

Board of Directors Meeting

Agenda

Quorum is 12 = 50% + 1 Attendee (Total Board Members = 22)

Thursday, October 30, 2025

NC Pre-K – 12:00 pm – 12:30 pm

PFC Board – 12:30 pm – 2:00 pm

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

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

	Topic	Presenter
I.	Networking [12:00]	
II.	Determination of North Carolina Pre-Kindergarten Planning Committee (NC Pre-K) Quorum & Call to Order [12:10]	Co-Chairs: Van Gunter / Dr. Eric Bracy / Maria Ford
III.	Adjourn NC Pre-K [12:30]	Maria Ford
IV.	Determination of Board Quorum & Call to Order [12:30]	
	A. Volunteer Forms (https://ccpfc.tfaforms.net/5170631) B. Board Donations (www.ccpfc.org/donate) 13 out of 22 THANK YOU FOR YOUR DONATION Christiana, Joe, Haja, Van, Dr. Fecher, Dr. Gronski, Betty, Katie, Amanda, May, Elizabeth, Linda, Felicia and Designees: Maria and Shona C. Introductions	Van Gunter Van Gunter Mary Sonnenberg
V.	Consideration of Consent Agenda – Action* [12:45]	Van Gunter
	A. Board of Director Minutes – August 21, 2025 B. Finance Committee 1. Contracts Policies & Guidelines a. Deletion of Chapters <ul style="list-style-type: none"> • Chapter 6: Financial Status Reports: LP • Chapter 7: Financial Status Reports: DSP (Including Initial Draws) • Chapter 12-1: Monitoring of Smart Start Direct Service Providers • Chapter 12-2: Monitoring of CCR&R Region 5 Grantees b. Approval of Policy Updates C. Facility & Tenant Committee 1. Lease Renewal – TL Hester Counseling – Suite 411 Room 2412 – Exp 12/25 – YES 2. Rent Rate Review – Action Deferred to November 17, 2025 meeting	
VI.	Action* [12:50]	
	A. Linda Vandevender – Request for leave of absence from PFC Board of Directors due to family medical reasons	Mary Sonnenberg

VII.	Discussion ^Δ [1:00]	
	<ul style="list-style-type: none"> A. Federal Shutdown Updates and Impacts B. Fund Development <ul style="list-style-type: none"> 1. Fund Development Workgroup Update 2. September 2025 Cash and In-Kind Report 3. Grilled Cheese Festival, November 15, 2025 4. Cumberland Community Foundation (CCF) Giving Tuesday Campaign, December 2, 2025 (Donations accepted November 24 – December 2, 2025) C. Region 5, Healthy Social Behaviors (HSB) and Birth to Three Quality Initiative (B3QI) Grants Update D. November Executive (November 20, 2025) – Budget Amendment for NCPC Carryforward for FY 24/25 – QUORUM CRITICAL E. Financial Summary: September 2025 F. Fiscal and Programmatic Monitoring Timeline for FY 25/26 G. Strategic Planning Session – December 11, 2025, 12:00-5:00pm @ Methodist University <ul style="list-style-type: none"> 1. Discussion Questions 2. Strategic Planning Without the Stress: 6 Ways to Streamline H. Building Construction <ul style="list-style-type: none"> 1. Phase III – Update 2. Building Sustainability 	<p>Mary Sonnenberg</p> <p>May Laureano Michelle Downey Daniele Malvesti Petti Daniele Malvesti Petti</p> <p>Mary Sonnenberg</p> <p>Mary Sonnenberg</p> <p>Mary Sonnenberg / Betty Smith Karen Staab / Pamela Federline Mary Sonnenberg</p> <p>Mary Sonnenberg</p>
VIII.	Information ^Δ	
	<ul style="list-style-type: none"> A. PFC 2025 Kindness Awards Update – See attached for Recipients B. Update on FY 24-25 Audit – Clean audits, still waiting for final copies C. NCPC Monitoring, November 12-13, 2025 D. Solicitation License – Renewed November 15, 2025 thru November 15, 2026 E. President’s Report F. President’s Goals Quarterly Report G. Upcoming Holiday Closures <ul style="list-style-type: none"> 1. November 11, 2025 – Veterans Day 2. November 26-28, 2025 – Thanksgiving 3. December 24-31, 2025 – Christmas Break 4. January 1, 2025 – New Year’s Day 5. January 2, 2025 – Optional Mental Health Day 	
IX.	Consent Agenda – Information Only ^Δ	
	<ul style="list-style-type: none"> A. Executive Committee (Acting as Board) Minutes <ul style="list-style-type: none"> 1. July 31, 2025 B. Community Engagement and Development Committee <ul style="list-style-type: none"> 1. Information Sheet Attached C. Finance Committee <ul style="list-style-type: none"> 1. Financial Reports: September 2025 <ul style="list-style-type: none"> a. Smart Start b. NC Pre-Kindergarten (Discussed in NC Pre-K Committee) c. South West Child Development Commission (SWCDC) – Region 5 d. All Funding Sources 	

	e. Unrestricted Revenues 2. September 2025 Morgan Stanley Statement D. Facility and Tenant Committee 1. Space Availability Report E. Planning and Evaluation Committee (<i>Cancelled due to Lack of Action Items</i>)	
X.	Adjourn [2:00]	Van Gunter
* Needs Action !Possible Conflict of Interest (Recusals) ^ Information Only ° Electronic Copy (Hard copies available upon request) ^D Document Included in Packet		



Partnership for Children of Cumberland County, Inc.
Board of Directors Meeting Minutes
August 21, 2025 (12:05 pm – 12:19 pm) and (12:36 pm – 1:28 pm)
Be the Driving Force



MEMBERS PRESENT: Christiana Adeyemi, Shona Bannister (D), Joe Deaton, Dr. Patricia Fecher, Maria Ford (D), Dr. Meredith Gronski, Van Gunter, Haja Jallow-Konrat, Amanda Klinck, Katie Lada, Maybelyn Rodriguez Laureano, Betty Smith, Felicia Tyson-Johnson, Linda Vandevender and Darlisha Warren*

MEMBERS ABSENT: Lonnie Ballard, Lisa Childers, Dr. Nicole Lucas, Taylor Mobley, Dr. Ayanna Richard, Heather Skeens, Elizabeth Stiff and Ebone Williams

NON-VOTING MEMBERS PRESENT: None

NON-VOTING MEMBERS ABSENT: Dr. Eric Bracy and Brenda Jackson

NON-VOTING ATTENDEES: Ar-Nita Davis, Michelle Downey, Pamela Federline, Belinda Gainey, Julanda Jett, Marie Lilly, Sharon Moyer, Daniele Malvesti Petti, Mary Sonnenberg, Karen Staab and Kesia Wilson

**Attended virtually*

AGENDA ITEM	DISCUSSION & RECOMMENDATION	ACTION	FOLLOW-UP
I. Networking		None	None
II. Introductions A. Fiscal Year (FY) 2025/2026 Board Officers 1. Van Gunter – Chair 2. Dr. Patricia Fecher – Vice Chair 3. Taylor Mobley Betty Smith – Treasurer 4. Darlisha Warren – Secretary 5. Haja Jallow-Konrat – Past Board Chair B. New Board Members 1. Christiana Adeyemi 2. Dr. Eric Bracy 3. Joseph (Joe) Deaton 4. Dr. Meredith Gronski 5. Maybelyn (May) Rodriguez Laureano 6. Elizabeth Stiff 7. Felicia Tyson-Johnson 8. Linda Vandevender	A. At 12:05 pm, Van Gunter, PFC Board Chair, introduced himself to the board members. Other FY 25/26 board officers were introduced Board Vice-Chair – Dr. Patricia Fecher, Board Treasurer – Betty Smith (mistake on agenda: Taylor Mobley was listed but was the Treasurer for last fiscal year), Board Secretary – Darlisha Warren and Past Board Chair – Haja Jallow-Konrat. B. New board members for FY 25/26: Christiana Adeyemi, Dr. Eric Bracy, Joe Deaton, Dr. Meredith Gronski, May Laureano, Elizabeth Stiff, Felicia Tyson-Johnson and Linda Vandevender. Van welcomed each of them to the PFC Board of Directors. Van informed the board members that his goal is to try and condense the board agendas so the meetings do not last the entire two hours.	None	None
III. Board Responsibilities A. Board Responsibilities / Quorum B. Annual Required Documents C. Conflict of Interest D. Volunteer Forms	A. A Board Member Job Responsibilities sheet was included in the packet. Mary Sonnenberg reminded board members of the importance of having quorum. Without quorum, no action could be taken during meetings. The document explains Strategic Governance and Oversight and Financial Sustainability. B.-C. Annual Required Documents, including the Conflict of Interest, must be completed on an	None	None
		None	None



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<p>1. Cash and In-Kind</p> <p>E. Board Donations</p> <p>1. Fundraising</p>	<p>annual basis. Recusals will be listed on agendas and on tent cards to make sure recusals are made. If anyone thinks may be need to recuse on an item, be sure to recuse.</p> <p>D. Mary informed board members that Volunteer Forms should be completed for attending any events related to PFC outside of meetings. These include reading emails, meetings, or phone conversations regarding PFC. Sharon Moyer stated that a digital Volunteer Form will be located in Salesforce once the new rate for volunteer hours is received. Board members will be able to complete the form directly in Salesforce.</p> <p>D.1. PFC is mandated by the State of North Carolina to provide a 19% Cash and In-Kind Match.</p> <p>E. Sharon informed the board members that 100% board donations are required. Envelopes were provided for each board member that included a note and some cash to win as a part of an interactive activity. Haja Jallow-Konrat read her note aloud: Congratulations, you have a lucky envelope and have won cold, hard cash. Challenge! Use the enclosed envelope to donate the cash back to PFC and match it to increase your donation. Don't have any cash to match it? We've got you covered. Donate using cash back or use the QR code below. Keep the cash, and use the QR code below to donate. Mary stated that PFC will participate in the Cumberland Community Foundation Giving Tuesday if board members wanted to wait and give then. Monies received through Giving Tuesday gets amplified by whatever is raised by private donations.</p> <p>E.1. Sharon asked board members to share information regarding the Grilled Cheese Festival. The Festival is November 15, 2025 at Dirtbag Ales. Daniele Malvesti Petti will need volunteers and ask that you share flyers. There are opportunities for vendors, food trucks and sponsors. If all goes as planned, \$16,000 will be net from this event.</p> <p>Van stated that there are grantors that ask if all board members have donated.</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>
<p>IV. Determination of NC Pre-K Quorum & Call to Order</p>		<p>None</p>	<p>None</p>
<p>V. Adjourn NC Pre-K</p>		<p>None</p>	<p>None</p>
<p>VI. Determination of Board Quorum & Call to Order</p>	<p>The meeting of the Board of Directors was held on August 21, 2025, beginning at 12:36 pm, pursuant to prior written notice to each Board member. Van Gunter, 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>Called to Order</p>	<p>None</p>
<p>VII. Consideration of Consent Agenda - Action*</p> <p>A. Board of Director Minutes – June 12, 2025</p> <p>B. Facility & Tenant Committee</p> <p>1. Lease Renewal Renewals – Rebirth – Heart and Mind PLLC</p> <p>2. Sub-Lease Approval for Suite 311</p> <p>C. Finance Committee</p>	<p>Van Gunter requested a motion to accept the Consent Agenda action items.</p> <p>Dr. Patricia Fecher moved to accept the Consent Agenda action items as presented. Betty Smith seconded the motion. Hearing no further discussion, the Chair put the motion to a vote and asked if there were any opposals. All votes were unanimous. There were no abstentions. The motion carried.</p>	<p>Motion Carried</p>	<p>None</p>



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<ol style="list-style-type: none"> 1. FY 24/25 Exhibits A&B (<i>See Section VIII.A.</i>) 2. Fayetteville Technical Community College (FTCC) System of Support (SOS) Removal – Fiscal and Programmatic SOS Designations 			
<p>VIII. Action</p> <p>A. FY 24/25 Exhibits A&B</p>	<p>A. Marie Lilly provided an overview of the FY 24/25 Exhibits A&B. The question was asked: The beneficial interest in the Community Foundation, what is that interest from? Answer: That's the label, it's not really interest. It is the amount of funds that were added to the Cumberland Community Foundation account many years ago. We have not added additional funds in a while, so it's not interest earned, it's actual cash. The Endowment was established in June 2012. Question: They've not added anything to it? Answer: We added to it when we were meeting our match. That was the requirements, or what was put in place, that if we met the NCPC match, then we would add money to it. We've not made our match since 2017, when it hit 19%. Mary stated that there is another Endowment that was established for PFC. Marie Lilly provided a reference to the monthly footnote disclosure.</p> <p>Mary stated that there will be money from the City and County that can help PFC get closer to the match.</p> <p>May Laureano moved to accept the FY 24/25 Exhibits A&B as presented. Christiana Adeyemi seconded the motion. Hearing no further discussion, the Chair put the motion to a vote and asked if there were any oppositions. All votes were unanimous. There were no abstentions. The motion carried.</p>	<p>Motion Carried</p>	<p>None</p>
<p>IX. Discussion^A</p> <ol style="list-style-type: none"> A. Region 5 and Healthy Social Behaviors (HSB) Grants Update B. Financial Summary: June 2025 C. June 2025 Cash and In-Kind Report D. Financial Summary: July 2025 E. July 2025 Cash and In-Kind Report F. Update on FY 24-25 Audit G. FY 25/26 Board Lunch Donations <ol style="list-style-type: none"> 1. October 30, 2025 Plate Sale H. Strategic Planning Session – December 11, 2025 I. Building Construction <ol style="list-style-type: none"> 1. Phase III – Update J. Building Sustainability Meeting Update K. Sharon Moyer’s Sendoff 	<ol style="list-style-type: none"> A. Mary provided the Region 5 and Healthy Social Behaviors Grants update. These grants are federally funded and all have to be RFPd this year. The Region 5 Core grant is in contract, HSB is a project and B3QI is a project. Core was extended for a full year, through June 30, 2026. HSB and B3QI were given a 6-month extension; HSB through December 2025; B3QI through January 2026. HSB received 32% of the budget for a 6-month period; PFC did an initial draft budget when it was a 36% budget and informed the agency that PFC staff could only work on the project for 5 months. Guidance was received to make the budget work a little better for the 32% budget. B3QI is using a 40% budget. This may require PFC to reassign staff who work on these projects. The intent is to keep these qualified staff employed. Question: Do they still provide the Fidelity Training, where they train the centers? Answer: Fidelity project totally changed 2 years ago? The project shifted to people who were doing a different kind of pyramid project and doing some statewide technical assistance and call lines for assistance. B. Marie provided an overview of the June 2025 Financial Summary which is the final report for FY 24/25. C. Michelle Downey provided an overview of the June 2025 Cash and In-Kind Report. PFC did 	<p>None</p> <p>None</p> <p>None</p>	<p>None</p> <p>None</p> <p>None</p>



