expended		\$ 40,786.60	\$ 63,931.12	\$ -	\$ 104,717.72
Total State Funds	\$ 6,030,988.00				
Total Federal Funds	\$ 3,583,385.00				
Total NC Pre-K Grant	\$ 9,614,373.00				

Partnership for Children of Cumberland County, Inc.

Region 5 DCDEE Lead Agency Grant Fiscal Year 2025 - 2026

TOTAL FY 2025 - 2026 REGION 5 LEAD AGENCY ALLOCATION **\$477,685.85**

FY 2025 - 2026 15% Overhead / Administration Allocation **\$56,604.04**

FY 2025 - 2026 Program/Services Allocation **\$421,081.81**

FUND	PSC	AC	Activity	EXPENDITURES					as of August 31, 2025			
				07/01/25	July	August	September	Y-T-D	Remaining	17%	83%	
				Budget					Budget	% of Budget Expended	% of Available Funds	
307	3104	001	Region 5 Lead Agency - Core Services	\$ 358,855.81	\$ 20,650.11	\$ 22,188.08	\$ -	\$ 42,838.19	\$ 316,017.62	12%	88%	
			12M Extension GRANT ENDS JUNE 30, 2026									
307	3104	196	Core Services - 15% Overhead/Administration for CCR&R	\$ 1,235.00	\$ 23.47	\$ 371.25	\$ -	\$ 394.72	\$ 840.28	32%	68%	
307	9100	196	Core Services - 15% Overhead/Administration for Admin Ops	\$ 55,369.04	\$ 10.38	\$ 6,003.55	\$ -	\$ 6,013.93	\$ 49,355.11	11%	89%	
307	3104	301	Contracts & Grants - Anson County	\$ 9,954.00		\$ -	\$ -	\$ -	\$ 9,954.00	0%	100%	
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	\$ -	\$ -	\$ -	\$ -	\$ 29,399.00	0%	100%	
307	3104	305	Contracts & Grants - Richmond County	\$ 14,528.00	\$ -	\$ -	\$ -	\$ -	\$ 14,528.00	0%	100%	
				\$ 477,685.85	\$ 20,683.96	\$ 28,562.88	\$ -	\$ 49,246.84	\$ 428,439.01	10%	90%	
									Total Allocated DCD Funds Remaining		\$ 428,439.01	
Summary for 15% Overhead / Administration				PFC	\$ 56,604.04	\$ 33.85	\$ 6,374.80	\$ -	\$ 6,408.65	\$ 50,195.39	11%	89%

Partnership for Children of Cumberland County, Inc.

LEGEND	Internal Budget
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TOTAL ALLOCATION FOR ONLY THE BIRTH TO THREE QUALITY INITIATIVE **\$0.00**

15% Overhead / Administration Allocation **\$0.00**

Program/Services Allocation **\$0.00**

FUND	PSC	AC	Activity	Budget							Remaining Budget	as of August 31, 2025		
				7/1/2025	August	September	October	November	December	January		Y-T-D	17% % of Budget Expended	83% % of Available Funds
312	3104	001	Region 5 Birth To Three Quality Initiative [formerly Infant Toddler Project]											
				Contract Year for this grant runs from August 1, 2025 thru January 31, 2026										
312	3104	196	Birth to Three Quality Initiative - 15% Overhead/Administration for CCR&R	\$ -	\$ 10,464.16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,464.16	\$ (10,464.16)	#DIV/0!	#DIV/0!
312	9100	196	Birth To Three Quality Initiative - 15% Overhead/Administration for Admin Ops	\$ -	\$ (48.77)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (48.77)	\$ 48.77	#DIV/0!	#DIV/0!
				\$ -	\$ 10,449.16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,449.16	\$ (10,449.16)	#DIV/0!	#DIV/0!

Partnership for Children of Cumberland County, Inc.

TOTAL - REGION 5 LEAD AGENCY ALLOCATION \$0.00

15% Overhead / Administration Allocation \$0.00

Program/Services Allocation \$0.00

FUND	PSC	AC	Activity	07/01/25	EXPENDITURES							Remaining Budget	as of August 31, 2025		
					Budget	July	August	September	October	November	December		Y-T-D	% of Budget Expended	% of Available Funds
313	3104	001	Region 5 Healthy Social Behaviors Project	6m Extension GRANT July 1, 2025 through December 31, 2025	\$ -	\$ 11,396.30	\$ 10,722.02	\$ -	\$ -	\$ -	\$ -	\$ 22,118.32	\$ (22,118.32)	#DIV/0!	#DIV/0!
313	3104	196	Healthy Social Behavior - 15% Overhead/Administration for CCR&R		\$ -	\$ (6.66)	\$ 352.25	\$ -	\$ -	\$ -	\$ -	\$ 345.59	\$ (345.59)	#DIV/0!	#DIV/0!
313	9100	196	Healthy Social Behavior - 15% Overhead/Administration for Admin Ops		\$ -	\$ 5.24	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5.24	\$ (5.24)	#DIV/0!	#DIV/0!
					\$ -	\$ 11,394.88	\$ 11,074.27	\$ -	\$ -	\$ -	\$ -	\$ 22,469.15	\$ (22,469.15)	#DIV/0!	#DIV/0!
Total Allocated DCD Funds Remaining											\$ (22,469.15)				
Summary for 15% Overhead / Administration			PFC		\$ -	\$ (1.42)	\$ 352.25	\$ -	\$ -	\$ -	\$ -	\$ 350.83	\$ (350.83)	#DIV/0!	#DIV/0!

Partnership for Children of Cumberland County, Inc.

All Funding Sources
Fiscal Year 2025 - 2026

ONLY THE HIGHLIGHTED FUNDING STREAMS NEED TO BE DISCUSSED.

