

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

Executive Committee (Acting as Board)
Quorum = 5 (50%) (Total Committee Members = 9)

Thursday, November 20, 2025
 9:00 am – 11:00 am

HYBRID (Charles Morris Conference Room and Zoom)

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

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

	Topic	Presenter
I.	Determination of Quorum & Call to Order	Van Gunter
II.	Responsibilities	
	A. Fundraising and Friend Raising	
	1. Board Donations – 13 out of 22 (www.ccpfc.org/donate) 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	Van Gunter
	2. Cumberland Community Foundation (CCF) 6 th Annual Giving Tuesday Campaign, December 2, 2025 – Donations accepted November 24 (9am) – December 2, 2025 (11:59pm) PFC's unique URL: https://cumberlandcf.fcsuite.com/erp/donate/create/grant?grant_id=66858	Daniele Malvesti Petti
	3. Volunteer Forms (https://ccpfc.tfaforms.net/5170631)	Van Gunter
III.	Consideration of Consent Agenda – Action*	Van Gunter
	A. Executive Minutes September 25, 2025	
	B. Human Resource Committee – November 18, 2025	
	1. Policy Revisions: Business Travel Expenses (312) and Vehicle Usage (522), effective December 1, 2025	
IV.	Discussion ^A	
	A. Federal Shutdown Updates and Impacts	Mary Sonnenberg
	B. Smart Start Budget/Carry-forward	Mary Sonnenberg
	C. Fund Development	
	1. October 2025 Cash and In-Kind Report	Michelle Downey
	2. Grilled Cheese Festival Update	Daniele Malvesti Petti
	D. Region 5, Healthy Social Behaviors (HSB) and Birth to Three Quality Initiative (B3QI) Grants Update	Mary Sonnenberg
	E. Financial Summary: October 2025	Marie Lilly
	F. NC Pre-K Update	Maria Ford / Ar-Nita Davis

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



	G. Building Construction 1. Phase III – Update 2. Building Sustainability H. Strategic Planning Session – December 11, 2025, 12:00-5:00pm @ Methodist University 1. Discussion Questions for Today 2. Strategic Planning Without the Stress: 6 Ways to Streamline	Mary Sonnenberg Mary Sonnenberg																																	
V.	Information^A																																		
	A. Update on FY 24-25 Audit – Clean audits, still waiting for final copies B. NCPC Monitoring – Ongoing C. Financial Updates 1. Smart Start 2. NC Pre-Kindergarten 3. South West Child Development Commission (SWCDC) – Region 5 4. All Funding Sources 5. Unrestricted State Revenues D. October 2025 Morgan Stanley Statement E. President’s Goals for FY 25-26 (Q1 report) F. President’s Report																																		
VI.	Consent Agenda – Information Only^A																																		
	A. Child Care Resource & Referral 1. Information Sheet Attached B. Board Development Committee – Discussions. Contacts being made, further action at next meeting. 1. 1 st Term Ending June 30, 2026 2. New Committee Members (Indeed) 3. 2 nd Term Ending June 30, 2026 a. Ebone Williams – Child Care Resource & Referral or Another Child-Serving Agency Representative (NC Pre-K) C. Family Connects Community Advisory Committee (Meeting not held) D. Facility and Tenant (Cancelled due to a lack of Action)																																		
VII.	Upcoming Meetings / Events / Holidays																																		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">MEETING</th> <th style="text-align: center;">MEETING DATE</th> <th style="text-align: center;">MEETING TIME</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Planning & Evaluation</td> <td style="text-align: center;">December 2, 2025</td> <td style="text-align: center;">1:00 pm – 3:00 pm</td> </tr> <tr> <td style="text-align: center;">Facility & Tenant</td> <td style="text-align: center;">December 8, 2025</td> <td style="text-align: center;">11:30 am – 1:00 pm</td> </tr> <tr> <td style="text-align: center;">Board of Directors (& NC Pre-K Planning)</td> <td style="text-align: center;">December 11, 2025</td> <td style="text-align: center;">12:00 pm – 2:00 pm</td> </tr> <tr> <td style="text-align: center;">Community Engagement & Development (CED)</td> <td style="text-align: center;">January 8, 2026</td> <td style="text-align: center;">8:30 am – 10:30 am</td> </tr> <tr> <td style="text-align: center;">Board Development</td> <td style="text-align: center;">January 14, 2026</td> <td style="text-align: center;">9:00 am – 10:30 am</td> </tr> <tr> <td style="text-align: center;">Finance</td> <td style="text-align: center;">January 15, 2026</td> <td style="text-align: center;">1:00 pm – 3:00 pm</td> </tr> <tr> <td style="text-align: center;">Executive</td> <td style="text-align: center;">January 29, 2026</td> <td style="text-align: center;">9:00 am – 11:00 am</td> </tr> <tr> <td style="text-align: center;">Family Connects</td> <td style="text-align: center;">February 3, 2026</td> <td style="text-align: center;">3:00 pm – 4:00 pm</td> </tr> <tr> <td style="text-align: center;">CCR&R</td> <td style="text-align: center;">February 12, 2026</td> <td style="text-align: center;">9:00 am – 11:00 am</td> </tr> <tr> <td style="text-align: center;">Human Resource</td> <td style="text-align: center;">February 17, 2026</td> <td style="text-align: center;">12:30 pm – 2:00 pm</td> </tr> </tbody> </table>	MEETING	MEETING DATE	MEETING TIME	Planning & Evaluation	December 2, 2025	1:00 pm – 3:00 pm	Facility & Tenant	December 8, 2025	11:30 am – 1:00 pm	Board of Directors (& NC Pre-K Planning)	December 11, 2025	12:00 pm – 2:00 pm	Community Engagement & Development (CED)	January 8, 2026	8:30 am – 10:30 am	Board Development	January 14, 2026	9:00 am – 10:30 am	Finance	January 15, 2026	1:00 pm – 3:00 pm	Executive	January 29, 2026	9:00 am – 11:00 am	Family Connects	February 3, 2026	3:00 pm – 4:00 pm	CCR&R	February 12, 2026	9:00 am – 11:00 am	Human Resource	February 17, 2026	12:30 pm – 2:00 pm	
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EVENTS	DATE	LOCATION
Little Land	Saturday, March 14, 2026	Expo Center
HOLIDAY/CLOSURES		DATE CLOSED
Thanksgiving		Wednesday, November 26 thru Friday 28, 2025
Christmas		Wednesday, December 24 thru Wednesday, December 31, 2025
New Year's Day		Thursday, January 1, 2026
Administrative Day		Friday, January 2, 2026
Martin Luther King Jr. Day		Monday, January 19, 2026
VIII.	Adjourn	
* Needs Action [^] Information Only ! Possible Conflict of Interest (Recusals) ^e Electronic Copy (Hard copies are available Upon request) ^D Document Included in Packet		