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	<p>not reach the 19% match; the target remaining was \$969,226.58. Mary stated that Parent Fees have not been received. Historically it is approximately \$400,000-\$500,000.</p> <p>D. Marie provided an overview of the July 2025 Financial Summary and stated that PFC is now at the point that all of our grants are reimbursement-based. Even with NCPC and the Smart Start grants, they're not giving us as much money on the front end as they historically have. They're holding back funds to make their reimbursement more realistic to actual expenditures. Question: So you're saying that this reimbursement protocol is new? Answer: No, reimbursement-based funding is not new. We used to have more funds in our bank account on the front end, because one, NCPC was not taking theirs back as soon. They were given a heavier hit of advance on the front end. We could have that to carry other grants. They know it's the responsibility of all the local partnerships to have other unrestricted funds to carry you until those reimbursements come in. At the end of the year, we had to estimate what we were going to carry forward, and they've withheld \$150,000. We still had to do a little bit more reversion, but it wasn't the same as the usual. That has always helped our cash flow. And in addition to that, we had a higher amount of unrestricted funds, but we are making loan payments on this construction loan for \$7,900 a month. Linda Vandevender stated that Trinity Childcare helped start the original PFC Endowment and it is disheartening to see that it has not grown. Work needs to be done regarding this. Amanda Klinck reported that the Lilly Endowment Challenge runs every year, and it's free 50K match, and the same organizations get it over and over again, and those organizations have a \$2 million Endowment, have a nice unrestricted line item on their budget every year of, like, 50 to 100K. This may be something to consider in the future.</p> <p>E. Michelle Downey provided an overview of the July 2025 Cash and In-Kind Report.</p> <p>F. Marie reported that the FY 24/25 audit is in progress. Three lists of requested information has been returned to the auditors.</p> <p>G. Mary stated that a spreadsheet has been created for board members to sign up to provide lunch for board meetings.</p> <p>G.1. Staff is hosting a hot dog sale on October 30, 2025 for a Staff Development Fundraiser.</p> <p>H. The Strategic Planning Session is scheduled for December 11, 2025 from 12pm-5:00pm. This time will be used as a board meeting and to update the Strategic Plan for the next 5 years. Dr. Patricia Fecher has a space at Methodist that could be used. The school system may have a space as well.</p> <p>I. Building construction is tentatively scheduled to begin in November 2025. Shop drawings have been approved and material is being ordered. Framing could take up to 10 weeks. Grant applications are in process for the Cannon Foundation and Golden Leaf.</p> <p>J. Mary stated that the Building Sustainability Workgroup has reconvened. The next step is to contact the CPA who does the PFC 990 regarding the sale of the building. Legal implications will be looked into as well. The recommendation from the workgroup will come to the</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>
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	<p>Board.</p> <p>K. Board members were invited to attend Sharon Moyer’s sendoff after this meeting.</p> <p>Mary asked if a board member would like to attend a Chamber Event at the Crown to let her know. May Laureano agreed to attend with Mary.</p> <p>May stated that she is looking to create a workgroup to figure out PFC philanthropy and endowment a little bit more closely to address some of those concerns that were commented on throughout the board meeting. May asked board members to attend if you have expertise, or connections, or just recommendations. The intention is that from that space, they can provide some recommendations put ahead of the Strategic Planning Session. May is looking toward a more diversified and sustainable approach to the funds that are coming in and thinks this will be a huge win for the organization and the ability to remain flexible, but also have a little bit more resilience with some of these changes. An email will be sent to board members asking if they would like to join the workgroup.</p> <p>Marie stated that, just for clarity and transparency, when talking about our cash flow, one of the things we realized, or we already knew was going to happen in FY 24/25, is that the loss of the \$216,000 of NC Pre-K admin funds. PFC didn't have those, so we had to use our unrestricted funds to fill that shortfall. So as funding is cut, as you heard Mary talk about these region grants. If we're going to keep a level of services, we have to dip into unrestricted funds or make some really harsh decisions. So it's not like we don't have the money, it's just that we're trying to keep these programs going and using our unrestricted funds to fill those shortfalls when those grants do not have enough, or either they have cuts. Even with NC Pre-K for FY 25/26, they cut an additional \$17,000 of admin funds. That's on top of the \$216,000 from the year before. It is very critical that we are working hard to balance all our funding streams to keep all of these programs sustainable and going, as long as we can. We do know there might be a point where we have to pull the plug on something, or some staffing, because the reality is that numbers don't lie, as I say, so we can only work with what we have.</p>	None	None
<p>X. Information</p> <p>A. Lumbee Bank CD Redeemed and Bank Account Closed</p> <p>B. North Carolina Partnership for Children (NCPC) determined Dolly Parton Imagination Library (DPIL) to be a Direct Service Provider (DSP)</p> <p>C. July 2025 Morgan Stanley Statement</p> <p>D. President’s Report</p>	<p>If there are any questions regarding this information, board members were asked to contact Mary. Information was listed in the packet.</p>		



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E. President’s 4th Quarter Progress Report F. President’s Goals for FY 25-26			
XI. Consent Agenda – <i>Information Only</i> ^A	These items were listed for information only.		
XII. Adjourn	As there was no further business; the chair announced the meeting adjourned. The meeting was adjourned at 1:28 pm.	Adjourned	None

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

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

Finance Committee Recommendations

Virtual Meeting – October 16, 2025

RECOMMENDATIONS

- A. Deletion of Chapters in Contracts Policies & Guidelines: The Finance Committee recommends accepting the deletion of Chapter 6, Chapter 7, Chapter 12-1 and Chapter 12-2 from the Contracts Policies & Guidelines as presented.
- B. Updates to Contracts Policies & Guidelines: The Finance Committee recommends accepting the updates to the Contracts Policies & Guidelines as presented.

INFORMATION

- C. The Region 5 Healthy Social Behavior (HSB) contract runs from July 1, 2025 thru December 31, 2025. The contract has now been executed. PFC has also received their FSR workbook; the tool used to request reimbursement. PFC has requested reimbursement for July, August, and September. The organization has been operating for about 4 months without any funding from the region. PFC is hopeful for a quick turnaround of those reimbursements. HSB is offering additional funding. PFC is making considerations to see how far any additional monies will go. The Birth to Three Quality Initiatives (B3QI) contract runs from August 1, 2025 through January 31, 2026. PFC is not receiving 50% of this standard grant. This contract and workbook were executed today, October 16, 2025. Additional funds are being offered for this grant as well for personnel costs, no direct nor indirect funds.
- D. PFC FY 24/25 audit has been completed and a draft audit has been received. PFC has received a clean audit. The final audit will be received once the auditors are able to complete it.
- E. NCPC Monitoring is November 12-13, 2025.
- F. Building Construction: the building construction notice to proceed has been issued, and the anticipated start date is November the 3, 2025. Mike Yeager, Facilities Manager, sent an email to all the tenants and staff, whereas the side door on the first floor, facing Wagoner Drive is going to be closed off as we move into this phase of the construction, and it is going to push the traffic then through the front door. One tenant will be slightly disrupted; they have been contacted.
- G. Building Sustainability Work Group: in process of obtaining legal and CPA consultation of issues and ramifications of any sale of any portion of the building. The CPA was contacted to find out about all the tax implications of selling the other tower, which is referred to as Tower 2 of this building.
- H. Cumberland Financial Reports for September 2025 were distributed as an FYI:
 - 1. Smart Start
 - 2. NC Pre-Kindergarten
 - 3. South West Child Development Commission (SWCDC) – Region 5
 - 4. All Funding Sources
 - 5. Unrestricted State Revenues (USR)
 - 6. Cash and In-Kind Report
- I. The September 2025 Morgan Stanley Statement was provided for information.



CONTRACTING POLICIES & GUIDELINES

CHAPTER 1: GENERAL INFORMATION

POLICIES

1. Contracting policies and procedures will ensure compliance with NC General Statutes, NCPC policies, and all applicable contracting requirements.
2. Contracting policies and modifications thereto must be approved by the Board of Directors.
3. Contracting procedures and modifications thereto must be approved by the President.
4. Contracting procedures must promote conducting business in a manner that complies with all applicable contracting policies.
5. Contracting policies and procedures will be reviewed and updated, as needed or every three years. ~~appropriate, annually.~~
6. Exceptions to the Board-approved policies will be thoroughly documented and approved by the President. All exceptions will be reported to the Board at the next scheduled Board meeting.
7. The Local Partnership President and/or the Local Partnership Board Chair will sign all contract documents. When only one signature is required, either the President or the Board Chair may sign. When two signatures are required, both the President and the Board Chair must sign.

CHAPTER 2: INITIAL CONTRACT WITH NCPC

POLICIES

1. The Partnership's Board of Directors will approve all activities, related budgets and revisions or amendments thereto.
2. Adequate documentation will be maintained on file to substantiate Board approval of activities and related budgets.
3. Proper files will be maintained for audit, monitoring, and accountability.

GENERAL GUIDELINES

1. The funding base for the contract available on July 1 is the prior year's budgeted level (continuation budget) or other as communicated to the LP by NCPC.
2. Activities included in the initial NCPC-LP contract and related subcontracts may include approved continuing activities from the previous year and newly approved activities from the currently effective Strategic Plan. All approved activities must be bid and the contractor selected or the activity identified as an in-house activity before they may go into contract with NCPC. Activities are considered "approved" if the current status of each activity is listed as approved in the NCPC



CONTRACTING POLICIES & GUIDELINES

Contract Data Management System (CDMS). they are designed as “fully approved” on the “approval letter” from the NCPC Planning Services Unit to the LP in late spring.

3. Initial Contract amounts and individual amounts must be in whole dollars.
4. **The NCPC-LP contract, including approved new and continuing activities, must be effective and executed before subcontracts can be executed and before funds may be spent on any activity.** Programmatic approval for an activity in the Annual Plan or submitted separately from the Plan is not authorization to initiate the activity or spend funds on it.
5. All Administrative and Services activities to be achieved with Smart Start funds at any given time must appear in the executed contract between NCPC and the LP effective at that time or in a state-level contract between NCPC and DCD and a state-level services provider. All activities subcontracted directly by the LP to be performed at a given time should appear in both the executed NCPC-LP contract effective at that time AND in an executed LP-DSP (sub)contract effective at that time. (See Chapter 3, Initial Contract with DSPs, for more information about subcontracting.)
6. The State-Level Funding Authorization between DCD and a local DSS may contain only childcare subsidy (or subsidy supplements) and its administration. Non-subsidy-related activities performed by local DSS (or other authorized subsidy providers) cannot be included in the DCD Funding Authorization System.
7. DSPs/Subcontractors may not themselves further subcontract without **PRIOR** approval of both the LP and the NCPC **Lead Fiscal Consulting & Contracts Specialist Accounting and Contracting Manager.**
8. Activity budgets for LPs or Subcontractors/DSPs that include administrative “overhead” (i.e., general costs that cannot be identified to a particular project, such as utilities, copiers, and so forth) must include written details of what is covered by this charge and the methodology used to calculate the amount.
9. **NCPC returns one (1) set of original Executed Contracts and any subsequent Contract Amendments will be retained by the** to the LP for filing. The LP may want to include the following information in ~~its~~ annual NCPC-LP Contract file:
 - a. Contract Documents:
 - 1) Original Contract;
 - 2) Amendments and Revisions; and
 - 3) Board minutes denoting approval of any changes.
 - b. Financial Status Reports
 - c. Pre-Contracting section (include all that apply):
 - 1) Authorized signature information;
 - 2) Local Partnership Pre-Contracting information;
 - 3) Pre-Contracting form;
 - 4) Bonding insurance verification;
 - 5) Worker’s Compensation insurance verification;
 - 6) General Liability insurance verification;
 - 7) Directors’ and Officers’ Liability insurance verification; and



CONTRACTING POLICIES & GUIDELINES

- 8) Outsourced Payroll Information
- d. NCPC Activity Approval Letters, Approved CADS
- e. Official Correspondence:
 - 1) Allocations;
 - 2) Reallocations; and
 - 3) Reversions;
- f. Miscellaneous Correspondence
- g. Comprehensive Budget Sheet Spreadsheet (CBS)
- 10. Initial and automatic monthly draws are deposited directly into the LP's bank account by an ACH (Automated Clearing House) transfer from NCPC. The LP is responsible for transmitting funds appropriately to subcontractors. (See Chapters 6 and 7, Financial Status Reports, Chapters 6 and 7.)

Commented [MD1]: Chapters on FSRs will be deleted from Contracts P & P

CHAPTER 3: INITIAL CONTRACT WITH DSP

POLICIES

1. The Board of Directors will approve activities for inclusion in contract and any subsequent budget revisions or amendments.
2. The LP contract with NCPC, including all activities to be subcontracted, will be executed and effective at the time contracts with the subcontractors are executed. Amounts in contract with subcontractors will reflect the amounts contracted for those same activities in the NCPC-LP contract.
3. The Local Partnership will obtain documentation affirming the identity of the DSP as a legal entity and authorization of DSP personnel signing the contract. This documentation is known as "Pre-Contracting Information."

GENERAL GUIDELINES

1. The Local Partnership (LP) will use Smart Start funding to subcontract for **only** those activities which appear in the NCPC-LP contract in effect at the time.
2. **The NCPC-LP and the applicable LP-DSP contracts, including approved new and continuing activities, will be effective and executed before funds can be spent on any subcontracted activity.** Programmatic approval for an activity in the Annual Plan or submitted separately from the Plan is **not** authorization to initiate the activity, enter into contract with a subcontractor to perform it, or to spend funds on it.
3. The funding base available to the LP on July 1 is the prior year's budgeted level (base allocation), or other as communicated to the LP by the NCPC. There is no requirement that a continuing activity be funded at the same level as it was in the previous year.



CONTRACTING POLICIES & GUIDELINES

4. Before or after approval of the LP Annual Plan, all proposed service activities must be bid out and vendors selected. The activities cannot actually go into contract prior to NCPC approval and execution of the NCPC-LP contract. (See Chapter 8, "Competitive Bidding.")
5. Activities placed in Initial Contract may include continuing activities from the previous year and newly approved activities from the currently effective Annual Plan. Newly-approved activities being put into contract with subcontractors must be bid and the contractor selected prior to the activities' being placed in the NCPC-LP contract and/or the LP-DSP contract.
6. The initial LP-DSP Contract amount will be in whole dollars.
7. Reimbursements and Initial Draws, if applicable, are sent directly to the DSP by the Local Partnership or its accounting services provider (e.g., MAC site).
8. DSPs/Subcontractors may not further subcontract without **PRIOR** approval of the LP President.

CHAPTER 4: CONTRACT AMENDMENT/REVISION: NCPC-LP CONTRACT

POLICIES

1. The Partnership's Board of Directors will approve all activities, related budgets and revisions or amendments thereto.
2. Amendments and revisions to the Smart Start contract with NCPC will be executed and effective prior to the amendment or revision of subcontracts.
3. The Partnership will comply with all grantor requirements for subcontracting.
4. Adequate documentation will be maintained on file to substantiate Board approval of activities and related budgets.
5. Proper files will be maintained for audit, monitoring, and accountability.

GENERAL GUIDELINES

1. All activities submitted for inclusion in contract must have already received approval from the NCPC **Planning Consultant Program Officer**, have been bid, and the subcontractor chosen, **as applicable**.
2. Contract changes requiring NCPC approval must receive approval and be effective prior to the expenditure of funds in accordance with the change(s).
3. Definitions:
An **Activity Budget Revision** involves movement of funds from one line item to another within a single activity budget, but the total (bottom-line) budget amount does not change.



CONTRACTING POLICIES & GUIDELINES

- a. A Contract Budget Revision involves movement of funds from one activity to another within the same contract, but the total contract amount does not change.
 - b. An Activity Budget Amendment involves an increase or decrease in the total amount (bottom-line) allocated to the activity. It may involve movement of funds between line items within the budget as well.
 - c. A Contract Amendment involves changes to the provisions, number and scope of activities, contract activity descriptions (CADs), governing effective dates, change in Direct Service Provider (DSP), or total (bottom-line) amount of funds in a given contract. This type of change requires a formal amendment to the contract.
4. Activity Budget Revisions, Contract Budget Revisions, and Activity Budget Amendments (a, b, c above) do not result in formal contract amendments unless they result in changes to the provisions, number, and/or scope of activities, activity descriptions, governing effective dates, and/or the total (bottom-line) amount of funds in a Contract. Activity scope changes must receive advance approval from NCPC.
 5. The superficial difference between Contract Amendments and other contract changes (a, b, c) is illustrated through the paperwork used to effect the changes. If a Contract Amendment is required, a formal written amendment reflecting the change(s) must be prepared and signed by authorized signatories. If no Contract Amendment is required, approval in the contracts management system and Partnership administrative records are sufficient to effect the changes.
 6. NCPC performs the amendment process only for the contracts to which it is a party: the NCPC-LP contracts with the LPs. For DCD Subsidy and WAGE\$™ contracts, NCPC notifies DCD of the need to amend its contract/funding authorization form.
 7. Movement of funds from one contract to another requires a Contract Amendment for each contract affected. The various contracts that may be affected are:
 - The annual NCPC-LP Smart Start contracts for Administration and Services;
 - The DCD Funding Authorization between DCD and the local county DSS; and
 - The DCD-CCSA contract for the WAGE\$™ program.
 8. The **maximum** time frame for NCPC to process a **complete, accurate, approvable** contract amendment or revision request is:

<u>Received by NCPC CS</u>	<u>Effective Date</u>
i. 1 st through 15 th of month	Last day of same month
ii. 16 th through end of month	15 th day of following month

This policy was effective July 1, 2002.