FUND CODE		July 1, 2025 Beginning Cash Balance	Receipts				Expenditures				Ending Cash Balance
			July	August	September	YTD	July	August	September	YTD	
RESTRICTED FUNDS											
NC PRE-KINDERGARTEN FUNDS											
206	NC Pre-K Grant - State Funds (per child) 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	\$ -	\$ -	\$ 31,614.63	\$ -	\$ 31,614.63	\$ 31,614.63	\$ 43,017.63	\$ -	\$ 74,632.26	\$ (43,017.63)
319	NC Pre-K Grant (per slot) - Federal Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
319	1/10 CASH ADVANCE from DCDEE - NC Pre-K Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
328	NC Pre-K Grant CCDF Quality Funds-Federal Funds	\$ -	\$ -	\$ 9,171.97	\$ -	\$ 9,171.97	\$ 9,171.97	\$ 20,913.49	\$ -	\$ 30,085.46	\$ (20,913.49)
	Sub-total for NC Pre-K	\$ 56,437.00								Sub-total	\$ (7,494.12)
FEDERAL RESTRICTED FUNDS											
307	DCD Grant - SWCDC	\$ (63,923.34)	\$ 25,344.26	\$ 62,318.17	\$ -	\$ 87,662.43	\$ 20,683.96	\$ 28,562.88	\$ -	\$ 49,246.84	\$ (25,507.75)
312	Region 5 - Birth to 3 [Infant/Toddler] 08/01/2025 - 01/31/2026	\$ (32,311.30)	\$ 17,849.65	\$ 26,714.66	\$ -	\$ 44,564.31	\$ 12,301.78	\$ 10,449.16	\$ -	\$ 22,750.94	\$ (10,497.93)
313	Region 5 - Healthy Social Behavior 07/01/2025 - 12/31/2025	\$ (36,884.71)	\$ 20,542.56	\$ 16,342.15	\$ -	\$ 36,884.71	\$ 11,394.88	\$ 11,074.27	\$ -	\$ 22,469.15	\$ (22,469.15)
335 - YEAR 2	Region 5 - Family Child Care Project [02/15/2024 - 06/30/2025] NOT RENEWING AFTER 06-30-2025	\$ (17,627.31)	\$ 10,475.52	\$ 7,151.79	\$ -	\$ 17,627.31	\$ -	\$ -	\$ -	\$ -	\$ -
333	FEDERAL - City of Fayetteville ARPA Grant \$400,000 Revenue Replacement [12/01/2024 - 12/30/2026]	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2.97	\$ 77,547.03	\$ -	\$ 77,550.00	\$ (77,550.00)
334	FEDERAL - City of Fayetteville CDBG Grant \$250,000 for Phase III [06/15/2023 - 06/30/2026]	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 440.00	\$ -	\$ 440.00	\$ (440.00)
807	Region 5 - Program Income	\$ -	\$ 150.00	\$ 598.75	\$ -	\$ 748.75	\$ 1.63	\$ -	\$ -	\$ 1.63	\$ 747.12
	Sub-total for Federal Restricted	\$ (150,746.66)								Sub-total	\$ (135,717.71)
SMART START AND RELATED FUNDS											
157	Smart Start - Admin. (FY 24/25)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (237.16)	\$ 237.16	\$ -	\$ -	\$ -
158	Smart Start - Services (FY 24/25)	\$ 68,243.04	\$ -	\$ -	\$ -	\$ -	\$ 66,820.08	\$ 1,422.96	\$ -	\$ 68,243.04	\$ -
159	Smart Start - Admin. (FY 25/26)	\$ -	\$ 53,201.00	\$ 64,341.00	\$ -	\$ 117,542.00	\$ 45,957.75	\$ 24,001.96	\$ -	\$ 69,959.71	\$ 47,582.29
160	Smart Start - Services (FY 25/26)	\$ -	\$ 391,858.00	\$ 175,163.00	\$ -	\$ 567,021.00	\$ 125,116.19	\$ 188,871.02	\$ -	\$ 313,987.21	\$ 253,033.79
201	MAC SS Grant (Acting/Contracting)	\$ -	\$ -	\$ 26,740.00	\$ -	\$ 26,740.00	\$ 7,592.56	\$ 10,454.60	\$ -	\$ 18,047.16	\$ 8,692.84
801	Program Income (SS Related)	\$ 69,101.08	\$ 4,581.85	\$ 5,301.85	\$ -	\$ 9,883.70	\$ 116.01	\$ 143.43	\$ -	\$ 259.44	\$ 78,725.34
	Sub-total for Smart Start & Related	\$ 137,344.12								Sub-total	\$ 388,034.26

Partnership for Children of Cumberland County, Inc.

All Funding Sources
Fiscal Year 2025 - 2026

ONLY THE HIGHLIGHTED FUNDING STREAMS NEED TO BE DISCUSSED.

FUND CODE	July 1, 2025 Beginning Cash Balance	Receipts				Expenditures				Ending Cash Balance	
		July	August	September	YTD	July	August	September	YTD		
TEMPORARILY RESTRICTED FUNDS - RESTRICTED FOR TIME OR PURPOSE TO SPEND FUNDS											
401	County of Cumberland (FY25/26)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Sub-total for Temporarily Restricted	\$ -							Sub-total	\$ -	
UNRESTRICTED FUNDS or NO RESTRICTION OF TIME TO SPEND FUNDS											
208	Unrestricted State Revenues - For Operating Purposes	\$ 43,535.44	\$ 223,948.29	\$ -	\$ -	\$ 223,948.29	\$ 7,954.07	\$ 7,954.07	\$ -	\$ 15,908.14	\$ 251,575.59
	Unrestricted State Revenues - Invested in CDs and Money Market Account	\$ 447,593.66	\$ (223,948.29)	\$ -	\$ -	\$ (223,948.29)	\$ -	\$ -	\$ -	\$ -	\$ 223,645.37
501	Individual Gifts & Donations	\$ 155,703.76	\$ 1,715.33	\$ 566.56	\$ -	\$ 2,281.89	\$ 1.68	\$ 7.29	\$ -	\$ 8.97	\$ 157,976.68
515	Vending Machine Commissions	\$ 216.89	\$ 220.72	\$ -	\$ -	\$ 220.72	\$ -	\$ -	\$ -	\$ -	\$ 437.61
802	PFCRC II (Non-Smart Start)	\$ (103,016.30)	\$ 16,907.21	\$ 15,575.14	\$ -	\$ 32,482.35	\$ 3,557.60	\$ 12,542.21	\$ -	\$ 16,099.81	\$ (86,633.76)
805	Misc. Unrestricted Revenue [currently cash back from Mastercard 2% credit card]	\$ 16,919.63	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,186.95	\$ -	\$ 1,186.95	\$ 15,732.68
808	Insurance Proceeds Income (NOT program income and NOT temp restricted per NCPC)	\$ 9,796.17	\$ 5,881.14	\$ (4,410.86)	\$ -	\$ 1,470.28	\$ -	\$ -	\$ -	\$ -	\$ 11,266.45
812	PFCRC II - Administration	\$ 99,583.40	\$ 4,750.00	\$ 4,750.00	\$ -	\$ 9,500.00	\$ 5,144.32	\$ 5,063.59	\$ -	\$ 10,207.91	\$ 98,875.49
815	Hoke - Contracted Eval (not program income)	\$ 27,791.50	\$ 6,177.76	\$ -	\$ -	\$ 6,177.76	\$ 608.62	\$ 342.47	\$ -	\$ 951.09	\$ 33,018.17
820	Fundraising - PFC Annual Soiree	\$ 55,056.74	\$ 661.00	\$ 326.00	\$ -	\$ 987.00	\$ 18.90	\$ 538.73	\$ -	\$ 557.63	\$ 55,486.11
825	Capital Projects Fund [used for construction loan transactions]	\$ 3,006.76	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,006.76
897	Sales Tax	\$ (14,206.01)	\$ -	\$ 14,206.01	\$ -	\$ 14,206.01	\$ 162.60	\$ 491.37	\$ -	\$ 653.97	\$ (653.97)
899	Interest Income (from Investment Funds)	\$ 6,073.08	\$ 7,218.64	\$ 233.53	\$ -	\$ 7,452.17	\$ -	\$ -	\$ -	\$ -	\$ 13,525.25
904	Forfeited FSA and Pre-funded HRA/FSA	\$ (10,095.41)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (10,095.41)
905	Employee Withholding	\$ 3,194.69	\$ 19,378.91	\$ 19,634.00	\$ -	\$ 39,012.91	\$ 20,355.65	\$ 20,016.05	\$ -	\$ 40,371.70	\$ 1,835.90
	Sub-total for Unrestricted Funds	\$ 741,154.00							Sub-total	\$ 768,998.92	

Partnership for Children of Cumberland County, Inc.