Cumberland Community Foundation, Inc.

308 Green Street P.O. Box 2345 Fayetteville, NC 28302
www.cumberlandcf.org

GivingTuesday: Ways to Give

Give between November 24th and December 2nd and have your gift amplified!

Give Online: Donate online at www.cumberlandcf.org. Click on the GivingTuesday banner on the homepage. Then, click "Donate Now." Once on the donation portal, click on your favorite charitable organizations to make a donation. The donation portal will be open from November 24 at 9 a.m. through December 2 at 11:59 p.m.

Mail a Check: Cumberland Community Foundation, P.O. Box 2345, Fayetteville, NC 28302
Please make your check payable to Cumberland Community Foundation with "**GivingTuesday – [org name]**" noted in the check's memo line. If your list is long, please attach a list.

Deliver a Check: Cumberland Community Foundation, 308 Green Street, Fayetteville, NC 28301
Parking and office entry are at the back of the building. After 5 p.m. and when the office is closed, please drop donation checks in the mail slot at the front of the building. The office will be closed on November 27 and November 28.

Qualified Charitable Distribution from IRA: Donors who are 70.5 or older may make a gift directly from their IRA to Cumberland Community Foundation, Inc. (Tax Id 58-1406831) for their desired charitable organization as a part of the GivingTuesday campaign. It is helpful to inform our staff when you have an IRA gift on the way so that we can ensure prompt and accurate gift processing. We recommend initiating this transaction as early as possible to ensure it is received by December 2 at 11:59 p.m. IRA distributions may be received any time in November.

Donate Stock: Cumberland Community Foundation, Inc. welcomes gifts of stocks or other marketable securities from any brokerage firm. Call (910)483-4449 or send an email to Gifts@CumberlandCF.Org for instructions. Stock gifts must be received into CCF's account no later than December 2, 2025 to qualify for the GivingTuesday match.

CCF Donor Advised Fund: You can easily recommend a grant for this campaign from your donor advised fund. Be sure to make your grant recommendation(s) by 11:59 p.m. on December 2 in order for your distribution to be eligible for the CCF match.

CCF donor advised fund holders may recommend grants in a variety of ways: via mail, email, phone, or fax. For assistance with your donor advised fund, please contact Maddie Kellogg at Maddie@cumberlandcf.org.

Donor Advised Fund with Another Organization: Make a grant recommendation out of your donor advised fund to CCF for the GivingTuesday campaign. It is helpful to inform our staff of the gift so that we can ensure prompt and accurate gift processing. Notify your plan administrator in time for the gift to arrive no later than December 2.