CONTRACTING POLICIES & GUIDELINES

Processing at NCPC will begin upon email notification by the Partnership that a complete amendment/revision request has been entered into the Contracts **Data Management System CDMS).**

8. Partnerships will be required to provide justifications for changes in the **CMS CDMS** in accordance with Smart Start budget rules in effect at the time. NCPC reserves the right to change budget rules at any time. (See Attachment CHAP 4-A for current budget rules.) Further, during the review process, explanations for other line-item budget changes may be requested.
9. Service expenditures must **not** be charged to Administration. Charging service expenditures to administration would overstate actual administration costs and the percentage, which is limited to **8% 10%** of the total allocation on a statewide basis. In addition, incorrect information may be reported to the legislature.
10. The Partnership should perform a monthly review of its needs and year-to-date expenditures for each activity.
11. Under no circumstances may the total Administrative budget effective in the NCPC-Local Partnership contract be overspent.
12. Under no circumstances may the total activity budget for any Services Activity be overspent, **unless approved by NCPC.**
- ~~13. Any changes to a printed Contract or Contract Amendment require the initials of all parties to the contract.~~
14. Contract and individual activity amounts should be in whole dollars with the exception of contracts containing terminated activities.
15. Sufficient funds must be budgeted for terminated activities to cover all expenditures and any potential outstanding expenditures that will require LP Smart Start reimbursement. If funds have been spent on an activity, the budget must contain at least enough funds to cover those expenditures, even after termination of the activity.
16. If a partnership wishes to transfer Administration funds into Services, it must contact its NCPC Contracts Specialist.
17. For NCPC monitoring purposes the Partnership should maintain a file that includes the signed contract amendment forms, along with the minutes of the Board substantiating its approval.
18. State-level contracts may be held by NCPC or DCD with various subcontractors on behalf of participating partnerships. (See Section A. "Purpose," for a list of state-level contracts currently in effect.)
19. All changes to an LP's participation and funding level in a state-level contract must receive advance NCPC approval. This includes budget revisions as well as budget and contract amendments.
20. The Local Partnership must negotiate all changes with the appropriate state-level subcontractor (the local **count county** DSS or subsidy provider for DCD subsidy Funding



CONTRACTING POLICIES & GUIDELINES

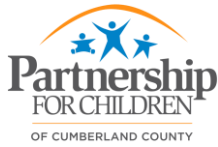
Authorizations, Child Care Services Association for the DCD WAGE\$™ contract) before submitting the requested changes to NCPC.

21. Activities performed through the DCD-DSS Funding Authorizations are for direct childcare subsidies (including subsidy supplements) and their administration only. Other Smart-Start-funded activities, such as parent training, performed by local DSS agencies must be handled through LP-DSP contracts.

CHAPTER 5: CONTRACT AMENDMENT/REVISION: LP-DSP

POLICIES

1. All Budget Amendments and Contract Amendments to LP-DSP contracts must be approved in advance by the Local Partnership and by NCPC.
2. All DSP requests for changes to LP-DSP contracts must be signed by an authorized DSP signatory.
3. All contract changes, including new contracts, revisions and amendments, must be in writing and executed and formally effective before funds are spent in accordance with the change(s).
4. The time frame for the Local Partnership to process a **complete, accurate, approvable** contract amendment or revision request is submittal to LP prior to scheduled meeting of Finance Committee, **Executive Committee, or Board** ~~which normally meets on or about the third Tuesday of each month,~~ to initiate the approval process.
5. **LP approval process:**
 - a. A completed amendment/revision request form with required financial documentation is submitted by DSP to LP for review and scheduled for Finance Committee review. **If review by Finance Committee does not occur within the required timeframe, the amendment/revision request may be approved by the Executive Committee or moved directly to the Board for review.**
 - b. Upon Finance Committee approval, the amendment/revision request is forwarded to Executive and subsequently to LP Board for approval.
 - c. Any one of the Board committees can ask for additional information, can defer for later action, or can deny the request.
 - d. Advance LP Board approval is necessary for all DSP activity budget revisions.
 - e. Advance NCPC, LP Board and LP President approval is necessary for all DSP Activity Budget amendments.



CONTRACTING POLICIES & GUIDELINES

GENERAL GUIDELINES

1. All Smart Start funded activities subcontracted by the Local Partnership must be included and effective in the "Section III. Local Partnership Contracts and Grants" portion of the NCPC-LP Smart Start contract.
2. Amendments and revisions to the NCPC-LP contract must be executed and effective before dependent DSP contracts or amendments may take effect. The NCPC-LP amendments/revisions AND the LP-DSP amendments/revisions must be in effect PRIOR to incurring expenses that would exceed the current total budget amount. Failure to receive prior approval may result in non-reimbursement by NCPC.
3. Activity budgets and descriptions in the DSP contracts must be consistent with those in the NCPC-LP contract; the descriptions may have more detail in the DSP contract, but not less.
4. Each subcontracted activity may result in a separate contract between the local partnership and the DSP, or a single contract may contain multiple activities if administered by the same DSP contracting agency/organization/individual.
5. The NCPC Contracts Units will publish deadlines for submission of the final amendment and revision requests for the fiscal year.
6. Definitions (See Chapter 4.C.2 for other definitions):
 - d. Movement of funds from one contract to another requires a Contract Amendment for each contract affected. The various contracts that may be involved at the LP-DSP level are:

The various subcontracts held by the Local Partnership with its individual Direct Services Providers/Subcontractors (the local Health Dept., the local Cooperative Extension, etc.).
7. The LP will take NCPC's policy regarding contract effective dates into consideration when planning for DSP contract changes that require NCPC approval and/or amendment of the NCPC-LP contract, as shown in schedule in Chapter 4.C.6.
8. Items included on Line 35, "Other Expenses," must be explained in writing.
9. Any item on Line 44, "Contracts with Service Providers," of an activity budget must receive written approval by authorized LP staff and by NCPC.
10. Budget Revisions to Smart Start funded subcontracted activities may be approved locally by LPs. NCPC must approve them only if funds are being placed on Line 44, "Contracts with Service Providers."
11. All corrections to a written Contract or Contract Amendment require the initials of all parties to the contract.
12. Contract amounts will be in whole dollars with the exception of contracts that include terminated activities.
13. **The activity budget for any subcontracted activity will not be overspent.**



CONTRACTING POLICIES & GUIDELINES

CHAPTER 6 (Not reviewed by Contracts Coordinator):

FINANCIAL STATUS REPORTS: LP

RECOMMENDATION FROM VP OF FINANCE—DELETE THIS SECTION FROM CONTRACTS P & P; COMPARE CONTENTS/ADD TO ACCOUNTING POLICY & PROCEDURE.

POLICIES

1. FSRs will be submitted to NCPC in the form and within the timeframes specified by NCPC.
2. All Smart Start expenditures will be reported using the cash basis of accounting.
3. Proper files will be maintained for accountability and audits.

GENERAL GUIDELINES

1. FSRs provide the means for NCPC to:
 - a. Advance funds LPs;
 - b. Monitor LPs adherence to approved budget; and
 - c. Monitor cash-on-hand at LPs.
2. All advances are subject to reduction in the event of a lack of cash availability.
3. Separate FSRs are required for Administration and Services.
4. Upon execution of the initial contract, NCPC will provide each LP with an advance for Administration and Services not to exceed one (1) months' worth of the amount in contract contingent upon the availability of cash. These advances are referred to as the Initial Advances.
5. Funds for August and September will not be advanced until NCPC has received **complete and accurate** year-end documentation for the prior fiscal year.
6. Monthly expenditure reports (FSRs or Trial Balance) reflecting LP expenditures of Smart Start funds for each month must be submitted electronically to NCPC no later than the 15th of the following month, except for the last month of the fiscal year. The due date for the last month will be determined and communicated by NCPC each year.
7. Subject to NCPC approval and the availability of cash, the LP may request additional funds at any time by submitting a written justification.
8. Reimbursements/payments to LPs cannot be made after June 30th, FY end. Sufficient funds to pay for May and June expenditures must be drawn down and spent prior to FY end. The Final FSR must be submitted to NCPC in written form subsequent to the end of the contract period, accompanied by a reversion check for all Smart Start funds received but unspent as of the end of the contract period.
9. Subsequent to the Initial Advance, NCPC will process automatic monthly draws as determined by the NCPC Finance Director. These advances will be calculated as in the following example for Administration for the month of January:

A. Total Administration Budget in Contract	\$110,000	
B. Advance Prior to Current Advance		50,000



CONTRACTING POLICIES & GUIDELINES

C. Expenditures Reported to Date (<i>one-month lag</i>)	38,000
D. Cash on Hand (B-C)	12,000
E. Current Advance [(A-B)/# of months left in year (ex. 6)]	10,000
F. Total Cash After Advance (D+E)	22,000
G. 60-Day Advance Based on Amt. in Contract (Ex2)	20,000
H. Reduction in Advance Based on 60-Day Test (G-F)	(2,000)
I. NCPC Adjustments	0
J. Adjusted Current Advance (E-H+/-I)	\$ 8,000

(NCPC adjustments reflect additional cash, reduction due to lack of cash availability, etc.)

CHAPTER 7 (Not reviewed by Contracts Coordinator):

FINANCIAL STATUS REPORTS: DSP (INCLUDING INITIAL DRAWS)

RECOMMENDATION FROM VP OF FINANCE—DELETE THIS SECTION FROM CONTRACTS P & P; COMPARE CONTENTS/ADD TO ACCOUNTING POLICY & PROCEDURE

POLICIES

1. General
 - a. Funds may **not** be advanced prior to the execution of the LP-DSP contract.
 - b. Cash-on-hand of DSPs may **not** exceed 60 days’ worth of the amount in contract. Depending upon cash availability, the cash-on-hand limit may be reduced. It **cannot** be increased.
 - c. All expenditures must be reported by the DSP using the cash basis of accounting.
 - d. Reimbursements/payments to DSPs will not occur subsequent to June 30 for a prior fiscal year contract. Sufficient funds to pay for May and June expenditures **must** be drawn down by the DSP prior to the end of the fiscal year.
 - e. Reimbursements/payments to DSPs will occur only under a current year contract.

2. Financial Status Reports (FSRs)
 - a. DSP will be required to submit FSRs using the LP-approved format. (See Fiscal P&P)
 - b. DSPs must submit to the LP monthly (or at least quarterly) FSRs reflecting new monthly (or quarterly) expenditures and contract-to-date expenditures, in order to receive reimbursement.
 - c. FSRs must be completed and signed by DSP personnel. The LP will **not** complete any portion of the FSRs, with the exception of contract-identifying information, the LP column of the checklist, and information marked “For LP Use.”



CONTRACTING POLICIES & GUIDELINES

GENERAL GUIDELINES

1. The Final FSR is submitted after the end of the contract period, accompanied by a reversion check for all funds drawn down but remaining unspent at the end of the contract period. The Final FSR is marked "Final" and is processed like any other FSR, except:
 - a. For contracts for which effective periods end June 30, no funds will be advanced or reimbursed in this process;
 - b. For contracts for which effective periods end before June 30, reimbursement may be made after FSR submission and before June 30 if the final FSRs are submitted in time for reimbursement to take place.
2. The Local Partnership does not disburse cash to subcontractors in state-level contracts held on behalf of the LPs by the Division of Child Development (DCD). These payments are made by DCD directly to the DSP.
3. The LP may or may not issue advances to DSPs.

CHAPTER 8: COMPETITIVE BIDDING

POLICIES

1. The LP will comply with all legislative mandates and NCPC policies for competitive bidding for Smart Start funds.
2. Documentation substantiating compliance with all bidding requirements, both Smart Start and other grants, will be maintained for audit and monitoring purposes.

GENERAL GUIDELINES

1. According to North Carolina Session Law ~~2003-284 § 10-38.(b)~~ 2015-241 §12B.9.(e), The North Carolina Partnership for Children, Inc. and all local partnerships shall use competitive bidding practices in contracting for goods and services on contract amounts as follows:
 - a. For amounts of five thousand dollars (\$5,000) or less, the procedures specified by a written policy to be developed by the Board of Directors of the North Carolina Partnership for Children, Inc.;
 - b. For amounts greater than five thousand dollars (\$5,000) but less than fifteen thousand (\$15,000), three written quotes;
 - c. For amounts of fifteen thousand dollars (\$15,000) or more but less than forty thousand dollars (\$40,000), a request for proposal process; and
 - d. For amounts of forty thousand dollars (\$40,000) or more, request for proposal process and advertising in a major newspaper.



CONTRACTING POLICIES & GUIDELINES

Note: For purposes of evaluating the preceding thresholds, the total amount of the purchase will be considered; not each individual item being ordered. Also, orders may not be split to reduce the threshold total.

2. The following NCPC Board policies govern competitive bidding practices of NCPC and the local partnerships:
 - a. ~~For amounts equal to or less than \$3,000, routine suppliers may be used; for amounts greater than \$3,000 but no more than \$5,000, three verbal quotes must be obtained. For amounts up to \$5,000, good purchasing practices must be used. Good purchasing practices include, but are not limited to, obtaining verbal or written quotations and the use of routine suppliers.~~
 - b. NCPC and all local partnerships ~~shall~~ **must** use competitive bidding practices in contracting for ~~all goods and services, with limited exceptions, in accordance with the amounts outlined in legislation.~~ **all goods and services, with the exception of in-house program coordination and evaluation activities, in accordance with the amounts outlined in legislation.**
 - c. Multi-year bidding for on-going services may be used if the following requirements are met:
 - 1) The multi-year bidding term may not exceed three (3) years;
 - 2) The solicitation of bids or Request for Proposals (RFP) must specify that a multi-year bid is required;
 - 3) The bidder must submit annual budgets or cost proposals ending June 30th with its proposal; and
 - 4) The RFP must specify that Contracts for subsequent fiscal years in the multi-year bidding period will be executed **ONLY** after a satisfactory evaluation of performance, ~~and~~ **availability of funds is confirmed, and NCPC review and approval of proposed activities.**
 - d. The following documentation must be maintained to demonstrate full compliance with the legislation;
 - 1) Board-approved bidding policies;
 - 2) Written bidding procedures;
 - 3) List of bidders for goods and services in the amount of five thousand dollars (\$5,000) or more;
 - 4) Request for Proposals for goods and services in the amount of fifteen thousand dollars (\$15,000) or more;
 - 5) Advertisement(s) placed in a major newspaper for goods and services in the amount of forty thousand dollars (\$40,000) or more; and
 - 6) Justification for selection of vendor/contractor. (Justification for determining an activity will be delivered in house should address the issues of cost effectiveness, duplication of services, and efforts to build capacity of existing providers in the community to deliver services.)



CONTRACTING POLICIES & GUIDELINES

- 3. Unless a multi-year bidding process has been utilized, each continuing activity must be bid for each fiscal year that it is placed into contract. The competitive bidding process must be completed before activities may be placed into contract for a fiscal year.
- 4. If there are changes to an activity, the scope of the changes should be evaluated to determine whether bidding the activity again is required.
- 4.5. For responses to an RFP for a service activity (DSPs) from non-governmental agencies, the LP will perform a background check to include credit information.

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CHAPTER 9: PRIVATE GRANTS THROUGH NCPC

POLICIES

- 1. Reports will be submitted no later than the date specified by NCPC. The interim report may be submitted earlier if there is a need for remaining funds.
- 2. If the Partnership receives an NCPC-funded private grant and subcontracts the services, the NCPC-provided Grant Agreement template will be used.

GENERAL GUIDELINES

- 1. Funds will be remitted by NCPC directly to the Local Partnership (LP). If the activity is subcontracted, the LP has the responsibility to advance funds to the subcontractor and monitor the subcontracted activity and related expenditures.
- 2. Grant agreements may be for a period of more than 12 months and may span fiscal years. All funds must be spent prior to the end of the grant period unless an extension is approved in advance by NCPC.
- 3. Upon notification of the grant award, NCPC will prepare the grant documentation and send to the LP for signature.
- 4. ~~The LP must return both executed Grant Agreements to NCPC for signature and processing of the initial draw.~~
- 5. ~~One half of the total grant will be disbursed as an initial draw unless justification is provided for, and NCPC approves, disbursement of a greater amount. If allowable, an initial draw may be requested from NCPC.~~
- 6. NCPC will authorize disbursement of remaining funds ONLY upon receipt and approval of the interim financial and programmatic reports. The spending rate may impact authorization of disbursement of additional funds.
- 7. If the grant activity warrants and NCPC approves, the entire grant amount may be awarded to the LP at the beginning of the grant period. If so, the interim and final report dates will remain the same.



CONTRACTING POLICIES & GUIDELINES

8. Monthly FSRs ~~are not~~ **may or may not be** required if the LP is performing the activity. If the activity is subcontracted, the LP may require subcontractors to submit periodic (i.e., monthly, bimonthly) FSRs to the LP.
9. If the activity is subcontracted to a Direct Service Provider (DSP), the LP must require a detailed budget from the DSP, which must be approved by the LP and included in the interim/final financial reports submitted to NCPC.
10. Contingent upon the availability of funds, NCPC will annually furnish grant application information, with instructions for application, to LPs. Grant application instructions and forms are posted on **Smart Net LP Central**.
11. All budget and program revisions, including time extensions, ~~require 30-day prior approval of NCPC. The request form and any other necessary documents should be submitted to NCPC at least 30 days prior to the desired effective date.~~ **must be executed according to NCPC guidelines.**

CHAPTER 10: CASH AND IN-KIND MATCH

POLICIES

1. Cash and in-kind matching contributions will be reported to NCPC by the established due dates.
2. Adequate documentation will be maintained to substantiate all reported cash and in-kind matching contributions.