All Funding Sources
Fiscal Year 2025 - 2026

ONLY THE HIGHLIGHTED FUNDING STREAMS NEED TO BE DISCUSSED.

FUND CODE	July 1, 2025 Beginning Cash Balance	Receipts				Expenditures				Ending Cash Balance
		July	August	September	YTD	July	August	September	YTD	
INFORMATION TECHNOLOGY										
992	PFC IT Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267.26	\$ -	\$ 267.26	\$ (267.26)
993	IT - Core	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
994	IT - Outside Agencies	\$ 68,334.24	\$ 9,008.78	\$ 7,707.46	\$ 16,716.24	\$ 10,948.58	\$ 7,758.53	\$ -	\$ 18,707.11	\$ 66,343.37
995	IT - PFC Enhanced	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
996	IT - PFC Regular	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-total for Information Technology		\$ 68,334.24	\$ -	\$ -	\$ -				Sub-total	\$ 66,076.11
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		\$ 883,906.70							TOTAL CASH	\$ 1,111,281.46

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

Fiscal Year 2025 / 2026

Activity	FY 25/26 Budget Effective 7/1/2025	July	August	September	Expenditures Y-T-D	SHOULD BE:		Available Funds
						Unspent Allocated Budget Amount	% of Budget Expended	
Administrative Operations	\$ 12,000.00	\$ -	\$ -	\$ -	\$ -	\$ 12,000.00	0%	100%
Administrative Operations [for interest portion of the construction loan payments]	\$ 16,000.00	\$ 795.90	\$ 854.53	\$ -	\$ 1,650.43	\$ 14,349.57	10%	90%
	\$ 28,000.00	\$ 795.90	\$ 854.53	\$ -	\$ 1,650.43	\$ 26,349.57	6%	94%
CC&R - Core (in case of Federal shutdown)	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	0%	100%
CE/FRC For Construction Loan Payments / Interest payments are coded to 9100-999	\$ 79,449.00	\$ 7,158.17	\$ 7,099.54	\$ -	\$ 14,257.71	\$ 65,191.29	18%	82%
Sub-Total	\$ 129,449.00	\$ 7,158.17	\$ 7,099.54	\$ -	\$ 14,257.71	\$ 115,191.29	11%	89%
Total Allocated Budget for FY25-26	157,449.00							
Allocated Budget Amount SPENT		\$ 7,954.07	\$ 7,954.07	\$ -	\$ 15,908.14			
Allocated Budget Amount UNSPENT						\$ 141,540.86		
SUMMARY OF CASH AND INVESTMENTS								
July 1 - Total Cash Carryover including Investments								\$ 515,804.65
Projected Unrestricted State Revenues at the yearend					\$ (113,913.56)	<i><---- Cash of \$43,535.44 in GL 1113 at 07-01-25 less the FY 25-26 budget amount</i>		
Unspent Budget for FY25-26 at the month end					\$ 141,540.86			
Subtotal (cash in GL 1113 at the month end to be used for operating funds)		\$ 223,948.29				\$ 251,575.59	<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)	\$ 447,593.66	\$(223,948.29)				\$ 223,645.37		
CURRENT TOTAL OF CASH AND INVESTMENTS AT THE MONTH END						\$ 475,220.96		



E*TRADE

from Morgan Stanley

CLIENT STATEMENT | For the Period August 1-31, 2025

STATEMENT FOR:

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

Beginning Total Value (as of 8/1/25)

\$153,780.15

Ending Total Value (as of 8/31/25)

\$156,021.51

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
0025526 01 AB 0.641 01 TR 00100 MSKDD213 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*



Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

Account Summary

CHANGE IN VALUE OF YOUR ACCOUNT (includes accrued interest)

	This Period (8/1/25-8/31/25)	This Year (1/1/25-8/31/25)
TOTAL BEGINNING VALUE	\$153,780.15	\$146,347.33
Credits	—	—
Debits	—	—
Security Transfers	—	—
Net Credits/Debits/Transfers	—	—
Change in Value	2,241.36	9,674.18
TOTAL ENDING VALUE	\$156,021.51	\$156,021.51

MARKET VALUE OVER TIME

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

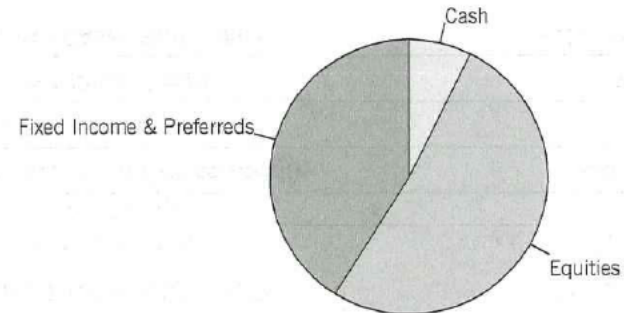


The percentages above represent the change in dollar value from the prior period. They do not represent account investment performance, as they do not consider the impact of contributions and withdrawals, nor other factors that may have affected performance calculations. No percentage will be displayed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

ASSET ALLOCATION (includes accrued interest)

	Market Value	Percentage
Cash	\$11,393.31	7.30
Equities	80,616.05	51.67
Fixed Income & Preferreds	64,012.15	41.03
TOTAL VALUE	\$156,021.51	100.00%

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.



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.