Please call us at (910) 483-4449 if you have any questions:
Mary M. Holmes, CEO ext. 103
Maddie Kellogg, Donor Services ext. 107
Mary Anne Brooks, CFO ext. 106

CCF does not accept cash or coin for the GivingTuesday campaign.



**Partnership for Children of Cumberland County, Inc. (PFC)
Hybrid Executive Committee (Acting as Board) Meeting
September 25, 2025 (9:03 am – 10:35 am)
Be the Driving Force**



MEMBERS PRESENT: Dr. Patricia Fecher, Maria Ford (D)*, Haja Jallow-Konrat*, May Rodriguez Laureano (virtual/in-person), Betty Smith, Linda Vandevender and Darlisha Warren*
MEMBERS ABSENT: Lonnie Ballard, Joe Deaton and Van Gunter
NON-VOTING MEMBERS PRESENT: None
NON-VOTING MEMBERS ABSENT: Dr. Eric Bracy
NON-VOTING ATTENDEES: Ar-Nita Davis*, Pamela Federline*, Belinda Gainey, Julanda Jett, Marie Lilly, Daniele Malvesti Petti, Mary Sonnenberg, Karen Staab and Kesia Wilson
GUEST: Heather Skeens (Board Member) and Kindness Award Recipients: Annie Kelly, Marili Melchionne and Master Ryu

*Attended virtually

	DISCUSSION & RECOMMENDATION	ACTION	FOLLOW-UP
I. Determination of Quorum & Call to Order – Dr. Patricia Fecher, Board Vice Chair	The scheduled hybrid meeting of the Executive Committee was held on Thursday, September 25, 2025, and beginning at 9:03 am pursuant to prior written notice to each committee member. Dr. Patricia Fecher, Board Vice 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.	Called to Order	None
II. Kindness Awards Recipients Acknowledgements	The meeting began with the acknowledgements of the Kindness Award Recipients. Highlighted names below were present during the meeting. Refreshments were served. Friends of the CC Public Library, Inc: <i>Advocates & Partners to the Public Library for Nearly 50 years – Marili Melchionne</i> Andrea Garner: <i>Mom & Mentor to Many</i> Ashley Glenn: <i>Special Security Patrol; One-on-One Personal Care Assistant</i> Sweet Carolina Delights (Bobbie and Alana Johnson): <i>Promoters of Literacy & All Things Sweet</i> Annie P Kelly: <i>Community & Child Advocate</i> Sharon Moyer: <i>Community Advocate & Champion for Children</i> Ryu’s Taekwondo NC (Master Choung Hwan Ryu): <i>Youth Development</i> Brittney Turner: <i>Tomorrow’s Inspiration Academy; Think Positive, Live Life Happy</i>	None	None
III. Responsibilities A. Fundraising and Friend Raising 1. Board Donations – <u>12</u> out of <u>22</u> (www.ccpfc.org/donate) THANK YOU FOR YOUR DONATION Christiana, Joe, Haja, Van, Dr. Fecher, Dr. Gronski, Betty, Katie, Amanda, May, Elizabeth, Linda and Designees: Maria and Shona	A.1. Dr. Fecher thanked board members who had already provided their board donation; 12 out of 22 donations have been received. The committee was informed that some grantors require that board members give to the organization. A.1.a.i. Mary Sonnenberg informed the committee that the Grilled Cheese Festival is being held November 15, 2025. Tickets, Tabletops and Sponsorships are available. There are 10 Tabletops being sold for \$100 and Sponsorships are \$200. Both will come with packets of Grilled Cheese tokens. There will be a drawing for a family pack of Grilled Cheese tokens. Grilled Cheese Food Trucks are needed as well. Committee members were encouraged, if they know of a food vendor, to reach out to reach out to them and ask them to	None None	None None