GENERAL GUIDELINES

1. State legislation requires that Smart Start raise a percentage of its annual state appropriation in matching cash and in-kind contributions. The percentage mandated is determined by each year's budget legislation.
2. Cash contributions reported for a fiscal year must have been received and deposited by the LP between July 1 and June 30 of the fiscal year. In-kind gifts must have been received between July 1 and June 30 of the fiscal year **and must be allowable in accordance with NCPC's Smart Start Program Match Manual.**
3. Cash contributions reported at the Direct Service Provider (DSP) level must have been expended between July 1 and June 30 of the fiscal year in which they are received. In-kind gifts to the DSP must have been received between July 1 and June 30 of the fiscal year **and must be allowable in accordance with NCPC's Smart Start Program Match Manual.**
4. To qualify as a cash or in-kind matching contribution, the contribution must meet the following requirements.



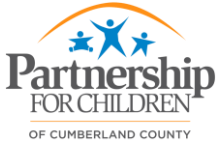
CONTRACTING POLICIES & GUIDELINES

- a. The match may not be funded with state dollars.
- b. **The value of each in-kind contribution must be reasonable and supported with appropriate and verifiable documentation.**
- c. At the DSP level, additional requirements include:
 - (1) The contribution must be a direct result of the Smart Start funded program. If the contribution was not generated as a result of the Smart Start activity and is just a general contribution to the organization or to another non-Smart Start activity, it should not be reported as a contribution to Smart Start. That is, a contribution that a DSP receives should not be reported as a contribution unless it will be used directly for the Smart Start activity.
 - (2) The contribution must be made to initiate or expand a Smart Start activity. If Smart Start funds are used to expand an activity rather than initiate a new one, only contributions that support the expansion effort may be counted.
 - (3) The contribution must be necessary and reasonable for the proper and efficient accomplishment of the program goals. The activity descriptions and budget in contract must be reviewed to ensure the contribution supports accomplishment of program goals.
5. Specific instruction and guidelines for cash and in-kind contributions are included in the *Cash and In-Kind Match* manual provided by the North Carolina Partnership for Children (NCPC), which is located at [Fiscal > Cumberland Accounting > Cash & In-Kind > Cash & In-Kind Manual](#). **The most recent edition should be downloaded from LP Central annually.**
6. NCPC will monitor all contributions reported by local partnership to assure compliance with this policy.

CHAPTER 11: PROFESSIONAL SERVICES CONTRACT

POLICIES

1. Invoices will be submitted to the Local Partnership by the Professional Services Contractor, with supporting documentation as required. These invoices will be paid based on Local Partnership approval. The expenditures will be reflected on the Local Partnership's FSR describing the expenditures for the particular activity. The allowed expenditure types, the maximum payment for the contract, and the payment schedule (for a fixed price rather than reimbursable contract) must be clearly specified in the Professional Services Contract.
2. Contract Amendments may take place at any time agreed upon by the participants, as long as budgetary changes and scope changes (Budget and Contract Amendments--see Chapter 4)



CONTRACTING POLICIES & GUIDELINES

that impact the entire activity budget amount are approved in advance by the funder (example: NCPC) and included in the governing NCPC- funder to LP contract.

3. The Local Partnership will not contract with any vendor who holds an account, contract, grant, Memoranda of Understanding/Agreement or other contractual obligation with the LP that is not in good standing.

GENERAL GUIDELINES

1. The LP approved Professional Services Contract template with LP needed modifications will be used.
2. This Professional Services Contract template is not to be substituted for a Direct Services Provider Contract providing a direct service activity for, or on behalf of, the Local Partnership.
3. These contracts typically require "deliverables." "Deliverables" are defined as goods and/or services that are produced under the terms of a contract. Reports are considered to be deliverables.
4. The effective period of a Professional Services Contract may span fiscal years. However, any multi-year contracts must specify that the contract will be reviewed each June 30th of the multi-year period and continued ONLY after a satisfactory evaluation of performance and confirmation of the availability of funds. The contract must also incorporate annual budgets ending June 30 of each fiscal year of the multi-year period.
5. Payment on this type of contract generally takes place in response to an invoice presented by the Professional Services Contractor rather than a standard Financial Status Report (FSR).
6. Billing may be on an expense-reimbursement basis or a payment schedule based on service delivery.
7. Funds committed through Professional Services Contracts must appear in Line 12, Contracted Services, of the relevant activity budget for LP Administration or In-House Services on the Activity Spreadsheet portion of the Comprehensive Budget Sheet (CBS) associated with the NCPC-LP contract.
8. The LP may require the Professional Services Contractor to submit supporting documentation to expenditures -- time logs, receipts for printing/binding services, meal and lodging receipts, mileage reports, and so forth, to substantiate project expenditures. The Contract will clearly address any reporting requirements—form, date, etc.
9. The amount of funding allowed for travel-related expenditures is at the LP's discretion and is determined by the LP in negotiation with the Professional Services Contractor. Such funding must be included in the contract budget.



CONTRACTING POLICIES & GUIDELINES

CHAPTER 12-1 (Not reviewed by Contract Coordinator): MONITORING OF SMART START DIRECT SERVICE PROVIDERS

Recommend removing from Contracts Policy to other policy areas that cover monitoring (Accounting/P&E)

POLICIES

1. The Partnership will ensure accountability by monitoring activities in compliance with grantor requirements.
2. Monitoring of DSPs will be adequately documented to substantiate the work performed, issues noted and resolution of issues.
3. The areas monitored may be cycled over a multi-year timeframe.
4. The President will provide periodic reports to the Board of Directors summarizing the DSPs monitored, issues and resolution of issues.
5. Issues of noncompliance that cannot be resolved through the monitoring process will be referred to the Board of Directors for determination of further action(s) to be taken.

GENERAL GUIDELINES

1. All local partnerships are required to participate in NCPC's Fiscal Accountability Plan, which requires the Partnership to develop and implement Board-approved policies and procedures for monitoring.
2. All contracts between the LP and its DSPs must include a provision that the contract is subject to monitoring by NCPC and/or the local partnership.

CHAPTER 12-2 (Not reviewed by Contract Coordinator): MONITORING OF CCR&R REGION 5 GRANTEES

Recommend removing from Contracts Policy to other policy areas that cover monitoring (Accounting/P&E)

POLICIES

1. The Partnership will ensure accountability by monitoring Region 5 Grantees in compliance with grantor requirements.
2. Monitoring of Grantees will be adequately documented to substantiate the work performed, issues noted and resolution of issues.
3. The President will provide periodic reports to the Board of Directors summarizing the Grantees, monitored issues noted and resolution of issues.
4. Issues of noncompliance that cannot be resolved through the monitoring process will be referred to the Board of Directors for determination of further action(s) to be taken



CONTRACTING POLICIES & GUIDELINES

GENERAL GUIDELINES

1. The Partnership will provide training, technical assistance and fiscal oversight/monitoring to the Grantees within Region 5.
2. All contracts between the Partnership and Grantees will specify that the contracts are subject to fiscal and program monitoring.
3. The Partnership must have access to all reports and records for transactions funded by Region 5 grant.
4. A "lead" monitor who will have primary responsibility for coordinating the monitoring process will be selected.
5. Grantees are responsible for executing specific actions. To assist, the Partnership may offer technical assistance and/or provide a list of findings and/or recommendations.
6. Monitoring will be conducted through a combination of on-site visits and desk audits, at the Partnership's discretion.
7. The Internal Control Questionnaire for the Grantee will be reviewed and updated as needed annually. The review will be documented.

CHAPTER 13: IN-HOUSE GRANTS

POLICIES

1. The Partnership will comply with all applicable legislative special provisions, NCPC policies, and other grantee requirements.
2. The Board will approve grant eligibility criteria, priorities, requirements, award maximums and ranges, and monitoring and noncompliance provisions.
3. Conflicts of interest in appearance and/or in fact will be avoided in all grants activities.
4. All budget and program revisions from the grantee, including time extensions, require PRIOR approval.
5. Grants will be disbursed in accordance with approved grant requirements and will be adequately supported by documentation.
6. Procedures for redistribution of grant materials will be developed by the President.
7. The Local Partnership will not offer a grant to any grantee that holds an account, contract, grant, Memoranda of Understanding/Agreement or other contractual obligation with the LP that is not in good standing.

GENERAL GUIDELINES

1. The LP may award Smart Start funds to a subcontracted grantor **only** for approved grant activities included in the NCPC-LP contract. Programmatic approval for activities in the Annual Plan or for activities submitted separately from the Annual Plan **is not** authorization for the LP to initiate the activities, subcontract with grantors, or expend any grant-related funds.



CONTRACTING POLICIES & GUIDELINES

2. The LP will require the grantor to use one of the NCPC-provided grant agreement templates. (See Chapter 13 Attachment CHAP 13-A for a grant agreement templates.)
3. As part of the LP-DSP contracting process (see Chapter 3, "Initial Contract with DSP"), the LP will communicate expectations to the DSP regarding compliance with the following grants management principles and activities, as deemed appropriate for each subcontracted grant activity:
 - a. The grantor should have or develop policies and procedures to address the review and approval of grant applications, disbursement of grant awards, grantee reporting requirements, and monitoring of grant compliance. These policies and procedures will be reviewed and approved by the LP before distribution of a grant availability announcement. Additionally, the policies and procedures should ensure compliance with all legislative special provisions and NCPC policies.
 - b. The grantor, in all of its grants management processes, must avoid conflicts of interest in appearance and/or in fact.
 - c. The grantor must maintain a record of all applications submitted. The grantor's grant award decisions must be documented and must be available for inspection during audits, monitoring visits and as requested by others.
 - d. A written notification of award will be mailed to each approved grant recipient outlining the specific requirements of the grant.
 - e. Individuals or facilities that submitted grant applications that are not approved will be notified in writing, including reasons for denial of application. Copies of the notifications must be maintained on file by the grantor.
 - f. A notification of grant award recipients is presented to the LP by the grantor in a manner and timeframe to be specified by the LP.
 - g. An approved grant agreement between the grantor and the grantee will be in effect and executed before funds may be disbursed to the grantee. Grant awards will be disbursed in accordance with all grant requirements.
 - h. Grant agreements will be for a period of no more than 12 months and may NOT cross fiscal years. All requirements must be met as specified in the grant agreement. Some requirements may extend beyond the termination date of the grant. The grantor's grant policies and procedures will address ongoing monitoring and potential future repayment of grants for noncompliance for such grant requirements. If there are requirements that extend beyond the termination date of the LP's contract with the grantor/DSP, the LP will establish grant policies and procedures that address ongoing monitoring and potential future repayment of grants for noncompliance for such grant requirements.
 - i. Documentation to support grant disbursements will be maintained in accordance with the grantor's policies and procedures, as approved by the LP. Because the nature of the grant determines the level and type of documentation required for disbursement of grant funds, it is imperative that the LP and grantor have a clear understanding of the nature of the grant (e.g., achieving a specific goal or objective, grant requirements, maintaining a



CONTRACTING POLICIES & GUIDELINES

specific goal or objective, reimbursement of costs). The grantor must also ensure that grant expenditures are within the grant period.

- j. The grantor determines whether any proposed revisions to the grant activity or agreement (such as budget, programmatic or deadline changes) are within the parameters established by the LP. Any revisions requiring approval from the LP and/or NCPC must have all necessary approvals and/or amendments in place prior to implementation of the revisions.
- k. If grant funds are provided to the grantee in advance of related expenditures, the grantor must monitor grantee expenditure activity on a periodic (e.g., monthly) basis, relative to the grant agreement and funds advanced. If funds advanced are not expended properly and/or within the grant period specified in the grant agreement, the grantor must notify the grantee, in writing, of amounts to be reverted to the grantor and the deadline for reversion.
- l. The grantor may be responsible for monitoring all applicable grant requirements, and notifying the grantee if noncompliance with the grant agreement is identified. The grantor may also be responsible for following up and resolving identified noncompliance issues. Through monitoring, the LP bears the ultimate responsibility for ensuring that grant requirements are met, noncompliance issues have been identified, and all necessary follow-up and resolution has taken place.

CHAPTER 14: SUBCONTRACTED GRANTS

POLICIES

1. The grantor (DSP) may spend Smart Start funds **only** for grant activities included in the NCPC-LP contract. Any requirements related to the grants to be issued by the grantor (including, but not limited to, eligibility, dollar amounts, documentation requirements, and payment procedures) will be included as an addendum to the LP-DSP contract. (See **Attachment CHAP 3-A** for the LP-DSP contract template and **Attachment CHAP 14-A** for a contract addendum template.)
2. The LP will monitor the grantor (DSP) to verify that adequate grants management provisions are in place.
3. The LP and grantor will ensure compliance with all applicable legislative special provisions, NCPC policies, and other requirements.



CONTRACTING POLICIES & GUIDELINES

GENERAL GUIDELINES

1. The LP may award Smart Start funds to a subcontracted grantor **only** for approved grant activities included in the NCPC-LP contract. Programmatic approval for activities in the Annual Plan or for activities submitted separately from the Annual Plan **is not** authorization for the LP to initiate the activities, subcontract with grantors, or expend any grant-related funds.
2. The LP will require the grantor to use one of the NCPC-provided grant agreement templates. (See Chapter 13 ~~Attachment CHAP 13-A~~ for a grant agreement templates.)
3. As part of the LP-DSP contracting process (see Chapter 3, "Initial Contract with DSP"), the LP will communicate expectations to the DSP regarding compliance with the following grants management principles and activities, as deemed appropriate for each subcontracted grant activity:
 - a. The grantor should have or develop policies and procedures to address the review and approval of grant applications, disbursement of grant awards, grantee reporting requirements, and monitoring of grant compliance. These policies and procedures will be reviewed and approved by the LP before distribution of a grant availability announcement. Additionally, the policies and procedures should ensure compliance with all legislative special provisions and NCPC policies.
 - b. The grantor, in all of its grants management processes, must avoid conflicts of interest in appearance and/or in fact.
 - c. The grantor must maintain a record of all applications submitted. The grantor's grant award decisions must be documented and must be available for inspection during audits, monitoring visits and as requested by others.
 - d. A written notification of award will be mailed to each approved grant recipient outlining the specific requirements of the grant.
 - e. Individuals or facilities that submitted grant applications that are not approved will be notified in writing, including reasons for denial of application. Copies of the notifications must be maintained on file by the grantor.
 - f. A notification of grant award recipients is presented to the LP by the grantor in a manner and timeframe to be specified by the LP.
 - g. An approved grant agreement between the grantor and the grantee will be in effect and executed before funds may be disbursed to the grantee. Grant awards will be disbursed in accordance with all grant requirements.
 - h. Grant agreements will be for a period of no more than 12 months and may NOT cross fiscal years. All requirements must be met as specified in the grant agreement. Some requirements may extend beyond the termination date of the grant. The grantor's grant policies and procedures will address ongoing monitoring and potential future repayment of grants for noncompliance for such grant requirements. If there are requirements that extend beyond the termination date of the LP's contract with the grantor/DSP, the LP will establish grant policies and procedures that address ongoing monitoring and potential future repayment of grants for noncompliance for such grant requirements.



CONTRACTING POLICIES & GUIDELINES

- i. Documentation to support grant disbursements will be maintained in accordance with the grantor's policies and procedures, as approved by the LP. Because the nature of the grant determines the level and type of documentation required for disbursement of grant funds, it is imperative that the LP and grantor have a clear understanding of the nature of the grant (e.g., achieving a specific goal or objective, grant requirements, maintaining a specific goal or objective, reimbursement of costs). The grantor must also ensure that grant expenditures are within the grant period.
- j. The grantor determines whether any proposed revisions to the grant activity or agreement (such as budget, programmatic or deadline changes) are within the parameters established by the LP. Any revisions requiring approval from the LP and/or NCPC must have all necessary approvals and/or amendments in place prior to implementation of the revisions.
- k. If grant funds are provided to the grantee in advance of related expenditures, the grantor must monitor grantee expenditure activity on a periodic (e.g., monthly) basis, relative to the grant agreement and funds advanced. If funds advanced are not expended properly and/or within the grant period specified in the grant agreement, the grantor must notify the grantee, in writing, of amounts to be reverted to the grantor and the deadline for reversion.
- l. The grantor may be responsible for monitoring all applicable grant requirements, and notifying the grantee if noncompliance with the grant agreement is identified. The grantor may also be responsible for following up and resolving identified noncompliance issues. Through monitoring, the LP bears the ultimate responsibility for ensuring that grant requirements are met, noncompliance issues have been identified, and all necessary follow-up and resolution has taken place.