025526 MSKDD213 006924

Account Summary

Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

BALANCE SHEET (* includes accrued interest)

	Last Period (as of 7/31/25)	This Period (as of 8/31/25)
Cash, BDP, MMFs	\$11,161.76	\$11,393.31
Stocks	1,406.37	1,243.27
ETFs & CEFs	118,636.88	120,525.73
Mutual Funds	22,575.14	22,859.20
Total Assets	\$153,780.15	\$156,021.51
Total Liabilities (outstanding balance)	—	—
TOTAL VALUE	\$153,780.15	\$156,021.51

INCOME AND DISTRIBUTION SUMMARY

	This Period (8/1/25-8/31/25)	This Year (1/1/25-8/31/25)
Qualified Dividends	—	\$7.08
Other Dividends	350.77	2,840.21
Interest	0.09	0.71
Income And Distributions	\$350.86	\$2,848.00
Tax-Exempt Income	—	—
TOTAL INCOME AND DISTRIBUTIONS	\$350.86	\$2,848.00

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 (8/1/25-8/31/25)	This Year (1/1/25-8/31/25)
Foreign Tax Paid	—	\$1.26

CASH FLOW

	This Period (8/1/25-8/31/25)	This Year (1/1/25-8/31/25)
OPENING CASH, BDP, MMFs	\$11,161.76	\$10,026.13
Dividend Reinvestments	(119.31)	(1,590.54)
Income and Distributions	350.86	2,957.72
Total Investment Related Activity	\$231.55	\$1,367.18
Total Cash Related Activity	—	—
Total Card/Check Activity	—	—
CLOSING CASH, BDP, MMFs	\$11,393.31	\$11,393.31

GAIN/(LOSS) SUMMARY

	Realized This Period (8/1/25-8/31/25)	Realized This Year (1/1/25-8/31/25)	Unrealized Inception to Date (as of 8/31/25)
Short-Term Gain	—	—	\$103.02
Long-Term Gain	—	—	30,568.97
Long-Term (Loss)	—	—	(14,764.43)
Total Long-Term	—	—	\$15,804.54
TOTAL GAIN/(LOSS)	—	—	\$15,907.56

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.



Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

Account Detail

Investment Objectives (In order of priority): Income

Brokerage Account

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/bdpdisclosure. 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	\$11,393.31	—	\$1.14	0.010
<hr/>				
	Market Value	Percentage of Holdings	Est Ann Income	
CASH, BDP, AND MMFs	\$11,393.31	7.30%	\$1.14	

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Account Detail

Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

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	\$177.610	\$332.01	\$1,243.27	\$911.26	\$16.66	1.34
<i>Rating: Morgan Stanley: 2, Morningstar: 2; Next Dividend Payable 09/10/25; Asset Class: Equities</i>							

	Percentage of Holdings	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income	Current Yield %
STOCKS	0.80%	\$332.01	\$1,243.27	\$911.26	\$16.66	1.34%

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	\$210.920	\$45,350.53	\$74,032.92	\$28,682.39		
	Reinvestments	25.317		4,304.21	5,339.86	1,035.65		
	Total	376.317		49,654.74	79,372.78	29,718.04	1,324.64	1.67

Next Dividend Payable 10/2025; Asset Class: Equities

VANGUARD LONG-TERM CORPORATE (VCLT)		545.000	75.510	54,991.61	41,152.95	(13,838.66)	2,269.93	5.52
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Next Dividend Payable 09/04/25; Asset Class: FI & Pref

	Percentage of Holdings	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income	Current Yield %
EXCHANGE-TRADED & CLOSED-END FUNDS	77.25%	\$104,646.35	\$120,525.73	\$15,879.38	\$3,594.57	2.98%



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	\$5.550	\$17,500.00 p	\$16,587.87	\$(925.77)		
Reinvestments		1,129.969		6,228.63	6,271.32	42.69		
	Total	4,118.774		23,728.63	22,859.20	(883.08)	1,396.26	6.11

Enrolled In Dividend Reinvestment; Capital Gains Reinvest; Asset Class: FI & Pref

	Percentage of Holdings	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income	Current Yield %
MUTUAL FUNDS	14.65%	\$23,728.63	\$22,859.20	\$(883.08)	\$1,396.26	6.11%

	Percentage of Holdings	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income Accrued Interest	Current Yield %
TOTAL VALUE	100.00%	\$128,706.99	\$156,021.51	\$15,907.56	\$5,008.63	3.21%

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	\$11,393.31	—	—	—	—	—
Stocks	—	\$1,243.27	—	—	—	—
ETFs & CEFs	—	79,372.78	\$41,152.95	—	—	—
Mutual Funds	—	—	22,859.20	—	—	—
TOTAL ALLOCATION OF ASSETS	\$11,393.31	\$80,616.05	\$64,012.15	—	—	—

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)
8/1		Dividend	VANGUARD HI YLD CORP INV DIV PAYMENT				\$119.31
8/1		Dividend Reinvestment	VANGUARD HI YLD CORP INV	REINVESTMENT a/o 07/31/25	21.653	5.5100	(119.31)
8/5		Dividend	VANGUARD LONG-TERM CORPORATE				231.46
8/29		Interest Income	MORGAN STANLEY PRIVATE BANK NA	(Period 08/01-08/31)			0.09
NET CREDITS/(DEBITS)							\$231.55

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)
8/5	Automatic Investment	BANK DEPOSIT PROGRAM	\$231.46
8/29	Automatic Investment	BANK DEPOSIT PROGRAM	0.09
NET ACTIVITY FOR PERIOD			\$231.55

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, Monday-Friday, 9 a.m.- 6 p.m. Eastern Time.

Mary Sonnenberg, President	Goals July 1, 2025 – June 30, 2026
Annual Goal #1: Continue Succession Planning across organization.	
Measurable Objectives: Update comprehensive succession planning based on job analysis done in FY25 to ensure smooth transitions and continuity of leadership for all key leadership positions.	
Key Results: (Actionable Steps) Utilize succession planning strategies as part of Strategic Planning with Board in looking at the next 3-5 years.	
Annual Goal #2: Implement training for executive board.	
Measurable Objectives: Set schedule for series of training/engagement activities for executive board members.	
Key Results: (Actionable Steps) Work in conjunction with the Community Engagement and Board Development Committees to outline and set up training opportunities for Executive Board members. (i.e. Board and community partners engagement, strategic planning, succession planning and governance)	
Annual Goal #3 Continue to incorporate resources for neurodivergent children into the scope of PFC activities.	
Measurable Objectives: Add materials to the Library and look at ways to integrate materials into other activities within PFC and partnering agencies. Identify support systems in the community and identify gaps through the Workgroup focusing on this area.	
Key Results: (Actionable Steps) Add to materials (i.e. sensory tools, learning aids, and adaptive technologies) in the Library. Workgroup will recommend needs to be part of RFP for upcoming Smart Start Allocation cycle.	

President's Report
Executive Committee (Acting on Behalf of Board)
Charles Morris Room
Thursday, September 25, 2025

A. NCPC/DCDEE Updates / Legislative Updates

1. NCPC

- This month we are featuring the recipients of the 2025 Kindness Awards.
- NCPC Monitoring will occur November 12-13.
- NCPC's [Public Policy Update](#) with information from the Virtual Early Childhood Caucus is attached.

2. DCDEE

- **Region 5** contracting: CORE is executed. Subcontracts are in development. Budgets have decreased for the special projects (HSB and B3QI), and we are in the process of finalizing budgets for HSB and B3QI. The Summary of Notice for the RFPs for the special projects have been released. The full RFPs will be in the weekly newsletter sent out by DCDEE.
- **NC Pre-K contract has been executed.** Advance has been received. The majority of providers are in contract. August payments have been processed for those in contract. The process of evaluating requests for extension for Long Term Substitutes has not been released.