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<ul style="list-style-type: none"> a. Fund Development <ul style="list-style-type: none"> i. Grilled Cheese Festival B. Volunteer Forms (https://ccpfc.tfaforms.net/5170631) C. Required Documents (https://ccpfc.tfaforms.net/5136195) 	<p>participate. Vendor tables have been filled.</p> <p>B. Committee members were reminded to complete the online volunteer form if they read the packet prior to coming to the meeting or participated in any PFC business outside of regular meetings.</p> <p>C. Mary asked that those who had yet to return their Required Documents, to please do so. These forms are required to be completed on an annual basis.</p>	<p align="center">None</p> <p align="center">None</p>	<p align="center">None</p> <p align="center">None</p>
<p>IV. Consideration of Consent Agenda – Action*</p> <ul style="list-style-type: none"> A. Executive Minutes July 31, 2025 B. Facility & Tenant Committee – September 15, 2025 <ul style="list-style-type: none"> 1. Lease Renewal <ul style="list-style-type: none"> a. Pinnacle Family Services – Suite 175 	<p>Dr. Patricia Fecher requested a motion to accept the Executive Committee Consent Agenda Items.</p> <p>Betty Smith moved to accept the Executive Committee Consent Agenda as presented. May Laureano seconded the motion. Hearing no further discussion, the Chair put the motion to a vote All votes were unanimous. There were no abstentions. The motion carried.</p>	<p align="center">Motion Carried</p>	<p align="center">None</p>
<p>V. Discussion ^Δ</p> <ul style="list-style-type: none"> A. Region 5, Healthy Social Behaviors (HSB) and Birth to Three Quality Initiative (B3QI) Grants Update B. Board Member Resignation – Dr. Nicole Lucas – Higher Education Institution C. Financial Summary: August 2025 D. August 2025 Cash and In-Kind Report E. Update on FY 24-25 Audit F. Update on NCPC Monitoring, November 12-13, 2025 G. Board Development Committee <ul style="list-style-type: none"> 1. 1st Term Ending June 30, 2026 <ul style="list-style-type: none"> a. Dr. Patricia Fecher – Higher Education Institution b. Van Gunter – Business Leader c. Amanda Klinck – Community at Large d. Katie Lada – Inter-Agency Coordinating Council e. Taylor Mobley – Business Leader f. Betty Smith – Community at Large g. Darlisha Warren – Municipal Government 2. 2nd Term Ending June 30, 2026 <ul style="list-style-type: none"> a. Ebone Williams – Child Care Resource & Referral or Another Child-Serving Agency Representative (NC Pre-K) 	<p>A. Mary stated that all contracts in Region 5 are ending this year as they are being bid out at the State level. PFC has received a 6-month extension for Healthy Social Behavior (HSB) and Birth to Three Quality Initiative (B3QI). The Core contract is executed through June 30, 2026. The funds received for HSB was 32% of the budget for 6 months. Some extra money was included with B3QI and that contract has gone into amendment. PFC will go into contract with HSB with the 32% and additional funding will be received as another amendment; closer to 50% of the budget. The RFPs for these should be received this week; the amount of money will be the same. These are open bids; other organization will bid on these contracts.</p> <p>B. Mary informed the committee that Dr. Nicole Lucas resigned from the board due to a career change. Dr. Lucas was the Chair of the Planning and Evaluation (P&E) Committee so that position needs to be filled. Committee Chairs must be board members. Committee members are also needed for P&E. The Board Development Committee agreed to open the Indeed platform to recruit committee members.</p> <p>C. Marie Lilly provided a brief overview of the August Financial Summary. All financial reports were included in the committee packet.</p> <p>D. Marie and Mary provided an overview of the August 2025 Cash and In-Kind Report with the committee. Marie reminded the committee that once the reverted funds are received, PFC will have a higher match to reach.</p> <p>E. Marie informed the committee that the PFC FY 24-25 Audit is in progress and all documents have been submitted to the auditors. At this time, no other documents are needed.</p> <p>F. PFC will be monitored by NCPC on November 12-13, 2025. Susan Clark, the monitoring director at NCPC will be onsite. NCPC has moved to a risk assessment model and since our organization is low risk, they are only monitoring certain information. A list has been received. NCPC usually looks at Smart Start programmatic information.</p> <p>G.1. Dr. Fecher informed the committee that the following individuals first term on the PFC</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 align="center">None</p> <p align="center">None</p> <p align="center">None</p>