CHAPTER 15: PFC RESOURCE CENTER LEASE PAYMENT MONITORING

POLICIES

1. The LP will lease available space as approved by the Board of Directors after review and recommendation from the Facility & Tenant Committee, giving preference to like-mission, not-for-profit agencies.
2. The LP will monitor payments received from Lessees to ensure timely receipt of payments.
3. The LP will issue written notices and impose fees to Lessees when payments are not received in accordance with the Lease Agreement.
4. The LP will terminate leases in accordance with the Lease Agreement as outlined in established guidelines and procedures.



CONTRACTING POLICIES & GUIDELINES

GENERAL GUIDELINES

1. A Lessee shall be defined as any individual, corporation, partnership or local agency that leases space from the LP on a monthly basis for an amount specified in a duly executed Lease Agreement.
2. Lessee rental payments are due and payable, in advance, on or before the first day of each month of the lease period.
3. Lessee rental payments are considered late after a grace period that ends on the fifth day of each month for rental payments due that month.
4. The LP will assess a late fee for all Lessee rental payments not received by the end of the grace period.
5. The LP will maintain records to monitor Lessee rental payments on a minimum of a monthly basis.
6. All notices related to late Lessee rental payments will be mailed via the USPS and be Certified Mail with Return Receipt Requested. Will be emailed to the tenant.
7. All notices related to termination of lease and/or eviction proceedings will be both emailed and mailed via the USPS via Certified Mail with Return Receipt Requested.

FACILITY AND TENANT COMMITTEE RECOMMENDATIONS

MEETING October 20, 2025

RECOMMENDATIONS:

1. Lease Approvals and Renewals:
 - A. **Applicants:** None
 - B. **Renewals:** TL Hester Counseling-Suite 411, Room 2412-Exp 12/25-YES
2. **Rent Rate Review: Motion made and seconded to table the discussion until the next meeting, November 17, 2025, to allow for time to compile and present updated operating cost and expense data for review.**

INFORMATION:

1. **Rent Rate Review:** It was discussed that a tenant was concerned regarding the 10% annual lease renewal increase and reaffirmed that current lease rates of 10% for single-year renewals and 7% for multi-year renewals, should remain unchanged at this time. Staff noted that the building is not currently operating at a profit due to rising vendor costs and partial vacancies, emphasizing the need for updated financial data to assess long-term sustainability. Major maintenance expenses, including elevator modernization, roof repairs, and the ongoing window replacement project, were also discussed. The Sustainability Committee continues to explore long-term property options, and the committee voted to table further discussion until the next meeting pending a review of detailed operating cost data.
1. **Phase III Window Project- Update:**
 - A. **Notice to Proceed-** Signed 10/8/2025. Effective 10/20/2025 with completion 180 consecutive days. Final completion date 4/18/2026
 - Tropic Breeze will begin Phase III window replacement work at the 300/400 entryway (Wagoner Drive side) instead of the front entrance as previously planned, to better accommodate material and scheduling needs. Protective fencing will be installed the week of October 27, with work scheduled to begin November 3, 2025.
 - B. **Notice to staff and tenants:**
 - Notices were distributed to all tenants and staff on October 15, advising that the side entrance will close for entry on October 27 but remain open for emergency egress. No concerns have been reported. Committee Member Albert Brunson recommended closing access earlier on October 24 to reduce confusion, and Mr. Mike confirmed the timing is coordinated with the contractor's setup schedule.
2. **Space Availability Report:**
 - Occupancy remains unchanged from the previous month; no new leases have been signed, and no tenants have vacated.
 - Current unoccupied leasable space is 10.4%.
 - Construction updates:
 - Framing and sheetrock installation have been completed for the two doors between Suites 165 and 175.
 - Soundproofing effectiveness has not yet been fully evaluated, as Suite 175 occupants were asked to limit use during construction.
 - Baseboard installation is pending; the required burgundy-colored material is on order. Completing this will finalize Suite 165 for occupancy.

- A recent inquiry from a prospective for-profit tenant seeking one to two offices out of Clinton was received and has been followed up with.

3. Information: Next scheduled meeting on Monday, November 17, 2025 from 11:30 a.m. - 12:30 p.m.

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		August	September	Y-T-D
Cash Donations - In-House				
Board Donations	501-4410	\$ 556.56	\$ 26.01	\$ 607.57
Other Donations	501-4410	\$ 10.00	\$ 5,150.00	\$ 5,170.00
CCF Jerry/Helen Leggett Endowment	501-4410			\$ 1,630.33
Donations - Barlow Research Survey	501-4410		\$ 25.00	\$ 75.00
Donations - SECC Donation	501-4410			\$ -
Donations - Vending Machine Proceeds	515-4410		\$ 208.28	\$ 429.00
Donations - Giving Tuesday CCF	546-4420			\$ -
Program Income - Rent from Resource Center I	801-4824	\$ 4,276.85	\$ 4,802.15	\$ 13,375.85
Program Income-Little Land Donations	801-4827			\$ -
Program Income - Little Land Vendor Booth Rental	801-4834			\$ -
Program Income - CCR&R Workshop Fees	801-4823	\$ 975.00	\$ 830.00	\$ 2,060.00
Program Income - CCR&R Resource Library Fees	801-4823	\$ 50.00	\$ 25.00	\$ 105.00
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	\$ 14,250.00
Program Income - Fundraiser Grilled Cheese Festival	820-4611			\$ -
Miscellaneous	501-4410			\$ -
Total Cash Donations - In-House		\$ 10,618.41	\$ 15,816.44	\$ 37,702.75
TOTAL CASH DONATIONS				
		\$ 10,618.41	\$ 15,816.44	\$ 37,702.75
City of Fayetteville Federal ARPA Grant	333-4223			\$ -
TOTAL GRANTS		\$ -	\$ -	\$ -
IN-KIND DONATIONS				
In-Kind Donations - In-House				
In-Kind Donations - General Public				\$ -
In-Kind Donations - Volunteer Time		\$ 1,156.06	\$ 3,722.07	\$ 4,946.46
Google Ads Grant		\$ 6,169.32	\$ 7,031.89	\$ 18,120.47
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		\$ 7,325.38	\$ 10,753.96	\$ 23,066.93
In-Kind Donations - Direct Service Providers				
Quarterly Donations				\$ -
TOTAL IN-KIND DONATIONS				
		\$ 7,325.38	\$ 10,753.96	\$ 23,066.93
GRAND TOTAL				
		\$ 17,943.79	\$ 26,570.40	\$ 60,769.68

2.9% **2**

1.8% **3**

4.7%

\$ (1,237,401.14) **4**
TARGET REMAINING

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

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

FINANCIAL SUMMARY - WHAT YOU NEED TO KNOW

Board Responsibility

The review of the financial statements is the responsibility of the Committee and Board Members of PFC.

The detailed financial reports have been provided to you via email or via the PFC website and will be provided electronically during the meeting.

September 30, 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.
- b. Since all of our grants are now reimbursement-based, managing the monthly cashflow has become more critical than in the past.
- c. The County of Cumberland Family Connects grant is a reimbursement-based grant on a **quarterly basis** only.
- d. NCPC reminded the local partnerships that they are managing Smart Start cashflow differently for FY25-26.

"Historically all LPs received one and a half months' worth of the initial NCPC-LP contract amount (12.5%) as an initial advance. In recent years, NCPC would advance about one additional month's worth of the contract total each month going forward, which led to significant SS cash-on-hand for several LPs during the FY. Instead, NCPC intends to calculate monthly payments with greater consideration of LPs' reported expenditures and spending patterns. The initial advance provided in July will remain on hand with the LP for the time being to provide operational cashflow." [from NCPC's September 2025 Dollars & Sense Newsletter .]

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. In September 2025, PFC received the requested advance of 1/10th of the direct services grant. The amount was \$893,197.
NC Pre-K providers with completed amendments and other requirements were paid in September 2025 for their August 2025 attendance.
- 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.

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

FINANCIAL SUMMARY - WHAT YOU NEED TO KNOW

Board Responsibility

The review of the financial statements is the responsibility of the Committee and Board Members of PFC.

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September 30, 2025

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. Certain expenses such as Equipment Rental, is a direct expense that is unallowable for the 15% indirect calculation.

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. [6 months]

The grant amount was previously projected to be \$51,291 for six months, down from \$166,977 for twelve months during FY24-25.

On September 12, 2025, SWCDC informed us that an additional \$11,600 of unspent FY24-25 funds will be added to the budget.

The total budget will then be \$62,891. The contract amendment for \$62,891 has not been received from SWCDC as of October 7, 2025.

Requests for reimbursement of PFC paid expenses cannot occur until the amendment is received and executed.

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. Certain expenses such as Equipment Rental, is a direct expense that is unallowable for the 15% indirect calculation.

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. [6 months]

The grant amount was previously projected to be \$59,521 for six months, down from \$282,743 for twelve months during FY24-25.

In September 2025, SWCDC informed us that an additional \$21,852 [\$9,000 + \$12,852] of unspent FY24-25 funds **may** be added to the budget.

The total budget will then be \$81,373. The contract amendment for \$59,521 has not been received from SWCDC as of October 7, 2025.

Requests for reimbursement of PFC paid expenses cannot occur until the amendment is received and executed.

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. Certain expenses such as Equipment Rental, is a direct expense that is unallowable for the 15% indirect calculation.

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 through the projected yearend.

Because of funding changes and limitations, the cash balance is being monitored closer before expenditures are paid.

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

FINANCIAL SUMMARY - WHAT YOU NEED TO KNOW

Board Responsibility

The review of the financial statements is the responsibility of the Committee and Board Members of PFC.

The detailed financial reports have been provided to you via email or via the PFC website and will be provided electronically during the meeting.

September 30, 2025

6 Unrestricted 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 were 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>
	223,645.37	

Interest Earned - Fund 899	
PNC Bank Money Market	1,107.77
First Bank Money Market	5,650.03
	6,757.80

Investments - Fund 208	223,645.37
Interest Earned - Fund 899	6,757.80
TOTAL INVESTMENTS PLUS INTEREST	230,403.17

- 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.
- f. Income from the City of Fayetteville's federal ARPA grant for Family Connects and Workforce Development are allowable for Smart Start cash and in-kind purposes. The amount is anticipated to be up to \$344,615 for FY25-26.
- g. Income from the County of Cumberland's local government grant for Family Connects is allowable for Smart Start cash and in-kind purposes. The amount is anticipated to be \$300,000 for FY25-26.

Partnership for Children of Cumberland County, Inc.
DSP Fiscal, Contractual and Programmatic Monitoring Status Report
Fiscal Year 2025-2026
 Updated 10-21-2025

	Direct Service Provider	Fiscal/Contracts Status	Resolution	To Be Completed By	Status for Fiscal Year 2025-2026	Programmatic Status	Resolution	To Be Completed By
1	Cumberland County Health Department <i>Child Care Health Consultant [CCHC]</i>	<ul style="list-style-type: none"> Fiscal Monitoring [includes Contracts] 		K. Wilson	Fiscal Monitoring Proposed Site Visit: <i>March 2026</i>	Programmatic Monitoring: Site Visit: <i>2/17/2026</i>		P. Federline
2	Fayetteville Technical Community College <i>Child Care Scholarships</i>	<ul style="list-style-type: none"> Fiscal Monitoring [includes Contracts] 		K. Wilson	Fiscal Monitoring Proposed Site Visit: <i>March 2026</i>	Programmatic Monitoring: Site Visit: <i>2/05/2026</i>		P. Federline
3	Fayetteville Technical Community College <i>Child Care Scholarships Administrative Support</i>	<ul style="list-style-type: none"> Fiscal Monitoring [includes Contracts] 		K. Wilson	Fiscal Monitoring Proposed Site Visit: <i>March 2026</i>	Programmatic Monitoring: Site Visit: <i>02/05/2026</i>		P. Federline
4	United Way <i>Dolly Parton Imagination Library (DPIL)</i>	<ul style="list-style-type: none"> Fiscal Monitoring [includes Contracts] 		K. Wilson	Fiscal Monitoring Proposed Site Visit: <i>March 2026</i>	Programmatic Monitoring: Site Visit: <i>Pending Scheduling</i>		P. Federline

Cumberland County Formal Site Visit (FSV) Report Status - FY 2025-26

	Program Name	Status/Notes	Site Visit Date / Time	Draft Report to P. Federline	Draft Report to DSP for Review	Report Returned by DSP	Report Sent via DocuSign to DSP	DocuSign Executed by M. Sonnenberg	Emailed Fully-Executed Copy
1	<i>CCR&R (Consumer Education and Referral)</i>		02/23/2026 9:00 a.m.						
2	<i>CCR&R (Provider Services)</i>								
3	<i>Child Care Health Consultant</i>		02/17/2026 10:00 a.m.						
4	<i>Community Engagement and Development (CED)</i>	Support: Modified SOS (new leadership)	4/2/2026 10:00 a.m.						
5	<i>Dolly Parton Imagination Library</i>	Support: Modified SOS (new DSP)	Pending Scheduling						
6	<i>DSS Child Care Subsidy</i>	No Formal Site Visit Required							
7	<i>Family Connects</i>		2/26/2026 10:30 a.m.						
8	<i>Kaleidoscope Play and Learn (KPL)</i>	Modified System of Support: Change in staff; PMM / data and reports	1/27/2026 9:00 a.m.						
9	<i>Lending Library</i>	System of Support: New staff; need to manage report requirements; PMM updates	2/19/2026 1:00 p.m.						
10	<i>Parents for Higher Education (PFHE) Subsidy</i>		02/05/2026 9:00 a.m.						
11	WAGE\$	No Formal Site Visit Required							

MEMORANDUM

DATE: October 27, 2025

TO: Board of Directors

FROM: Mary Sonnenberg, President

SUBJECT: Reminder for Follow-up Questions for Preparation for Strategic Planning

1. Read the “Strategic Planning Without Stress.”
 - a. Over the next few months, as discussed in Executive Committee, we will allocate time to have discussion on targeted thought questions as preparation for our December meeting.
 - b. Key goals over the past few years have focused on succession planning and sustainability. Frankly, sometimes the right question is more powerful than the “right” answer. Thoughtful questions show courage, clarity, and care for the mission.
2. The question prompts for our October meeting are:
 - a. What are we solving for?
 - b. Who does this decision impact most?
 - c. Keep in mind, “What if?” not just the way we’ve always done it.