3. State Level

- To date, only a series of "mini-budgets" have been enacted to keep state operations afloat, leaving early childhood programs reliant on temporary or reduced funding.
- For details of the session thus far and federal updates, refer to the NC Center for Nonprofits' [September 19th Public Policy update](#).

4. Federal Level

- Child Care of America report on Funding – <https://info.childcareaware.org/hubfs/An-Uneven-Start--2025-State-Funding-for-Child-Care-Early-Learning.pdf>.
- NC continues to benefit from the Preschool Development Grant Birth-5 (PDG B-5), which supports system-building, coordination, and quality improvements across early childhood programs. Family Child Care initiatives and the Child Care Academies have emerged as activities funded by PDG B-5.

5. Local Level

- The quarterly collaborative meeting between DSS, the Health Department, and PFC was held on August 22nd. DSS now has a waiting list for Subsidy. The Health Department has a number of vaccination clinics occurring, particularly to address vaccination requirements for children entering school. PFC reported on the Workforce Development Activity and Family Connects.
- We follow the work of the Joint City and County Liaison Committee. Brenda Jackson, DSS Director and PFC Board Member, is coordinating a PFC and Tri-Share presentation about child care access and affordability.

B. Grant Opportunities/Updates/RFPs

- Cumberland County contract for the Family Connects program has been executed. Reimbursements will be on a quarterly basis.
- City of Fayetteville CDBG Grant for Building Renovations: The estimated date for construction to start is still November and is contingent on materials arriving.

- The City of Fayetteville ARPA: The initial Workforce Development Project served 4 participants. Those who have been part of the initial cohort are excited about the training and opportunity provided by this project. We will work with NC Works to recruit additional students to reach our 15 participants for this project.
- Grant requests have been submitted to the Cannon Foundation and Golden *LEAF* for capital funding for Phase III of the Building project.

C. Staff Updates

- **NC Pre-K Caseworker, Early Literacy and Play Coordinator, Communications & Digital Media Specialist – now recruiting.** If you are interested in or would like to refer a candidate for these full-time positions, please contact Anthony Ramos (aramos@ccpfc.org) for more information.
- **Welcome to Ever Aguero Aranda, Program Specialist for NC Pre-K. Ever started Monday, September 22.** Ever recently completed his BA in Management Information Systems at UNC Charlotte. As an administrative professional, Ever brings international experience in data management, logistics, and office administration. We are excited to see Ever join the Partnership and grow with us. We know that he'll have great contributions to the team.
- **Staff Development Fundraiser: Hot Dog / Chili Plate Sale, October 30.** Help PFC staff raise funds for team development opportunities. Team building is a critical aspect of our ability to collaborate and build lasting partnerships. It begins in-house with the respect, trust and rapport that we have for one another. Stop by PFC on October 30 for grilled hot dogs or a bowl of chili. Plates will come with a bag of chips, dessert and drink. Plates will be \$10.

D. Events/Recognitions

- **NC Pre-K Let's Get Enrolled – Applications for the 2025-2026 school year are still being accepted.** Please share the URL: [LetsGetEnrolled.com](https://letsgetenrolled.com). We still have spaces available in our private child care NC Pre-K sites. Contact Ar-Nita Davis (adavis@ccpfc.org) if you have questions.
- **Kindness Awards Recipients** – Awards were presented individually by Board Members and Mary Sonnenberg. In addition, recipients were recognized at the Executive Committee meeting on September 25.

Friends of the CC Public Library, Inc: *Advocates & Partners to the Public Library for Nearly 50 years*

Andrea Garner: *Mom & Mentor to Many*

Ashley Glenn: *Special Security Patrol; One-on-One Personal Care Assistant*

Sweet Carolina Delights (Bobbie and Alana Johnson): *Promoters of Literacy & All Things Sweet*

Annie P. Kelly: *Community & Child Advocate*

Sharon Moyer: *Community Advocate & Champion for Children*

Ryu's Taekwondo NC (Master Choung Hwan Ryu): *Youth Development*

Brittney Turner: *Tomorrow's Inspiration Academy; Think Positive, Live Life Happy*

- **PFC United Way Campaign/Food and School Supply Drive** – Our campaign kicked off on September 24. We are proud supporters of United Way. Please donate to the Food and School Supply drive.
- **Grilled Cheese Festival**—Save the date for November 15, 2025, at Dirtbag Ales. We are excited about this new event. Ticket, vendor, and sponsorship information is available at ccpfc.org/cheesy. Table Tops are \$100. Event Sponsorships are \$200. More information to come on Grilled Cheese tickets to go along with Table Tops and Event Sponsorship. Look out for a Family Pack contest. Share our event on social media AND purchase tickets!
- **Barnes and Noble Book Drive** – The dates for this year's book drive are November 1 – December 15. We are thrilled to be recipients of the local store's book drive.
- **Giving Tuesday: We are proud to be part of the Cumberland Community Foundation's Giving Tuesday event again this year. Giving Tuesday donations are amplified through generous donors to the Cumberland Community Foundation. Giving Tuesday is December 2, 2025. More details will be coming on the process and time period for donations.**
- **Little Land 2026** – Save the date for March 14, 2026. More details to come.

From: Marta Hester <mhester@smartstart.org>

Subject: Smart Start Network Public Policy Update for Week of September 15 - 19, 2025

Good morning,

I am pleased many members of the Smart Start Network were able to join the Early Childhood Caucus Virtual Town Hall last Friday. I am attaching an overview of the responses from the participating state legislators and a list of issues and questions Smart Start Local Partnerships can use to create town halls within your own communities across the state. We are extremely appreciative to state legislators who took time out of their schedules to join us: Representatives David Willis, Brandon Lofton, Donnie Loftis, Julie von Haefen, Cynthia Ball and Diane Wheatley, and Senator Jay Chaudhuri. Town Halls offer a great opportunity to hear from elected officials while also educating participants about the Smart Start Network. More opportunities will be available to hear from elected officials at different levels of government in the near future.

The NC General Assembly is scheduled to convene on Monday, September 22, 2025, at 12:00 noon for a few days and reconvene on October 21, 2025. While I understand a final budget is still pending and may not be presented by next week, there are conversations about public safety legislation being introduced. There's a new call to action to provide more funding for law enforcement and mental health resources, to increase the expansion of involuntary commitment and early intervention mental health strategies and to stipulate stricter rules to prevent crime resulting from the recent fatal stabbing on the Charlotte commuter train. Of course, there's also several bills pending veto overrides on the House calendar. Legislative Alerts will be issued to the Smart Start Local Partnerships as soon as further action is taken.

In case you haven't already heard, there's some exciting news about New Mexico offering no-cost universal child care regardless of income beginning November 1, 2025. For more information, see the links below.