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<p>H. NC Pre-K Update</p> <p>I. Strategic Planning Session – December 11, 2025, 12:00-5:00pm @ Methodist University</p> <p>J. Building Construction</p> <ol style="list-style-type: none"> 1. Phase III – Update 2. Building Sustainability <p>K. Board Engagement & Community Engagement and Development Committee Collaboration</p>	<p>Board of Directors ends on June 30, 2026: Dr. Patricia Fecher, Van Gunter, Amanda Klinck, Katie Lada, Taylor Mobley, Betty Smith and Darlisha Warren. Dr. Fecher and Van have already agreed to serve another term. Those present were asked to inform Mary if they would like to serve another term. Others will be contacted and asked if they plan to continue.</p> <p>G.2. Ebone Williams’ second term on the PFC Board of Directors will end on June 30, 2026. This position will need to be filled. The committee was asked to inform Mary, Dr. Fecher or Van if they know of someone interested in serving in this position, on the board or on a committee.</p> <p>H. Ar-Nita Davis reported that allocation was reduced to 1,414 children by DCDEE; with 18 slots not allocated. A private site has put in a request for the 18 slots. The State guidance for NC Pre-K mandates that all lead teachers in NC Pre-K obtain a license. Teachers must have a bachelors degree before slots can be obtained. There are a little less than 100 slots that are not filled; children may attend for a short amount of time and leave the program due to different circumstances. Teachers are beginning the LETRS training in the fall. Dr. Bracy, CCS School Superintendent, is hosting events on 9/25/25 and 9/30/25.</p> <p>I. A Strategic Planning Session will be hosted at Methodist University on December 11, 2025 from 12:00-5:00pm. Prior to the meeting, the committee received Strategic Planning Without the Stress: 6 Way to Streamline and it was included in the committee packet. Mary stated that Strategic Planning will be discussed during different meetings. When going into Allocation, PFC needs to look at what the priorities are; everything may not be funded. PFC needs to make sure the Core Values and Core Goals are solid. Changes are taking place to include the Region. Slots are being reallocated in NC Pre-K. PFC will look at what the budget can handle. The question was asked: If NC Pre-K gets cut, could Smart Start cover it? The response was no. Mary said she does not see this happening but things will be different. Priorities need to be discussed and start envisioning what things should look like in the long term. The question was asked: Will you send more targeted, thought questions? Response: Yes, I will try to have questions that sort of get drawn from when we've had discussions at leadership team, so that we can be thinking about sustainability. The goal for the last few years, one of them has been sustainability and succession planning. We know that we have to be looking, we have to look at our funding. We are quasi-governmental, with the nonprofit, because we get so much state and federal money, and those are mostly the funds we have. They're restricted. We do have an endowment, and yes, we should try to grow it, but it is restricted. We can't just take the money out of the endowment. There's a percentage every year that we could get. It's usually about 4%, we do want to grow it so that that percentage would be larger. These are some of the things being discussed in CED. Question: Is a consultant being hired for the Strategic Planning Session? Response: No, we did have one in the past, but with this discussion we are going to work with board members and staff. We have the core, big</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>picture things as far as goals, and our vision and mission could be tweaked, but I don't think this meeting is that. It's looking at the planning, and then we might make that a goal, is to really look at making sure that the wording of that is right. We have expertise on the staff and Board for this planning.</p> <p>J.1. Mary reported that there are two grants out now for money to fund the building project; Cannon and Golden Leaf. Once building material arrives, Phase 3 of building construction will begin. The project is anticipated to begin in November 2025. There is a construction loan with First Bank which ends on December 31, 2025; City CDBG grant cycle with allocations is in March 2026.</p> <p>J. The Building Sustainability Workgroup met on August 12, 2025. The workgroup will discuss the maintenance and operations of the PFC building. State money would need to be returned if the building is sold since it was purchased with State money. The building was designed and deeded in 4 deeded so half the building can be sold. Legal issues must be completed; there are accounting issues with the 990. The CPA will provide information on items that need to be considered. No meeting will take place until this information is received.</p> <p>K. Dr. Fecher, Mary and May Laureano recently met to discuss board engagement. May Laureano reported that the intention of the meeting was that they want to build momentum on the recent, activities and exercises that took place during the New Board Orientation. During the meeting, there were some breakout groups and we were looking at what is your why, right, behind your motivation of being on the board, supporting this mission, so on and so forth. The intent behind that was to both equip and empower board members to serve as ambassadors throughout the community. May stated that they would like to do to continue on that thread is in future board meetings, inject additional mini-activations or exercises, to keep that first and foremost top of mind, but also to hopefully spark some inspiration and encouragement to do so beyond the boardroom. And some of that looks like, virtual engagement. How can you share your story and your why through your, personal networks online, and help amplify some of the great work that Daniele is pushing out in terms of content, updates, resources, and so forth? An email will be sent to individuals who signed up to be a part of the workgroup to prep work and prompts, much in what was discussed in advance of the strategic plan, and what ways the group can support other fundraising, priorities beyond governmental funding.</p> <p>Dr. Fecher stated that she has been thinking of the question of what inspired us most, or you, as an individual, most about the Kindness Award recipients and presentations that have happened. And then the challenge would be, can you... would you be able to post, repost, or use? They answer that question inside social media, inside your network, talking to your colleagues and friends at church, wherever your social groups are. So</p>	<p>None</p> <p>None</p> <p>None</p>	<p>None</p> <p>None</p> <p>None</p>
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	<p>that it's not just we have the habit of saying, oh, Partnership for Children has this thing, and we posted it, but then add why was that important for you to repost, and thinking about what inspired you about this to help highlight not only the entities that were honored, because maybe one resonates more so with you, or it's in a community that you're a part of, but also then attaching personalization to it. Like, this is personal to me. I'm part of this, and, you know, the Taekwondo really spoke to me, or the library, or any or all of them, and really say, what inspired us about that, and why is that important for this organization and for us to do? So that would be a challenge leaving here, to go back into those posts and try to put some personalized attachment to it. So that would be my challenge for the group today.</p> <p>Linda Vandevender stated the one untapped resource are the churches. Churches touch many generations of people. We need to get Pastors to come together and absorb the need of the community. Julanda Jett asked if the churches are in a coalition with the City of Fayetteville? Ms. Vandevender was unsure. Dr. Fecher stated that churches philanthropy are children and family oriented.</p>		
<p>VI. Information</p> <ul style="list-style-type: none"> A. County Grant – Contract Executed B. Financial Updates <ul style="list-style-type: none"> 1. Smart Start 2. NC Pre-Kindergarten 3. South West Child Development Commission (SWCDC) – Region 5 4. All Funding Sources 5. Unrestricted State Revenues C. August 2025 Morgan Stanley Statement D. President’s Goals for FY 25-26 E. President’s Report 	<p>This information was included in the committee packet.</p>	<p>None</p>	<p>None</p>
<p>VII. Consent Agenda – Information Only ^Δ</p> <ul style="list-style-type: none"> A. Child Care Resource & Referral <ul style="list-style-type: none"> 1. Information Sheet Attached B. Facility & Tenant Committee <ul style="list-style-type: none"> 1. Space Availability Report 		<p>None</p>	<p>None</p>
<p>VIII. Upcoming Meetings / Events / Holidays</p>	<p>This information was listed on the agenda.</p>	<p>None</p>	<p>None</p>
<p>IX. Adjournment – Dr. Patricia Fecher, Board Vice Chair</p>	<p>Dr. Fecher stated that there was no further business so the meeting was adjourned at 10:35 am.</p>	<p>Adjourned</p>	<p>None</p>