THE CHRONICLE OF PHILANTHROPY

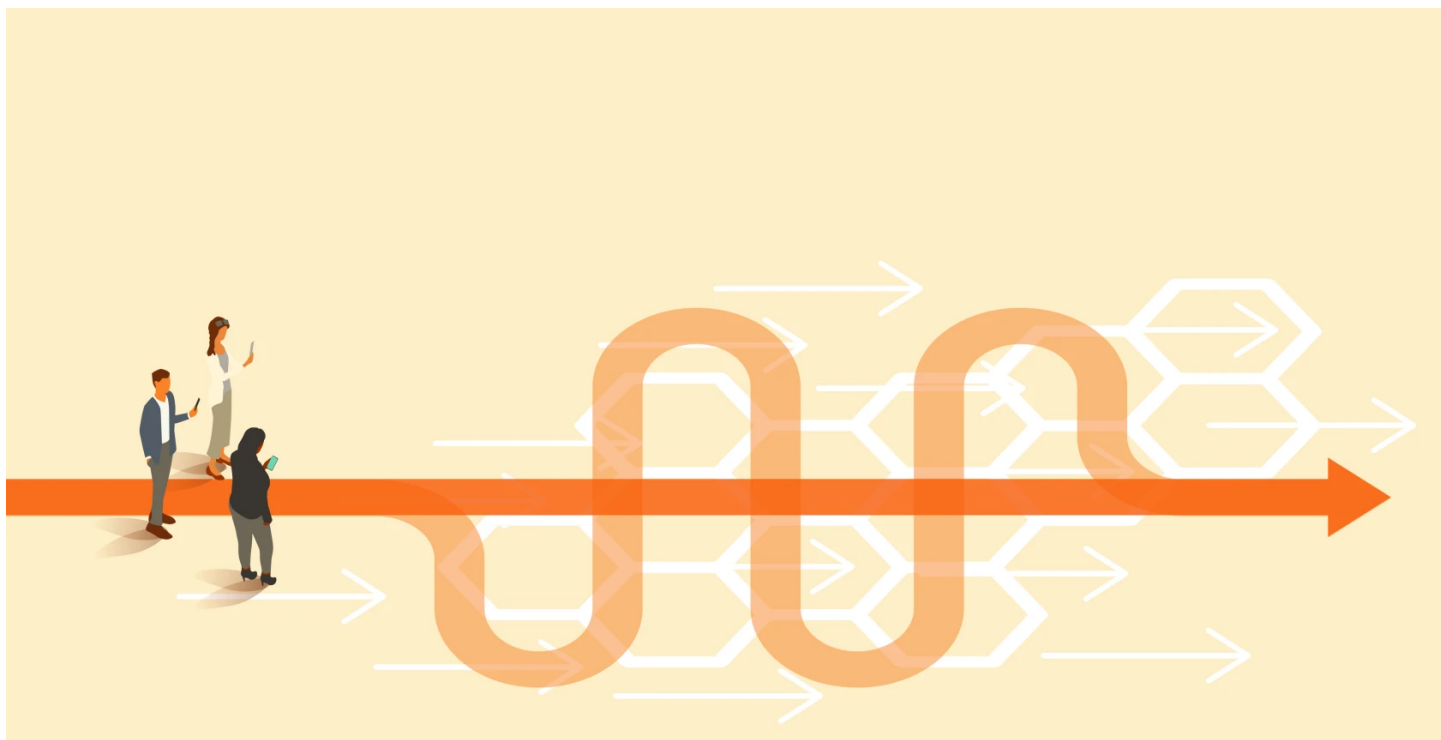


Strategic Planning Without the Stress: 6 Ways to Streamline

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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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, 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.

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.

President's Report
NC Pre-K Committee and Board of Directors Meeting
Charles Morris Room
Thursday, October 30, 2025

A. NCPC/DCDEE Updates / Legislative Updates

1. NCPC

- This month's special stories are attached.
- NCPC Monitoring will occur November 12-13.
- We received our draft audit reports. These are being reviewed by senior level staff at CohnReznick. A few additional questions and test items have been sent. OMB has not released the 2025 Compliance Supplement yet. As a result, no single audits with June 30, 2025 can be issued per guidance from the OMB.

2. DCDEE

- **Region 5** contracting: CORE is executed. Subcontracts are in development. HSB and B3QI contract amendments have been executed. Payment for these activities is up to date.
- We have submitted requests to the CCR&R leads for additional funds for both special projects.
- The **RFAs for HSB and B3QI** have been released as well as the **RFA for Infant & Toddler Salary Supplements** (previously the AWARD\$ program).
- **NC Pre-K:** All providers are now in contract. DCDEE's process of evaluating requests for extension for Long Term Substitutes has not been released as of October 28. PFC Staff have gathered relevant information from providers who continue to have Long Term Substitutes in preparation for submitting extension requests.

3. State Level

- No state budget at this time.
- Child care wages continue to be down with an average of \$14/hour. NC is serving fewer children eligible for child care. Candace Witherspoon, Director of DCDEE, indicates that in August, there were twice as many closures of programs than new programs opening.
- DHHS decreases in Medicaid reimbursement rates went in to effect October 1st, with real-time impact starting in November.
- For state information: <https://www.ncdhhs.gov/about/federal-government-shutdown>.
- For details of the session and federal updates, refer to the NC Center for Nonprofits' October 24th Public Policy update. In addition, David Heinen provided information on the GoFundMe issue of creating pages for nonprofits without their knowledge or permission. We have determined that PFC was one of the nonprofits impacted and will act to address this according to guidance provided.

4. Federal Level

- The Federal Government remains shut down.
- WIC and SNAP funded through October. November benefits expected to be delayed or disrupted.
- ACA Healthcare costs increase November 1.

5. Local Level

- DSS and the Health Department as well as the County Commissioners have had meetings in the past few weeks regarding the impact of the Federal Shutdown on funding and services. All County services are operating and families should maintain their regular appointments. Resources are posted on the

County website. Those in need should continue to apply for services and benefits. EBA points for SNAP can carry over to the next month if not used. Funding is uncertain past November 1 for SNAP and WIC. Updates will be provided and posted as soon as they are available.

- Families can call 211 to find out about services. United Way of Cumberland County has provided information on the listings on the 211 site. The 211 flyer is attached.

B. Grant Opportunities/Updates/RFPs

- The Cumberland County Government contract for the Family Connects program, City of Fayetteville CDBG Grant for Building Renovations and the City of Fayetteville ARPA grant are all active. Requests for reimbursements and data requests are being managed by fiscal and programmatic staff.
- No word yet on the grant requests submitted to the Cannon Foundation and Golden *LEAF* for capital funding for Phase III of the Building project.

C. Staff Updates

- **Early Literacy and Play Coordinator and Communications & Digital Media Specialist – recruiting and interviewing.** 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 Alisha Bradshaw, NC Pre-K Caseworker. Alicia will start Monday, November 3.** Alicia comes to us with a degree in Social Work and experience working with DSS and Head Start.
- **Farewells: Shakita Thompson, Healthy Social Behaviors Coach and Vianey Graham, Regional Coach.** Shakita joined our team in 2020 in the midst of the pandemic. She worked with child care providers to build nurturing and supportive environments for young children. Shakita’s last day will be October 31. She will be starting a new role in Sampson County, where she’ll work directly with families to help prevent out-of-home placements for children. Vianey joined our team in December 2023 as a Regional Coach and provided technical assistance and support to early childhood programs across a broad region that included Cumberland County. As part of her work, she developed a particular interest and skills in working with school-age programs. Vianey will be taking on a new role with Southwestern Child Development Commission as the NC School Age Initiative Eastern Territory Consultant. This new position matches Vianey’s passion for supporting school-age programs. Vianey’s last day will be November 7. We wish both of them the best as they pursue these new endeavors.
- **Staff Development Fundraiser: Hot Dog / Chili Plate Sale, October 30.** Thanks to everyone for making the fundraiser a success. Who doesn’t like hot dogs, chili AND desserts!

D. Events/Recognitions

- **Harvest and Heroes Family Event** was held October 23rd. It was a fun afternoon of activities and resource tables for children and families.
- **NC Pre-K Let’s Get Enrolled – Applications for the 2025-2026 school year are still being accepted.** Please share the URL: LetsGetEnrolled.com. Contact Ar-Nita Davis (adavis@ccpfc.org).
- **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** to support the community.
- **Grilled Cheese Festival** – November 15, 2025, at Dirtbag Ales. Ticket, vendor, and sponsorship information is available at ccpfc.org/cheesy. Table Tops (\$100) and Sponsorships (\$200) are still available. 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. The time period for donations is November 24-December 2.** If you have questions, contact Daniele Malvesti-Petti (dmalvesti@ccpfc.org).
- **Little Land 2026 – Save the date for March 14, 2026.** More details to come.

Lending Library/Consumer Education & Referral:

While working in the library, I observed that every Tuesday, a grandmother would bring her 3-year-old granddaughter to play before the child's therapy session. Over time, I engaged her in conversation and learned that she is a widow who is actively helping her daughter raise her granddaughter. Recognizing a potential need for additional support, I gently inquired if she might be interested in any local community resources. She expressed openness to the idea, and I conducted a brief intake to better understand her situation. Based on her needs, I connected her with a Cumberland County organization that offers in-person supportive services specifically for grandparents in caregiving roles. Her first session is scheduled for **November 1st**, and she expressed gratitude for the referral. She also assured me she would follow up with me afterward, and I look forward to continuing that dialogue and supporting her as needed.

Kaleidoscope Play and Learn:

This quarter we have had the pleasure of serving a mother of one-year-old twins. Attending her first playgroup, her initial expectation was for the playgroups to be an opportunity for her children to socialize. After a month of participation, she shared that not only have her twins formed new friendships within the group, but they have also experienced significant developmental milestones, progressing from crawling to walking. She also expressed that the program helped her come out of her shell, allowing her to build connections and plan weekend playdates with other caregivers. She thanked me for providing a safe and welcoming space for both herself and her twin boys.

Parents for Higher Education at FTCC:

I was born and raised where going to school depends on if your parents or guardian can pay tuition for you to attend. From daycare to high school, if you cannot pay for tuition, you cannot get an education. For most people, they either drop out of school or start working to pay for school because their parents cannot afford to pay. Most of the time, the decision is having to choose between having a roof over your head or paying for tuition. In Jamaica, I've always pictured myself as someone studious and well put together, striving for success to make my mother proud. Not everyone has the luxury of having a community, a village, a strong support system to show up when everything is going wrong, and you need guidance. I am the product of parents that did go to school because they did not have the opportunity to get a proper education. Forward to 2010, during high school, my goal has always been to get an education and be the first in my family to graduate from college. In May 2022, I spoke to my mother about attending college, but I was hesitant about moving forward due to not having proper childcare or a support system. She was so proud when I told her I was accepted and I am moving forward with attending, but later that week, I couldn't imagine that she would be called home early by the Lord, and that would be our last conversation. As I am preparing to walk across the stage for graduation, I know that she will be proud. After receiving help with daycare, I am at ease to focus on my schoolwork and pay my bills, not surviving paycheck to paycheck, having to choose between debt and daycare fees.

As I mentioned, the crawl, the walk, and the run. I try to live by not having to make choices between my priorities (my children, bills, household, and miscellaneous). Before getting myself in a stable position before having kids, I was homeless, and I worked 3 jobs at a time just to pay bills, and one job paying for food and transportation. I was always asked the same questions why I didn't go to college after high school (I have to say I was envious of seeing everyone enjoying and graduating while I was sitting on a bus heading to one of my three jobs) but my response was too shameful or I should say I was ashamed to admit that I had to choose between working or furthering my education.

In the end, the choice is having a roof over my head, and I have worked hard, wondering when I will get the opportunity to go to college. This program has not only afforded me the opportunity to do so, but I am able to do so without worrying about what will happen when I don't have a support system to rely on. I can walk this spring and listen to my daughter telling everyone that her mother is graduating from college and when "she becomes a big adult like a real grownup," she's going to be like me. I have four children, three girls and a son, my greatest wish is to be able to show my children that breaking generational curses is possible and hard work does pay off.

A lot of people don't understand how relieving it is to have childcare, especially when you don't have a support system. You don't feel like the walls are closing in, you don't feel like you are stuck, you don't feel like you must stand still in the same place and not move forward with your life, your education. Nothing is more difficult, disheartening, and defeating than putting on a smile and pretending to be happy when you must choose between bills, daycare, or getting an education. - - -



UNITED WAY
North Carolina



Powered by United Way of North Carolina
and Local United Ways

NC 211 is an information and referral service provided by United Way of North Carolina and powered by local United Ways in North Carolina. Families and individuals can call 2-1-1 or (888) 892-1162 to receive free and confidential information on health and human services within their community.

Call 2-1-1 or visit [NC211.ORG](https://nc211.org)

RECEIVE INFORMATION REFERRALS IN YOUR AREA ABOUT THESE NEEDS & MORE:

- Food
- Utilities
- Housing
- Health Care
- Transportation
- Legal Services
- Disaster Assistance
- Caregiving Services
- Digital Connectivity
- Employment Services



**HELP
STARTS
HERE**

Confidential

Multilingual

Free of Cost

24/7/365



UNITED WAY
North Carolina



Powered by United Way of North Carolina
and Local United Ways

NC 211 es un servicio de información y referencia proveído por United Way de North Carolina y desarrollado por United Ways locales en Carolina del Norte. Familias y personas pueden llamar a 2-1-1 o al (888) 892-1162 para obtener información gratuita y confidencial sobre servicios humanos y de salud dentro de su comunidad.

Llame al 2-1-1 o visite [NC211.ORG](https://nc211.org)

RECIBA REFERENCIAS INFORMACIONALES EN SU ÁREA SOBRE ESTAS NECESIDADES Y MÁS:

- Comida
- Utilidades
- Vivienda
- Atención Médica
- Transporte
- Servicios Legales
- Asistencia en Casos de Desastre
- Servicios de Cuidado
- Conexión Digital
- Servicios de Empleo



**LA
AYUDA
COMIENZA
AQUI**

Confidencial

Multilingue

Sin Costo

24/7/365

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.	
July – September 2025 Update to Board	
<ul style="list-style-type: none"> • Completing Job Analysis for President’s position and reviewing job description. • All departments have completed job analysis. HR Manager continuing to work on this project to take to HR Committee. • With position changes in Community Engagement department, reviewing all job descriptions as look at structure of department. • President’s Goals shared with all staff as develop department and individual plans for the year. • Leadership team focus has been on having discussions at each meeting around current practice, areas of need and the impact of changing funding for each grant we operate. • Strategically using each Board and Committee meeting to have initial conversations of priorities, threats and the context we are in. • With the Federal shutdown and RFAs for all state Regional grants, diversity of funding, sustainability and organizational structure will play in to strategic planning. • The December Board meeting is scheduled to be a half-day meeting to reset priorities and set goals for the next 3 years, with going in to the upcoming Smart Start Allocation Cycle Fall 2026. 	
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)	
July – September 2025 Update to Board	
<ul style="list-style-type: none"> • Orientation was done in conjunction with the Executive Committee Meeting in July. NCPC presented the overview of Smart Start and Board responsibilities. Included an activity to identify “What’s your why?” to increase engagement. • Board Development and Community Engagement and Development are working together on overall engagement by the Board and in the community. • Kindness Awards were presented to the recipients out in the community with a Board member present at the individual presentations. This was a unique and productive way to recognize community members as well as inform Board members of different programs in the community. These presentations have provided recipients with new opportunities to engage with PFC in ways I had not imagined. 	

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.

July – September 2025 Update to Board

- The Committee is scheduled to meet October 1st.
- At the Kindness Award presentation to the Friends of the Library we were able to view some of the offerings in their young child area, including a Sensory Room. The library will be opening another Sensory Room at the Western Library Branch. These are resources that we will be promoting.
- The Programs department is looking at additional resources for the Library, including putting together a specific sensory room/area.
- Materials and activities for this population are part of planning for the Lending Library, library activities and Kaleidoscope Play and Learn.



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. 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>



**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

<ul style="list-style-type: none"> 1. Phase III – Update 2. Construction Loan Balance K. Building Sustainability (Meeting August 12, 2025 @ 11am) L. President’s 4th Quarter Progress Report M. President’s Goals for FY 25-26 N. President’s Report 	<p>it will take a while for new board and committee members to learn all of the acronyms provided and if they have any questions regarding anything throughout the year, feel free to ask. Mary stated that all of the PFC funding sources are listed on the PUB.</p> <p>H. Marie informed the committee that the PFC FY 24-25 Audit is in progress. Several lists have been received from the auditors and items requested are being sent to the auditors. NCPC pays most of the audit fee. PFC is hoping that the audit is completed and the bill has been received prior to December 31, 2025 due to grants ending December 31, 2025. If not, the fee will need to be paid out of other federal funding.</p> <p>I. Ar-Nita Davis reported that for FY 25-26, there are 1,414 children in allocation, with 1,025 placed and 347 on the waitlist. The link for LetGetEnrolled is in the President’s Report.</p> <p>J. Mary reported that once building material arrives, Phase 3 of building construction will begin. The project is anticipated to begin in September 2025. There is a construction loan with First Bank; monthly payments with interest totals approximately \$7,900.00.</p> <p>K. The Building Sustainability Workgroup will meet on August 12, 2025. The workgroup will discuss the maintenance and operations of the PFC building.</p> <p>L. The President’s 4th Quarter Progress Report was provided in the packet for information only.</p> <p>M. The President’s Goals for FY 25-26 is a continuation of the FY 24-25 goals. These were provided in the packet for information only.</p> <p>N. Mary provided a brief overview of the President’s Report. This was included in the packet.</p>	<p align="center">None</p> <p align="center">None</p> <p align="center">None</p> <p align="center">None</p> <p align="center">None</p> <p align="center">None</p> <p align="center">None</p> <p align="center">None</p> <p align="center">None</p>	<p align="center">None</p> <p align="center">None</p> <p align="center">None</p> <p align="center">None</p> <p align="center">None</p> <p align="center">None</p> <p align="center">None</p> <p align="center">None</p>
<p>IV. Consent Agenda – Information Only^Δ</p> <p>A. Facility & Tenant Committee</p> <p>1. Space Availability Report</p>		<p align="center">None</p>	<p align="center">None</p>
<p>V. Board / Committee Member Orientation^Δ</p>	<p>New Board Orientation was covered by Dr. Patricia Fecher (Vice Chair), Susan Armstrong (NCPC) and PFC staff.</p>	<p align="center">None</p>	<p align="center">None</p>
<p>VI. Upcoming Meetings / Holidays / Events</p>	<p>This information was listed on the agenda.</p>	<p align="center">None</p>	<p align="center">None</p>
<p>VII. Adjournment – Van Gunter, Board Chair</p>	<p>As there was no further business, the meeting was adjourned at 11:31 am.</p>	<p align="center">Adjourned</p>	<p align="center">None</p>

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

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

B. Linda Gaim
Secretary of Meeting

9/25/25
Date

Patricia L. Fecher
Committee Chair

9/25/25
Date

Community Engagement and Development Committee Thursday, October 2, 2025
▪ 8:30 – 10:30 am. ▪ Via Teams

Meeting Summary

Meeting Date:

Originally scheduled for review and approval of minutes from **May 2, 2025** and **August 7, 2025**, but due to **lack of quorum (5 members required)**, the approval was **postponed to the next meeting on January 8, 2026**.