- [New Mexico is first state in nation to offer universal child care - Office of the Governor - Michelle Lujan Grisham](#)
- [Universal Child Care | Early Childhood Education & Care Department](#)

STATE UPDATES

QRIS Training

The Division of Child Development and Early Education (DCDEE) will be hosting community meetings to provide an update on the modernization of North Carolina's Quality Rating Improvement System (QRIS). Meetings will be held at the following four locations across the state from 6:30pm – 7:30pm.

- 9/23/25 – Charlotte – Leaf Spring School at Matthews – 3420 Pleasant Plains Road Stallings, NC 28104
- 9/25/25 – Morganton - Foothills Higher Education Center, 2128 S Sterling Street, Morganton, NC, 28655
- 9/29/25 – Greenville - Pitt County Agriculture Center – Auditorium – 403 Government Circle, Greenville, NC 27834
- 10/1/25 – Raleigh – Wake County Smart Start – 4901 Waters Edge Drive #101, Raleigh NC 27606

Please share this information with families, child care educators and other early care and education stakeholders.

NC Division of Child Development Update on the federal Administration on Children and Families (ACF)

At the state ECE advocates meeting this week, Candace Witherspoon, Director, NC DCDEE, shared that DCDEE would be having a meeting with their federal partners from ACF yesterday, Thursday, September 17, 2025. Witherspoon further advised ACF's mission, vision, values, priorities, and guiding principles have been updated; please see the new [ACF Vision, Mission, Values, Priorities, & Guiding Principles | The Administration for Children and Families](#). We will continue to keep you posted and look forward to hearing more soon from DCDEE.

State ECE Advocates Shared Agenda Update on Child Care Subsidy

The advocates landed on a public facing option of a floor for all ages, all providers using the "state rate" from the 2021 Market Rate Study as the floor (minimum) with the rates from the 2023 Market Rate Study (MRS) as the maximum, and a hold harmless policy ensuring that providers get the highest rate available between the floor and 2023 MRS with no one seeing a decreased rate. The cost estimate is \$145 million.

FEDERAL UPDATES

Federal Appropriations (Budget) Process

The end of the federal fiscal year is September 30, 2025. The U.S. Congress must approve a new government funding package for FY 2026 or pass a continuing resolution (CR) to keep the government operating at current funding levels for a specified period in order to avoid a government shutdown. While some of the twelve appropriation bills have been approved in the House and Senate in the Appropriations Committee, none have been considered in the full House and Senate for floor votes. A continuing resolution is imminent.

Update on New Interpretation of "Federal Public Benefit" under the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) and Head Start

Several months ago, the Trump Administration's issued a new interpretation of "federal public benefit" under the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) restricting the eligibility of non-U.S. national (non-alien) for many federal benefit programs. On September 10, 2025, a preliminary injunction was granted advising the Trump Administration's new interpretation **may not be enforced or implemented** in the plaintiff states while the case works its way through the judicial system. U.S. District Judge Ricardo Martinez in Seattle at the request of Head Start associations in several states issued a nationwide injunction barring the U.S. Department of Health and Human Services (HHS) from enforcing the new immigration-related restrictions anywhere in the United States.

The preliminary injunction is applicable **in plaintiff states** (including New York, Washington, Rhode Island, Arizona, California, Colorado, Connecticut, Delaware, District of Columbia, Hawaii, Illinois, Maine, Maryland, Massachusetts, Michigan, Nevada, Minnesota, New Jersey, New Mexico, Oregon, Vermont and Wisconsin), absent further order of the court. No further information on the Trump Administration's plan for enforcement and/or implementation in

states not covered by the court's order is currently available as it is not explicitly cited.

The court's order specifically halted enforcement of the notices in the U.S. Departments of Justice, Health and Human Services, Education, and Labor. Additionally, the court specifically identified the following programs (among others) as not covered by PRWORA based on the court's "best reading" of the statute: *Head Start, The Health Center Program, Block Grants to States*.

- [new-york-et-al-v-united-states-department-of-justice-et-al-memo-and-order-2025.pdf](#)
- [Court Rulings Maintain Access to Critical Programs for Immigrant Families | CLASP](#)
- [PRWORA's Restrictions on Noncitizen Eligibility for Federal Public Benefits: Legal Issues | Congress.gov | Library of Congress](#)
- [Judge blocks Trump policy ending Head Start for immigrants | AP News](#)
- [Trump policy barring migrants from Head Start blocked nationwide](#)

Make Our Children Healthy Again: US Department of Health and Human Services

The Trump Administration released its "Make Our Children Healthy Again" [strategy report](#), on September 9, 2025. The report was created to address childhood chronic diseases by highlighting findings from the Make America Healthy Again Commission related to poor diet, exposure to environmental chemicals, lack of physical activity, stress and overmedicalization.

- [MAHA – The White House](#)

Child Care Modernization Act

On Wednesday, September 17, 2025, the Child Care Modernization Act was introduced to help with reauthorizing and enhancing the Child Care and Development Block Grant (CCDBG). Senators Deb Fischer, (R-Nebraska), Kirsten Gillibrand, (D-New York), John Hickenlooper, (D-Colorado), and Susan Collins, (R-Maine), are sponsoring the Child Care Modernization Act. This legislation seeks to address the accessibility and affordability of child care for working families. The bill has already received support from Child Care Aware, First Five Years Fund, National Association of Counties, National Child Care Association, and others.

More specifically, the bill is designed to:

- **Strengthen child care services** by moving states to use cost estimation models for setting provider rates, which will adequately compensate child care providers.
- **Ensure parental choice** by allowing states to develop a mixed delivery system of child care and preschool for children up to age 5 and before-school, after-school, and summer care for school-age children.
- **Increase child care supply** by introducing a new grant program within the CCDBG framework to assist providers in creating and expanding the supply.
- **Improve state child care plans** by improving support for families and communities, reducing barriers to the program, and increasing access and affordability to serve more families.

- **Assist in-home and rural child care providers** by providing technical assistance, including strategies to support best business practices, and the development and use of shared services initiatives such as family child care home provider networks.
- **Reduce duplicative regulatory burdens on child care providers** by ensuring states review their State and local health and safety requirements to determine redundancies and oversights that may exist.
- [Bipartisan Senate group releases bill to help increase affordable child care](#)
- [Child Care Aware of America Supports Introduction of the Child Care Modernization Act](#)
- [Fischer, Colleagues Introduce Bipartisan Bill to Expand Working Families' Access to Child Care - Press - United States Senator Deb Fischer for Nebraska](#)

RESOURCES

October: Farm to School and Early Care and Education Month

North Carolina Crunch promotes healthy eating and supports farm to school, farm to early care and education (ECE), and other local food initiatives throughout the state. On October 22, 2025, at 12:00 noon, specifically, and throughout the month of October, North Carolinians are encouraged to crunch on some local produce to promote healthy eating and learn where food comes from. Find out more at [North Carolina Crunch - Growing Minds](#)

- [Mark Your Calendar for North Carolina Crunch - North Carolina Field and Family](#)

NC Council for Women's Report on Investing in Economic Opportunity for Women in NC

The report examines key childcare and labor market indicators by race and ethnicity to offer a full understanding of the economic and workforce disparities by gender and race that persist. The report also highlights areas for improvement and recommends ways to increase opportunities.