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

OF CUMBERLAND COUNTY

Human Resources Committee Meeting of November 18, 2025

RECOMMENDATIONS

- A. HR Committee recommends accepting the August 19, 2025 meeting minutes as presented.
- B. HR Committee recommends accepting the revisions to HR policies 312 Business Travel and 522 Vehicle Usage as presented.

UPDATES

- A. Committee reviewed progress and updated timeline on the position evaluation project.
- B. Committee reviewed and discussed status of federal region projects and personnel impacts.
- C. Committee reviewed updates on employer healthcare cost trend for 2026.
- D. Committee reviewed progress on transition to Paylocity, new HRIS.
- E. Committee reviewed and provided feedback on retention strategies such as additional paid holidays.

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



Be the Driving Force.

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

Employment Information – Compensation
Section 312 – Business Travel Expenses

Overview

It is the policy of the Partnership for Children of Cumberland County, Inc. (PFC) to reimburse employees for reasonable and necessary expenses incurred during approved work-related travel.

Employees seeking reimbursement should incur the lowest reasonable travel expenses and exercise care to avoid impropriety or the appearance of impropriety. Reimbursement is allowed only when it has not been, and will not be, received from other sources. In cases not specifically addressed by this policy, the most conservative course of action should be taken.

All work-related travel paid with grant funds must comply with the applicable grant's expenditure guidelines. If this policy conflicts with a grant requirement, the grant guidelines take precedence.

Authorization and Responsibility

All work-related travel must be authorized by the immediate supervisor, generally by completing a Purchase and Travel Request (PTR) form and/or an expense report. Travelers should confirm that planned travel is eligible for reimbursement before submitting a PTR. PTRs should be submitted as early as possible to allow the business office time to process purchases.

Within 30 days of completing travel, employees must submit an expense report with any required supporting documentation. Travel expenses should be batched on a single expense report whenever possible. However, expenses for multiple grant activities must have separate reports for each grant activity.

An individual may not approve their own travel or reimbursement. PTRs and expense reports must be reviewed and authorized by an immediate supervisor or department head. The finance department reviews and approves appropriate budget coding. The Board chair must approve travel and reimbursement for the President.

Designated approvers are responsible for reviewing expenditures and may withhold reimbursement for inappropriate or excessive costs.

Personal Funds

Employees should review this policy before using personal funds for travel. PFC may deny reimbursement if expenses do not comply with this policy.

For larger, non-routine business travel expenses, such as airfare, lodging, or conferences, a

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PTR must be completed and approved by the President before an employee uses personal funds to purchase their airfare, lodging or registration. In general, employees should be prepared to be reimbursed after travel for all business travel expenses, even airfare and lodging, but may request an advance before travel.

Advances

Travel advances must be approved by the president or their designee with a completed check request form and supporting documentation, such as an estimated expense report. Advances for per diem allowances should not exceed per diem rates. Advances will be deducted from the reimbursement request on the after-travel expense report.

Vacation in Conjunction with Business Travel

Employees may take vacation in conjunction with business travel if approved in advance. PFC will not pay for personal travel expenses or reimburse them later.