Agenda Items Discussed

1. **Call to Order & Chair Comments**
 - Welcome remarks
 - Icebreaker activity – sharing who we would select for a kindness award and why
2. **Review and Approval of Minutes**
 - Minutes from **05/02/2025** and **08/07/2025** were deferred to **01/08/2026** due to quorum not being met.
3. **Board and Committee Engagement**
 - **Events (Daniele & May):**
 - **Kindness Awards 2025 Recap**
 - Closeout highlights
 - Story spotlight: Elizabeth
 1. Elizabeth Stiff discussed her willingness to write a spotlight piece on all of the Kindness Award Honorees and share it on her platform and media.
 - **Barnes and Noble Annual Book Drive** Nov 1- Dec 15
 - **Grilled Cheese Festival**
 - Discussed way committee can assist:
 1. Share the event and share their why they support
 2. Share our posts and share their why they support
 3. Provide contacts for additional food trucks
 4. Purchase tickets to the event
 5. Purchase a table top
 6. Become an event sponsor
 7. Share the event with all of their networks
 - **Giving Tuesday** – Scheduled for **12/02/2025**
 - **Little Land**

- Mark calendar
 - If you have an appropriate vendor please connect us.
 - The connections made during KA brought in another vendor for Little Land 2026 – Ryu’s Taekwondo
4. **Philanthropy Mapping Article**
 - Discussed the article and shared it with committee members
 5. **Off-Month Workgroup**
 - Fundraising workgroup meeting date: 10//08
 6. **General Reports**
 - President’s Report
 - Community Engagement Team Updates
 - Grant Report
 7. **Other Business - None**

PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

FOOTNOTES FOR FINANCIAL REPORTS

September 30, 2025

FOOTNOTES - BALANCE SHEET

A. The cash accounts at September 30, 2025 total \$2,267,714.81.

- 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	\$6,753.14	n/a	n/a	n/a	2.78%
First Bank	Money Market	\$105,650.03	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		\$261,787.17				

B. Employees’ payroll deductions at September 30, 2025 from the current month and from prior months total (\$736.13). 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 were reimbursed to PFC on September 22, 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

September 30, 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, through the current date.

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
9/30/2025

Assets

Bank of America Checking Account	\$ 2,002,520.88	} A
First Bank - [for construction transactions]	3,006.76	
PNC Bank - Money Market Reserve	6,753.14	
First Bank - Money Market Reserve	105,650.03	
Morgan Stanley E*TRADE Account	118,000.00	
Petty Cash, Change Funds, Undeposited Receipts	400.00	
Beneficial Interest in Community Foundation	31,384.00	
Total Assets	2,267,714.81	

Liabilities and Net Assets

Forfeited FSA and HRA Pre-Funding	(654.41)	} B
Health Insurance Payable	0.09	
Flex-Spending Payable	3,110.05	
AFLAC Payable	0.23	
Supplemental Life Insurance	(1,581.48)	
Legal Shield Payable	(138.35)	
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	1,442,059.39	
Total Liabilities and Net Assets	\$ 2,267,714.81	

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 September 30, 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 Budget	Advances	July	August	September	Y-T-D	Remaining Budget	AS OF September 30, 2025		
									% 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	\$ 231,020.00	\$ 824,381.00	\$ 1,706,619.00	33%	67%
2	Child Care Scholarships	Fayetteville Tech. Com. College	\$ 318,000.00		\$ -	\$ -	\$ 28,564.52	\$ 28,564.52	\$ 289,435.48	9%	91%
	ECE Subsidy TANF Total:		44%	\$ 2,849,000.00	\$ -	\$ 311,882.00	\$ 281,479.00	\$ 259,584.52	\$ 852,945.52	30%	
	Minimum of 39% Required										
Early Care & Education Subsidy - Administration											
3	Subsidy Support Staff	Dept. of Social Services	\$ 176,000.00		\$ -	\$ -	\$ -	\$ -	\$ 176,000.00	0%	100%
4	Child Care Scholarship - Admin Support	Fayetteville Tech. Com. College	\$ 58,885.00		\$ -	\$ -	\$ 9,281.49	\$ 9,281.49	\$ 49,603.51	16%	84%
	ECE Subsidy Support Total		4%	\$ 234,885.00	\$ -	\$ -	\$ 9,281.49	\$ 9,281.49	\$ 225,603.51	4%	
Early Care & Education Quality & Affordability											
5	CCR&R - Core Services	IH Partnership for Children	\$ 805,785.00		\$ 53,974.87	\$ 55,419.40	\$ 61,030.98	\$ 170,425.25	\$ 635,359.75	21%	79%
6	WAGES	Child Care Svcs. Association	\$ 565,000.00		\$ -	\$ 129,031.28	\$ 53,200.00	\$ 182,231.28	\$ 382,768.72	32%	68%
7	CCR&R - Lending Library	IH Partnership for Children	\$ 76,600.00		\$ 3,479.40	\$ 4,209.85	\$ 3,128.64	\$ 10,817.89	\$ 65,782.11	14%	86%
	ECE Quality Total:		23%	\$ 1,447,385.00	\$ -	\$ 57,454.27	\$ 188,660.53	\$ 117,359.62	\$ 363,474.42	25%	
	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	\$ 15,700.33	\$ 46,197.71	\$ 153,142.29	23%	77%
9	Family Connects	IH Partnership for Children	\$ 647,357.00	\$ -	\$ 18,674.19	\$ 61,383.16	\$ 72,234.38	\$ 152,291.73	\$ 495,065.27	24%	76%
	Health & Safety Total:		10%	\$ 846,697.00	\$ -	\$ 26,357.65	\$ 84,197.08	\$ 87,934.71	\$ 198,489.44	23%	

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
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FYE22 & FYE23 New Recurring Funds :	\$231,005

AS OF September 30, 2025

Only items highlighted in Yellow will be discussed.

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

	Activity	Agency	7/1/2025 Budget	Advances	EXPENDITURES				Remaining Budget	AS OF September 30, 2025	
					July	August	September	Y-T-D		25% % of Budget Expended	75% % of Available Funds
Family Support											
10	Kaleidoscope Play and Learn	IH Partnership for Children	\$ 42,000.00	\$ -	\$ 614.16	\$ 619.96	\$ 922.15	\$ 2,156.27	\$ 39,843.73	5%	95%
11	Community Engagement & Resource Development	IH Partnership for Children	\$ 589,100.00	\$ -	\$ 28,716.97	\$ 37,688.33	\$ 46,215.45	\$ 112,620.75	\$ 476,479.25	19%	81%
12	Dolly Parton Imagination Library - RETURNED AS A DSP at 07-01-25	United Way of Cumberland County, Inc.	\$ 10,000.00	\$ -	\$ 880.00	\$ 1,991.00	\$ 1,980.00	\$ 4,851.00	\$ 5,149.00	49%	51%
	Family Support Total:		10% \$ 641,100.00	\$ -	\$ 30,211.13	\$ 40,299.29	\$ 49,117.60	\$ 119,628.02	\$ 521,471.98	19%	
System Support											
13	P&E - Planning & Evaluation	IH Partnership for Children	\$ 387,800.00		\$ 19,656.60	\$ 21,866.86	\$ 27,488.41	\$ 69,011.87	\$ 318,788.13	18%	82%
	System Support Total:		6% \$ 387,800.00	\$ -	\$ 19,656.60	\$ 21,866.86	\$ 27,488.41	\$ 69,011.87	\$ 318,788.13		
	Total of Approved SERVICES Projects:		\$ 6,406,867.00	\$ -	\$ 445,561.65	\$ 616,502.76	\$ 550,766.35	\$ 1,612,830.76	\$ 4,794,036.24		
14	Administration	IH Partnership for Children	7% \$ 425,611.00	\$ -	\$ 45,957.75	\$ 24,001.96	\$ 29,968.17	\$ 99,927.88	\$ 325,683.12	23%	77%
	Total Administration		\$425,611.00				\$ -				
	Unallocated Smart Start SERVICES Funds		\$ -								
	Unallocated Smart Start ADMINISTRATION Funds		\$ -								
	Total Smart Start Funds Expended				\$ -	\$ 491,519.40	\$ 640,504.72	\$ 580,734.52	\$ 1,712,758.64		
									Total Allocated Smart Start Funds Remaining		\$ 5,119,719.36

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

Fiscal Year 2025 / 2026

LEGEND	
09/30/2025	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 SEPTEMBER 2025	
SHOULD BE	
25%	75%

		FY 25/26 Budget						Remaining	% of	% of
Activity		09/30/2025	July	August	September	Y-T-D	Budget	Budget Expended	Available Funds	
211	3323-999 Administrative Operations	\$159,440	\$ 11,151.84	\$ 11,480.86	\$ 17,468.64	\$ 40,101.34	\$ 119,338.66	25%	75%	
	3323-001 CCR&R - Core	\$80,000	\$ 2,967.77	\$ 8,870.47	\$ 10,474.09	\$ 22,312.33	\$ 57,687.67	28%	72%	
	3323-017 NC Pre-k Coordination (In-Direct)	\$268,000	\$ 17,495.02	\$ 22,666.30	\$ 19,330.78	\$ 59,492.10	\$ 208,507.90	22%	78%	
	Fund 211 Sub-Total	\$ 507,440.00	\$ 31,614.63	\$ 43,017.63	\$ 47,273.51	\$ 121,905.77	\$ 385,534.23	24%	76%	
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	\$ -	\$ -	\$ 374,599.00	\$ 374,599.00	\$ 2,352,139.00	14%	86%	
	2348-015 NC Pre-K Non-TANF/CCDF - Federal Funds	\$681,684	\$ -	\$ -	\$ 102,098.00	\$ 102,098.00	\$ 579,586.00	15%	85%	
	Fund 319 Sub-Total	\$ 3,408,422.00	\$ -	\$ -	\$ 476,697.00	\$ 476,697.00	\$ 2,931,725.00	14%	86%	
328	3323-017 NC Pre-K CCDF Quality Funds-ADMIN-Federal Funds	\$116,000	\$ 9,165.49	\$ 10,913.49	\$ 10,797.81	\$30,876.79	\$85,123.21	27%	73%	
	3323-999 NC Pre-K CCDF Quality Funds-Administrative Operations	\$58,963	\$ 6.48	\$ 10,000.00	\$ 5,000.00	\$ 15,006.48	\$ 43,956.52	25%	75%	
	Fund 328 Sub-Total	\$ 174,963.00	\$ 9,171.97	\$ 20,913.49	\$ 15,797.81	\$ 45,883.27	\$ 129,079.73	26%	74%	

Total Budget Remaining	\$ 8,969,886.96
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Partnership for Children of Cumberland County, Inc. - NC PRE-KINDERGARTEN GRANT

Fiscal Year 2025 / 2026

LEGEND	
09/30/2025	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 SEPTEMBER 2025	
SHOULD BE	
25%	75%

Activity	FY 25/26 Budget				Remaining Budget	% of Budget Expended	% of Available Funds
	09/30/2025	July	August	September			

Unallocated NC Pre-k Revenues	\$ -				
Total NC Pre-k Grant Expended		\$ 40,786.60	\$ 63,931.12	\$ 539,768.32	\$ 644,486.04
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**

			EXPENDITURES					as of September 30, 2025			
			07/01/25					25%	75%		
FUND	PSC	AC	Activity	Budget	July	August	September	Y-T-D	Remaining 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	\$ 22,482.81	\$ 65,321.00	\$ 293,534.81	18%	82%
			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	\$ 13.67	\$ 408.39	\$ 826.61	33%	67%
307	9100	196	Core Services - 15% Overhead/Administration for Admin Ops	\$ 55,369.04	\$ 10.38	\$ 6,003.55	\$ 3,324.60	\$ 9,338.53	\$ 46,030.51	17%	83%
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	\$ 25,821.08	\$ 75,067.92	\$ 402,617.93	16%	84%
									Total Allocated DCD Funds Remaining	\$ 402,617.93	
Summary for 15% Overhead / Administration			PFC	\$ 56,604.04	\$ 33.85	\$ 6,374.80	\$ 3,338.27	\$ 9,746.92	\$ 46,857.12	17%	83%

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**

as of September 30, 2025
33% 67%

FUND	PSC	AC	Activity	Budget							Y-T-D	Remaining Budget	as of September 30, 2025			
				8/1/2025	August	September	October	November	December	January			% of Budget Expended	% 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	\$ -	\$ 10,464.16	\$ 9,854.17	\$ -	\$ -	\$ -	\$ -	\$ 20,318.33	\$ (20,318.33)	#DIV/0!	#DIV/0!
312	3104	196	Birth to Three Quality Initiative - 15% Overhead/Administration for CCR&R			\$ -	\$ 33.77	\$ 116.32	\$ -	\$ -	\$ -	\$ -	\$ 150.09	\$ (150.09)	#DIV/0!	#DIV/0!
312	9100	196	Birth To Three Quality Initiative - 15% Overhead/Administration for Admin Ops			\$ -	\$ (48.77)	\$ 2,943	\$ -	\$ -	\$ -	\$ -	\$ 2,894.25	\$ (2,894.25)	#DIV/0!	#DIV/0!
						\$ -	\$ 10,449.16	\$ 12,913.51	\$ -	\$ -	\$ -	\$ -	\$ 23,362.67	\$ (23,362.67)	#DIV/0!	#DIV/0!

Partnership for Children of Cumberland County, Inc.