- [North Carolina Women Make Economic Gains, But Disparities Persist | NC DOA](#)

NC Budget and Tax Center Webinar on State Budget

- [Preparing to push for a people-first state budget](#)

Thank you for helping celebrate Smart Start Month. We cannot wait to hear how Smart Start Local Partnerships have used the month of September to collaborate with families, child care educators, early care and education advocates, elected officials, business leaders and local chambers. Looking forward to hearing your stories about all the celebrations and community engagement activities.

Finally, please mark your calendars for the upcoming **Smart Start Network Public Policy Meetings** scheduled for **Friday, September 26 and October 10, 2025 at 10:00am to 11:00am.**

Thank you,

Marta

Early Childhood Issues and Questions for 2025 Nonpartisan Candidate Forums, Town Halls and Candidate Surveys

Smart Start

Smart Start is a public-private partnership serving young children from birth to five and their families statewide. Smart Start also supports the adults in children’s lives, including teachers and providers in a variety of ways, including providing technical assistance and funding for early care and education programs.

Potential Question(s):

- How familiar are you with Smart Start?
- We’d love to know what you already know about Smart Start?
- Can you share a personal story or a specific experience you've had—whether as a parent, grandparent, or in your community—that made you realize the importance of early development and the challenges families face?

Early Childhood Workforce

Like many other industries, child care has faced difficulties in recruiting and retaining well-qualified staff. We understand there are workforce shortages in other sectors at the state and local level, in county Departments of Social Services, state psychiatric hospitals and even within correctional facilities. However, the early childhood workforce in North Carolina was struggling even before the COVID-19 pandemic. The early childhood education system cannot continue to be sustained as the industry struggles to recruit teachers with median wages of \$14 per hour.

Potential Question(s):

- What steps do you recommend the state take to attract and retain more early childhood educators?
- As you know, Smart Start has partnered with Early Years to fund the WAGE\$ program that provides stipends twice a year to early childhood educators who are continuing their education/training in child development. How might we get this tried and true compensation support and quality initiative over the finish line to full statewide funding with support from NCGA instead of relying only on the allocations to local partnerships that have many demands on their funds?

Tri-Share

NC’s state legislature created the Tri-Share Child Care Pilot Program within the 2023 Appropriations Act. Tri-Share creates a public-private partnership to share the cost of child care equally between employers, eligible employees, and the state. Tri-Share’s goals include making high-quality child care affordable and accessible for working families, helping employers retain and attract employees, and supporting the stabilization of child care businesses across the state.

Early Childhood Issues and Questions for 2025 Nonpartisan Candidate Forums, Town Halls and Candidate Surveys

Potential Questions:

- Have you heard of the Tri-Share model here in NC or its use in another state?
- How do you think a program such as Tri-share will help to benefit our state and economy?
- How do you recommend marketing or advertising the program to new businesses coming into the state?

Family Support

The COVID-19 pandemic and beyond have increased burdens and stresses on families in ways that can negatively impact children's development. Parents have struggled with disruptions to work, child care arrangements, and family life as a result of the pandemic and the aftermath.

Potential Question:

- What policies or programs do you support to help parents meet their families' needs and provide children with a nurturing home environment?

Maternal and Infant Health

North Carolina continues to have one of the highest overall rates of infant mortality in the U.S., and the state's mortality rates for Black and American Indian infants are more than twice as high as the rates for other races/ethnicities.

Potential Question(s):

- How can North Carolina address this challenge?
- Are you familiar with what other states with similar challenges are doing?

Home Visiting and Parenting Education

Voluntary home visiting and parenting education programs are research-backed strategies to promote child wellbeing, maternal, health and school readiness. The North Carolina Partnership for Children and the Smart Start Network supports universal newborn home visiting and parent education services for each family in every community in North Carolina. The term "universal" refers to the idea that the program or service is available to all individuals or households within a specific community.

Potential Question:

- How would you work to expand access to these programs for new families, ensuring that families have the support in the spots where they are most comfortable- some don't want it at home, just as families need different settings for their child care?

School Readiness and Early Grade Transitions

Early Childhood Education includes more than just child care. Studies reveal that over 90% of language development occurs in the first few years of life. Smart Start provides

Early Childhood Issues and Questions for 2025 Nonpartisan Candidate Forums, Town Halls and Candidate Surveys

programs that develop early literacy skills needed for success in school, work, and life, such as Dolly Parton’s Imagination Library. Dolly Parton’s Imagination Library provides a free, age-appropriate book each month to children ages birth to 5.

Potential Question:

- What are ways the K-12 and early childhood systems can work together to ensure that students succeed as they transition into the early grades?

Smart Start and Economic Security

Many families are struggling to make ends meet especially now due to impending cuts to programs such as Medicaid and SNAP. While providing more unrestricted, general funding to Smart Start is one way the state legislature can provide a vehicle allowing more support to children, families, and providers.

Potential Question:

- What **other** policies and **support** will you champion to build families' financial stability and economic mobility due to inflation, a difficult job market, etc., such as expanding the Child Tax Credit or other programs that put money directly in the hands of parents?

Smart Start Network Virtual Town Hall Friday, September 12, 2025

10:00am – 11:15am

Questions and Participant's Responses

While the questions were developed in advance, they were directly derived from comments and questions asked during ED Forums, Smart Start Network Call Meetings and Smart Start Network Public Policy Meetings. See the three questions asked below:

I. Smart Start

Smart Start is a public-private partnership serving young children from birth to five and their families statewide. Smart Start also supports adults in children's lives, including teachers and providers in a variety of ways, including providing technical assistance and funding for early care and education programs.

Question:

How familiar are you with Smart Start? We would love to know what you already know about Smart Start?

State Legislators:

- Representative David Willis
 - Representative Willis asked to pass on the question, advised he is a child care owner/provider, and he's familiar with Smart Start.
- Representative Brandon Lofton
 - Smart Start is a public/private partnership and helps to administer/implement Tri-Share.
- Senator Jay Chaudhuri
 - Smart Start is responsible for many great programs and emphasized the importance of home visiting.
- Representative Donnie Loftis
 - Smart Start is a great investment as it helps children with early literacy by preparing them to read on a third grade competency level by the time they reach 3rd grade.
 - Rep. Loftis also mentioned the NC Chamber Study (Untapped Potential in NC) and how important it is to invest in child care as it helps boost NC's economy.
- Representative Cynthia Ball
 - Rep. Ball thanked Smart Start for the money provided to Western NC to help children and families during Hurricane Helene. While Rep. Ball recognized the funding was appropriated by the NC General Assembly, she acknowledged Smart Start's role in community awareness, connections, etc., to help use the allocation to help meet community needs.