Non-Employee Travelers

Non-employee travelers may accompany employees in their personal vehicles during business-related travel if it does not interfere with business objectives or increase costs. Prior approval from the supervisor or department head is required.

Exceptions

Requests for exceptions to this policy must be submitted in writing and approved by the President. Allow five business days for review.

Duty Station Definition and Mileage Reimbursement Basis

An employee's duty station is the location from which business travel is typically measured and where the employee regularly performs their work. The following definitions apply:

- **Fully remote:** Employees whose positions are designated as fully remote due to business needs will use their home office as their duty station.
- **Hybrid:** Employees working remotely part of the time under an approved telecommuting agreement based on personal preference will use PFC as their duty station, even when working from home.
- **Fully in-office:** Employees whose positions require regular on-site work will use PFC as their duty station.

Regardless of an employee's duty station:

- Travel between home and the PFC office is considered a personal commute and is not eligible for mileage reimbursement, even if the employee's home is their duty station.

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- Business travel mileage should generally be calculated from the employee’s designated duty station to the business destination (and return), or from the point of departure—**whichever is closer**.

Employees are responsible for using the correct duty station in calculating and submitting mileage for reimbursement.

Travel Expenses and Procedures

General Definition

Business travel is defined as travel away from the employee’s normal work location or home in their official capacity. Overnight travel must be at least 35 miles from the duty station or home (whichever is closer) to be reimbursable.

General Travel Procedures

- Travel should be planned in advance with the employee’s immediate supervisor.
- Airfare, rentals, conference registrations, lodging, and travel advances generally require an approved PTR before purchase.
- Daily, local business travel using a personal vehicle generally does not require a PTR.
- Expense reports must be submitted after all travel for reimbursement of all eligible business expenses, such as mileage or public transportation.
- If this is your first reimbursement request, you must submit a Direct Deposit Authorization Form, available at <https://ccpfc.org/hr/employee-forms>.
- For employees who travel daily, travel expenses should be batched on one expense report, ideally monthly.
 - If traveling for multiple activities with different funders, submit separate expense reports for each activity.

Permissible Travel Expenses

Airfare and rail. Coach class only; requires an approved PTR. Employees will generally purchase their own fare and be reimbursed after travel. However, employees may request an advance by completing a check request form.

Mileage reimbursement. Employees using a personal vehicle for business travel will be reimbursed at the current IRS mileage rate. Mileage is measured from the employee’s duty station or point of departure—whichever is closer to the destination.

- Reimbursement requires a valid U.S. driver’s license and personal auto insurance.

Conference fees. Requires an approved PTR. Conferences are generally booked and paid by the Purchasing Specialist. If not included in the registration fees, include relevant banquets or meals that are considered part of the conference on the PTR.

Partnership for Children of Cumberland County, Inc.
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Lodging. Overnight lodging requires overnight travel status and an approved PTR. Employees will generally purchase their own fare and be reimbursed after travel. However, employees may request an advance by completing a check request form.

Per diem rates follow the standard General Services Administration (GSA) rate for North Carolina as used by North Carolina Department of Health and Human Services (NCDHHS).

Lodging above the standard state GSA rate may be granted with prior approval from the president or their designee for the following reasons:

- a. The traveler is in a high cost area and the current allowance is insufficient to secure lodging.
- b. Cost of the excess lodging is less than the cost of lower cost lodging plus transportation costs.
- c. The traveler or the Partnership deems that lower cost lodging would put the traveler at risk for safety or security.

Meals (per diem). Reimbursable in overnight travel status (35 miles away from duty station or home). Employees may request an advance with a completed check request form for eligible meals using the per diem rate. Departure and arrival times must be documented on the expense report.

Per diem rates follow the standard GSA rate for North Carolina as used by NCDHHS. Per diem allowances may not surpass the daily combined limit for reimbursable meals.

Reimbursement for meals is unallowable if the meal is provided during a conference or workshop, or if the cost of the meal is included in the registration fee.

Reimbursement for breakfast per diem is allowable even if a lodging establishment offers free continental breakfast.

Receipts are not required for per diem allowances.

Employees in business travel status but not in overnight travel status may claim the lunch per diem allowance only when the employee is required to attend a meeting or event in their official capacity and the meal is preplanned and involves persons not employed by the same entity.

Per diem allowances are reimbursable for partial days of travel when in overnight travel status and the partial day is the day of departure or day of return as follows:

- a. Breakfast: departing prior to 6 a.m.
- b. Lunch: departing prior to 12 p.m. or returning after 2 p.m.

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

Employment Information – Compensation
Section 312 – Business Travel Expenses

- c. Dinner: departing prior to 5 p.m. or returning after 8 p.m.