TOTAL - REGION 5 LEAD AGENCY ALLOCATION

15% Overhead / Administration Allocation

Program/Services Allocation

FUND	PSC	AC	Activity	07/01/25	EXPENDITURES						Remaining Budget	as of September 30, 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	\$ 10,384.25	\$ -	\$ -	\$ -	\$ 32,502.57	\$ (32,502.57)	#DIV/0!	#DIV/0!
313	3104	196	Healthy Social Behavior - 15% Overhead/Administration for CCR&R		\$ -	\$ (6.66)	\$ 352.25	\$ 150.10	\$ -	\$ -	\$ -	\$ 495.69	\$ (495.69)	#DIV/0!	#DIV/0!
313	9100	196	Healthy Social Behavior - 15% Overhead/Administration for Admin Ops		\$ -	\$ 5.24	\$ -	\$ 4,318.75	\$ -	\$ -	\$ -	\$ 4,323.99	\$ (4,323.99)	#DIV/0!	#DIV/0!
					\$ -	\$ 11,394.88	\$ 11,074.27	\$ 14,853.10	\$ -	\$ -	\$ -	\$ 37,322.25	\$ (37,322.25)	#DIV/0!	#DIV/0!
Total Allocated DCD Funds Remaining											\$ (37,322.25)				
Summary for 15% Overhead / Administration			PFC		\$ -	\$ (1.42)	\$ 352.25	\$ 4,468.85	\$ -	\$ -	\$ -	\$ 4,819.68	\$ (4,819.68)	#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	\$ 37,117.63	\$ 68,732.26	\$ 31,614.63	\$ 43,017.63	\$ 47,273.51	\$ 121,905.77	\$ (53,173.51)	
319	NC Pre-K Grant (per slot) - Federal Funds	\$ -	\$ -	\$ 727,735.00	\$ 727,735.00	\$ -	\$ -	\$ 476,697.00	\$ 476,697.00	\$ 251,038.00	
319	1/10 CASH ADVANCE from DCDEE - NC Pre-K Grant	\$ -	\$ -	\$ 893,197.00	\$ 893,197.00	\$ -	\$ -	\$ -	\$ -	\$ 893,197.00	
328	NC Pre-K Grant CCDF Quality Funds-Federal Funds	\$ -	\$ 9,171.97	\$ 10,913.49	\$ 20,085.46	\$ 9,171.97	\$ 20,913.49	\$ 15,797.81	\$ 45,883.27	\$ (25,797.81)	
	Sub-total for NC Pre-K	\$ 56,437.00							Sub-total	\$ 1,121,700.68	
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	\$ 25,821.08	\$ 75,067.92	\$ (51,328.83)
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	\$ 12,913.51	\$ 35,664.45	\$ (23,411.44)
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	\$ 14,853.10	\$ 37,322.25	\$ (37,322.25)
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	\$ 682.00	\$ 78,232.00	\$ (78,232.00)
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	\$ 160.00	\$ 908.75	\$ 1.63	\$ -	\$ 113.39	\$ 115.02	\$ 793.73
	Sub-total for Federal Restricted	\$ (150,746.66)							Sub-total	\$ (189,940.79)	
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	\$ 3,757.00	\$ 121,299.00	\$ 45,957.75	\$ 24,001.96	\$ 29,968.17	\$ 99,927.88	\$ 21,371.12
160	Smart Start - Services (FY 25/26)	\$ -	\$ 391,858.00	\$ 175,163.00	\$ 326,416.00	\$ 893,437.00	\$ 125,116.19	\$ 188,871.02	\$ 233,833.93	\$ 547,821.14	\$ 345,615.86
201	MAC SS Grant (Acting/Contracting)	\$ -	\$ -	\$ 26,740.00	\$ -	\$ 26,740.00	\$ 7,592.56	\$ 10,454.60	\$ 7,685.46	\$ 25,732.62	\$ 1,007.38
801	Program Income (SS Related)	\$ 69,101.08	\$ 4,581.85	\$ 5,301.85	\$ 5,662.15	\$ 15,545.85	\$ 116.01	\$ 143.43	\$ 151.17	\$ 410.61	\$ 84,236.32
	Sub-total for Smart Start & Related	\$ 137,344.12							Sub-total	\$ 452,230.68	

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 Revenues - For Operating Purposes	\$ 43,535.44	\$ 223,948.29	\$ -	\$ -	\$ 223,948.29	\$ 7,954.07	\$ 7,954.07	\$ 7,954.07	\$ 23,862.21	\$ 243,621.52
	Unrestricted 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	\$ 5,198.53	\$ 7,480.42	\$ 1.68	\$ 7.29	\$ 31.60	\$ 40.57	\$ 163,143.61
515	Vending Machine Commissions	\$ 216.89	\$ 220.72	\$ -	\$ 208.28	\$ 429.00	\$ -	\$ -	\$ 27.05	\$ 27.05	\$ 618.84
802	PFCRC II (Non-Smart Start)	\$ (103,016.30)	\$ 16,907.21	\$ 15,575.14	\$ 17,257.50	\$ 49,739.85	\$ 3,557.60	\$ 12,542.21	\$ 12,679.52	\$ 28,779.33	\$ (82,055.78)
805	Misc. Unrestricted Revenue [currently cash back from Mastercard 2% credit card]	\$ 16,919.63	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,186.95	\$ 1,101.30	\$ 2,288.25	\$ 14,631.38
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	\$ 4,750.00	\$ 14,250.00	\$ 5,144.32	\$ 5,063.59	\$ (4,039.64)	\$ 6,168.27	\$ 107,665.13
815	Hoke - Contracted Eval (not program income)	\$ 27,791.50	\$ 6,177.76	\$ -	\$ -	\$ 6,177.76	\$ 608.62	\$ 342.47	\$ 1,299.33	\$ 2,250.42	\$ 31,718.84
820	Fundraising - PFC Annual Soiree	\$ 55,056.74	\$ 661.00	\$ 326.00	\$ 607.53	\$ 1,594.53	\$ 18.90	\$ 538.73	\$ 2,301.50	\$ 2,859.13	\$ 53,792.14
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	\$ 417.61	\$ 1,071.58	\$ (1,071.58)
899	Interest Income (from Investment Funds)	\$ 6,073.08	\$ 7,218.64	\$ 233.53	\$ 217.45	\$ 7,669.62	\$ -	\$ -	\$ -	\$ -	\$ 13,742.70
904	Forfeited FSA and Pre-funded HRA/FSA	\$ (10,095.41)	\$ -	\$ -	\$ 9,441.00	\$ 9,441.00	\$ -	\$ -	\$ -	\$ -	\$ (654.41)
905	Employee Withholding	\$ 3,194.69	\$ 19,378.91	\$ 19,634.00	\$ 19,790.50	\$ 58,803.41	\$ 20,355.65	\$ 20,016.05	\$ 20,235.86	\$ 60,607.56	\$ 1,390.54
	Sub-total for Unrestricted Funds	\$ 741,154.00							Sub-total	\$ 784,461.51	

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	\$ 55.82	\$ 323.08	\$ (323.08)	
993	IT - Core	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
994	IT - Outside Agencies	\$ 68,334.24	\$ 9,008.78	\$ 7,707.46	\$ 8,020.00	\$ 24,736.24	\$ 10,948.58	\$ 7,758.53	\$ 6,161.56	\$ 24,868.67	\$ 68,201.81
995	IT - PFC Enhanced	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
996	IT - PFC Regular	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Sub-total for Information Technology		\$ 68,334.24	\$ -	\$ -	\$ -				Sub-total	\$ 67,878.73	
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	\$ 2,267,714.81	

Partnership for Children of Cumberland County, Inc. - UNRESTRICTED 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:	25%	75%
						Unspent Allocated Budget Amount	% of Budget Expended	% of Available Funds
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	\$ 541.99	\$ 2,192.42	\$ 13,807.58	14%	86%
	\$ 28,000.00	\$ 795.90	\$ 854.53	\$ 541.99	\$ 2,192.42	\$ 25,807.58	8%	92%
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	\$ 7,412.08	\$ 21,669.79	\$ 57,779.21	27%	73%
Sub-Total	\$ 129,449.00	\$ 7,158.17	\$ 7,099.54	\$ 7,412.08	\$ 21,669.79	\$ 107,779.21	17%	83%

Total Allocated Budget for FY25-26	157,449.00							
Allocated Budget Amount SPENT		\$ 7,954.07	\$ 7,954.07	\$ 7,954.07	\$ 23,862.21			
Allocated Budget Amount UNSPENT						\$ 133,586.79		

SUMMARY OF CASH AND INVESTMENTS

July 1 - Total Cash Carryover including Investments								\$ 515,804.65
Projected Unrestricted 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					\$ 133,586.79			
Subtotal (cash in GL 1113 at the month end to be used for operating funds)		\$ 223,948.29				\$ 243,621.52	<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						\$ 467,266.89		



CLIENT STATEMENT | For the Period September 1-30, 2025

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STATEMENT FOR:

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

Beginning Total Value (as of 9/1/25)
Ending Total Value (as of 9/30/25)
Includes Accrued Interest

\$156,021.51
\$159,212.01

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

*Morgan Stanley Smith Barney LLC. Member SIPC.
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0105885 02 AB 0.641 02 TR 0963 MSKDD18A 010000
PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM
& MARY SONNENBERG
351 WAGONER DRIVE SUITE 200
FAYETTEVILLE NC 28303



010000

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



Account Summary

Self-Directed Brokerage Account

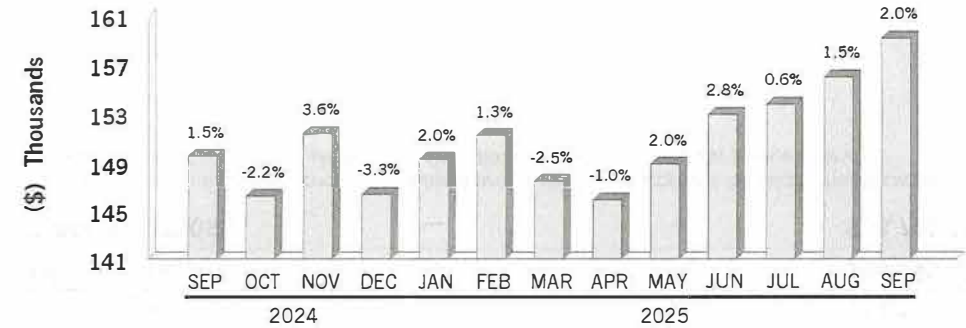
PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

CHANGE IN VALUE OF YOUR ACCOUNT (includes accrued interest)

	This Period (9/1/25-9/30/25)	This Year (1/1/25-9/30/25)
TOTAL BEGINNING VALUE	\$156,021.51	\$146,347.33
Credits	—	—
Debits	—	—
Security Transfers	—	—
Net Credits/Debits/Transfers	—	—
Change in Value	3,190.50	12,864.68
TOTAL ENDING VALUE	\$159,212.01	\$159,212.01

MARKET VALUE OVER TIME

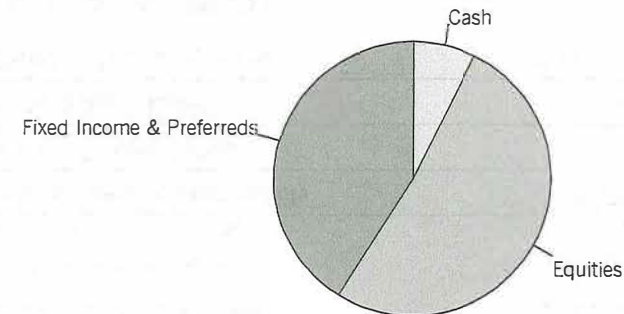
The below chart displays the most recent thirteen months of Market Value.



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	\$11,579.31	7.27
Equities	82,292.76	51.69
Fixed Income & Preferreds	65,339.94	41.04
TOTAL VALUE	\$159,212.01	100.00%



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

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

Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

Account Summary

BALANCE SHEET (^ includes accrued interest)

	Last Period (as of 8/31/25)	This Period (as of 9/30/25)
Cash, BDP, MMFs	\$11,393.31	\$11,579.31
Stocks	1,243.27	1,087.31
ETFs & CEFs	120,525.73	123,524.70
Mutual Funds	22,859.20	23,020.69
Total Assets	\$156,021.51	\$159,212.01
Total Liabilities (outstanding balance)	—	—
TOTAL VALUE	\$156,021.51	\$159,212.01

INCOME AND DISTRIBUTION SUMMARY

	This Period (9/1/25-9/30/25)	This Year (1/1/25-9/30/25)
Qualified Dividends	\$3.54	\$10.62
Other Dividends	302.45	3,142.66
Interest	0.10	0.81
Income And Distributions	\$306.09	\$3,154.09
Tax-Exempt Income	—	—
TOTAL INCOME AND DISTRIBUTIONS	\$306.09	\$3,154.09

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 (9/1/25-9/30/25)	This Year (1/1/25-9/30/25)
Foreign Tax Paid	\$0.63	\$1.89

CASH FLOW

	This Period (9/1/25-9/30/25)	This Year (1/1/25-9/30/25)
OPENING CASH, BDP, MMFs	\$11,393.31	\$10,026.13
Dividend Reinvestments	(120.09)	(1,710.63)
Income and Distributions	306.09	3,263.81
Total Investment Related Activity	\$186.00	\$1,553.18
Total Cash Related Activity	—	—
Total Card/Check Activity	—	—
CLOSING CASH, BDP, MMFs	\$11,579.31	\$11,579.31

GAIN/(LOSS) SUMMARY

	Realized This Period (9/1/25-9/30/25)	Realized This Year (1/1/25-9/30/25)	Unrealized Inception to Date (as of 9/30/25)
Short-Term Gain	—	—	\$136.91
Long-Term Gain	—	—	32,223.32
Long-Term (Loss)	—	—	(13,568.27)
Total Long-Term	—	—	\$18,655.05
TOTAL GAIN/(LOSS)	—	—	\$18,791.96

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



Account Detail

Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

Investment Objectives (in order of priority): Income

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

Brokerage Account

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	\$11,579.31	—	\$1.16	0.010
	Market Value	Percentage of Holdings	Est Ann Income	
CASH, BDP, AND MMFs	\$11,579.31	7.27%	\$1.16	

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Account Detail

Self-Directed Brokerage Account

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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	\$155.330	\$332.01	\$1,087.31	\$755.30	\$16.66	1.53
<i>Rating: Morgan Stanley: 2, Morningstar: 1; Next Dividend Payable 12/2025; Asset Class: Equities</i>							

	Percentage of Holdings	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income	Current Yield %
STOCKS	0.68%	\$332.01	\$1,087.31	\$755.30	\$16.66	1.53%

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	\$215.790	\$45,350.53	\$75,742.29	\$30,391.76	
Reinvestments	25.317		4,304.21	5,463.16	1,158.95		
Total	376.317		49,654.74	81,205.45	31,550.71	1,335.55	1.64
<i>Next Dividend Payable 10/01/25; Asset Class: Equities</i>							

VANGUARD LONG-TERM CORPORATE (VCLT)	545.000	77.650	54,991.61	42,319.25	(12,672.36)	2,277.56	5.38
<i>Next Dividend Payable 10/03/25; Asset Class: FI & Pref</i>							

	Percentage of Holdings	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income	Current Yield %
EXCHANGE-TRADED & CLOSED-END FUNDS	77.59%	\$104,646.35	\$123,524.70	\$18,878.35	\$3,613.11	2.93%



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 and 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) Reinvestments	Purchases	2,988.805	\$5.560	\$17,500.00 p	\$16,617.75	\$(895.91)		
		1,151.607		6,348.72	6,402.94	54.22		
	Total	4,140.412		23,848.72	23,020.69	(841.69)	1,407.74	6.12

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	14.46%	\$23,848.72	\$23,020.69	\$(841.69)	\$1,407.74	6.12%

	Percentage of Holdings	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income Accrued Interest	Current Yield %
TOTAL VALUE	100.00%	\$128,827.08	\$159,212.01	\$18,791.96	\$5,038.67	3.17%

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	\$11,579.31	—	—	—	—	—
Stocks	—	\$1,087.31	—	—	—	—
ETFs & CEFs	—	81,205.45	\$42,319.25	—	—	—
Mutual Funds	—	—	23,020.69	—	—	—
TOTAL ALLOCATION OF ASSETS	\$11,579.31	\$82,292.76	\$65,339.94	—	—	—

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Account Detail

Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
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ACTIVITY

CASH FLOW ACTIVITY BY DATE

Activity Date	Settlement Date	Activity Type	Description	Comments	Quantity	Price	Credits/(Debits)
9/2		Dividend	VANGUARD HI YLD CORP INV DIV PAYMENT				\$120.09
9/2		Dividend Reinvestment	VANGUARD HI YLD CORP INV	REINVESTMENT a/o 08/29/25	21.638	5.5500	(120.09)
9/4		Dividend	VANGUARD LONG-TERM CORPORATE				182.36
9/10		Dividend	THOMSON REUTERS CORP ADJ GROSS DIV AMOUNT 0.63 FOREIGN TAX PAID IS 0.63				0.00
9/10		Qualified Dividend	THOMSON REUTERS CORP				3.54
9/30		Interest Income	MORGAN STANLEY PRIVATE BANK NA	(Period 09/01-09/30)			0.10
NET CREDITS/(DEBITS)							\$186.00

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)
9/4	Automatic Investment	BANK DEPOSIT PROGRAM	\$182.36
9/10	Automatic Investment	BANK DEPOSIT PROGRAM	3.54
9/30	Automatic Investment	BANK DEPOSIT PROGRAM	0.10
NET ACTIVITY FOR PERIOD			\$186.00

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.

FINRA BrokerCheck

FINRA has established the public disclosure program, known as BrokerCheck, to provide certain information regarding the disciplinary history of FINRA members and their associated persons. The BrokerCheck Hotline Number is 1-800-289-9999. The FINRA website address is www.finra.org. An investor brochure that includes information describing FINRA BrokerCheck may be obtained from FINRA.

Financial Disclosure Statement (in millions of dollars):

At June 30, 2025 Morgan Stanley Smith Barney LLC had net capital of \$6,072 which exceeded the Securities and Exchange Commission's minimum requirement of \$679. A copy of the Morgan Stanley Smith Barney LLC Consolidated Statement of Financial Condition at June 30, 2025 can be viewed online at: https://www.morganstanley.com/content/dam/msdotcom/en/about-us-ir/shareholder/morganstanley_smithbarney_llc.pdf, or may be mailed to you at no cost by calling 1 (833) 445-2492.

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