- Representative Diane Wheatley
 - Smart Start helps both children and families to stay engaged and learn, and the site here in Cumberland provides many great programs for families.

II. Early Childhood Workforce

Like many other industries, child care has faced difficulties in recruiting and retaining well-qualified staff. We understand there are workforce shortages in other sectors at the state and local level, in county Departments of Social Services, state psychiatric hospitals and even within correctional facilities. However, the early childhood workforce in North Carolina was struggling even before the COVID-19 pandemic. The early childhood education system cannot continue to sustain as the industry struggles to recruit teachers with median wages of \$14 per hour.

Question:

As you know, Smart Start has partnered with Early Years to fund the WAGE\$ program that provides stipends twice a year to early childhood educators who are continuing their education/training in child development. How might we get this tried-and-true compensation support and quality initiative over the finish line to full statewide funding with support from NCGA instead of relying only on the allocations to local partnerships that have many demands on their funds?

What **other** steps do you recommend the state take to attract and retain more early childhood educators?

State Legislators:

- Representative David Willis
 - Child Care staffing shortages must and can be addressed through programs such as Tri-Share to get businesses involved in the solution.
- Representative Brandon Lofton
 - Supports expanding WAGE\$ and sponsored a bill previously with Rep. von Haefen. He believes state legislators will eventually support the increase.
- Senator Jay Chaudhuri
 - Child care workers are severely underpaid. Therefore, wages for child care teachers must be addressed in addition to teacher's benefits.
 - Suggested NC should look at approaches in two states: Kentucky and Texas.

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10:00am – 11:15am

Questions and Participant's Responses

- Representative Donnie Loftis
 - Emphasized investing in the first 1000 days of a child's life and helping those most socioeconomically challenged; look at a tiered system and long-term returns on investments in child care.
- Representative Julie von Haefen
 - The public needs to ensure they ask candidates about their position on early care and education and increase the number of advocates in the public policy arena.
- Representative Cynthia Ball
 - Many women are leaving the workforce to stay home with their children. We need to make the case to employers to help women to remain in the workforce by providing incentives such as on-site child care. Women in the workforce helps to boost the economy.
 - Child tax credits are also important.
- Representative Diane Wheatley
 - We need to bring private partners in and develop stronger partnerships with businesses, offer incentives to businesses, and look at having on-site child care.

III. Smart Start and Economic Security

Many families are struggling to make ends meet, especially now due to impending cuts to programs such as Medicaid and SNAP. While providing more unrestricted, general funding to Smart Start is one way the state legislature can provide a vehicle allowing more support to children, families, and providers.

Question:

What **other** policies and **support** will you champion to build families' financial stability and economic mobility due to inflation, a difficult job market, etc., such as expanding the Child Tax Credit or other programs that put money directly in the hands of parents?

State Legislators:

- Representative David Willis
 - In households with children with absent fathers, more programs are needed to educate young men to be positive role models and step up if they are fathers and take more accountability for their children and their roles as fathers.
- Representative Brandon Lofton
 - It is important for children to be in a high-quality center.

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10:00am – 11:15am

Questions and Participant's Responses

- We must meet families where they are regardless of income.
- Suggested legislators can address family economic security/child care issues through lowering subsidies, offering child tax credits, and increasing housing/homeowner's access.
- Senator Jay Chaudhuri
 - Mentioned the importance of child care slots for working families.
- Representative Donnie Loftis
 - Using Opportunity Scholarships or a system like an Opportunity Scholarship tiered system to help address child care issues for families most in need. We also may want to look at tax credits even though it is not a favored approach in the legislature.
- Representative Julie von Haefen
 - People do not look at child care as a right. However, child care is education and not babysitting.
 - Child care is only one part of helping families to maintain or achieve economic stability. Help is required for other supports such as raising NC's minimum wage.
 - Rep. von Haefen mentioned more information to help families to achieve economic stability is available through her proposed legislation, [HB 786, Working Families Act.](#)
 - Note: The Working Families Act was also sponsored by Representatives Ball and Lofton.
- Representative Cynthia Ball
 - No response as Representative had to leave the town hall early.
- Representative Diane Wheatley
 - Child tax credit
 - Funding for training child care teachers
 - Using an opportunity scholarship type system
 - State legislators should also look at families who do not take their children to child care facilities, especially examining/addressing transportation issues young mothers may experience transporting their children to child care facilities in rural areas. Transportation-related issues present a hardship in some rural areas.

There were two questions from Smart Start Local Partnership Executive Directors

- I. What is the most impactful thing needing to be addressed now as it relates to early child and education and to address teacher turnover:
 - Representative Loftis:

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Questions and Participant's Responses

- The paradigm must be changed to show early childhood education is an early investment that pays off later by resulting in more successful outcomes in education, jobs, etc.
- II. State-funded NC Pre-K is underfunded and will collapse if more funding isn't appropriated? How should this issue be addressed?
 - Representative Willis:
 - Funding for NC Pre-K does need to be addressed through a voucher, opportunity grant or a different model to offer families some financial assistance. However, NC Pre-K should not be fully funded at 100% by the state.

CCR&R Advisory Committee Recommendation Meeting for September 11, 2025

Information:

- 1) Darlisha Warren, Committee Chair, called the CCR&R Committee meeting to order.
- 2) Prior meeting minutes for June 5, 2025 were not approved (did not have quorum).
- 3) Ar-Nita Davis, NC Pre-K Program Manager an update in Neurodivergent Resources & Support Workgroup
- 4) Department Report and Matters for Discussion
 - FY 25-26 Committee required documents are due
 - Workforce Development Project Update
 - Open Positions
 - SOAR Community Coalition
 - Cumberland County Literacy Council
- 5) Division Reports:
 - Family Services
 - NC Pre-K
 - Consumer Education & Referral
 - Provider Services
 - Kaleidoscope & Library
 - Technical Assistance & Training
 - Region 5 (B3QI, HSB, School-Age)

Family Resource Center
Space Availability Report

August 2023

Room #	Suite	Square feet	Notes:
2408, 2411, 2413, 2414	411	1533	2406, 2407, 2409, 2410 and 2412 are leased. Suite= sf 1686 -913 sf leased. 773 sf available.
1129, 1131, 1132, 1133, 1134, 1135	165	867	sound proof two doors pricing under way
1162, 1163, 1164, 1165, 1166, 1/2 of common	130	964.5	hold off until Phase 3 windows
2330	326	374	became available after CCR&R gave it up

RENT RATES	eff 1/1/2021	11/1/2023	
Non Profit LM	\$18.50	\$20.35	Non Profit incl PFC :51.2%
For Profit Over 300 SF	\$19.50	\$21.45	For Profit: 38.4%
For Profit Under 300 SF	\$23.50	\$25.85	Leaseable Space of 27, 727 sf = Occupancy Rate: 89.6%
Deposit= 2 months rent	Renewal= 5% or 3%	Renewals 10% or 7%	Un-Occupied: 10.4%