Business expenses. Includes calls, faxes, photocopies, and internet access required for work. Itemized receipts required.

Parking, tolls, and transportation. Reasonable and necessary expenses for taxis, shuttles, parking, etc. are reimbursable. Receipts required. Fines, such as traffic or parking violations, are not reimbursed.

Non-Reimbursable Travel Expenses

- Airline upgrades or club memberships.
- Child care, babysitting, house-sitting, or pet-sitting/kennel charges.
- Commuting between home and the Partnership
- Evening or formal wear expenses.
- Haircuts and personal grooming.
- Laundry and dry cleaning.
- Personal entertainment expenses, including in-flight movies, headsets, health club facilities, hotel pay-per-view movies, in-theater movies, social activities and related incidental costs.
- Travel accident insurance premiums or purchase of additional travel insurance.
- Expenses for non-employees, such as spouses or family members.
- Other expenses not directly related to the business travel.

Summary of Changes: Business Travel Expenses Policy Final Draft

Policy Area	Original Policy	Edited Policy
Use of Vehicles	Required use of company vehicle if available; exceptions allowed for rentals or personal vehicles.	Removed all references to company vehicles; allows personal vehicle use with IRS mileage reimbursement.
Duty Station Definition	No formal definition or policy on duty station.	Defines duty station based on job classification (remote, hybrid, in-office); clarifies mileage rules.
Travel Authorization	PTR required; some ambiguity around daily/local travel.	Clarifies when PTR is needed (airfare, lodging, etc.); daily travel does not require PTR.
Expense Reporting	No batching guidance; mixed messages on funder-based separation.	Encourages weekly batching for daily travel; separate reports for multiple funders.
Language & Tone	Formal and policy-heavy wording.	Simplified and employee-friendly language.
Per Diem Source	Per diem based on NCDHHS subsistence rates.	Clarifies use of GSA rate as adopted by NCDHHS.
Travel Advances	Mostly handled by business office; limited guidance on self-booking.	Allows approved advances via PTR for employee-led bookings.
Non-Reimbursable Items	Listed but embedded in dense text.	Clearly structured list; better integrated.
Procedures Format	Text-heavy and segmented; harder to follow.	Bulleted list format for easier comprehension.
Auto Insurance	Valid license and PFC commercial auto insurance required.	Valid license and personal auto insurance required. Attestation annually.
Policy Area	1st Draft	2nd Draft
Travel Advances	Allows approved advances via PTR for employee-led bookings.	Check request form and support required for advances.
Expense Reporting	Weekly batching encouraged	Monthly batching
Per Diem Meals	Choice between per diem rate or file receipts.	Only per diem allowed.

Partnership for Children of Cumberland County, Inc.
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Employment Information – Rules of Conduct

Section 522 – Employee Use of a Personal Vehicle or Rental

Purpose

This policy outlines the requirements, responsibilities, and procedures for employees who use a personal vehicle or a rental vehicle for official business on behalf of the Partnership for Children of Cumberland County (PFC). The policy aims to ensure safety, compliance with legal standards, and consistency in reimbursement practices.

Eligibility & Participation Requirements

Employees must meet the following requirements to use a personal or rental vehicle for work-related travel:

- **Valid Driver’s License:** Employees must possess and maintain a valid driver’s license issued by the State of North Carolina or their state of residence.
- **Vehicle Insurance:** Employees must maintain current and legally required personal auto insurance. North Carolina requires minimum liability insurance coverage of:
 - \$30,000 for bodily injury (per person)
 - \$60,000 for total bodily injury (per accident)
 - \$25,000 for property damage
- **Vehicle Registration:** The vehicle used must be legally registered and in good working condition.
- **Annual Attestation of Insurance:** Employees must attest to maintaining minimum requirements of NC automobile liability insurance. PFC reserves the right to request proof of insurance.
- **Traffic Laws:** Employees are expected to obey all federal, state, and local traffic laws, including posted speed limits and seat belt requirements.
- **Distracted Driving:** Employees must refrain from texting, eating, or other distractions while operating a vehicle. The use of handheld devices while driving is strictly prohibited unless using hands-free technology.
- **Medication Disclosure:** Employees must notify their supervisor or Human Resources if they are taking any prescription or over-the-counter medications that may impair their ability to drive safely.
- **Driving Record:** PFC reserves the right to periodically review driving records of employees who regularly drive for work-related purposes.

Mileage Reimbursement

Employees using a personal vehicle for approved business travel are eligible for mileage reimbursement under the following conditions:

- **Reimbursement Rate:** Reimbursement is based on the standard IRS mileage rate in effect at the time of travel.
- **Expense Report Submission:**

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- Employees must complete an official **Expense Report** form, available for download at: <https://ccpfc.org/hr/employee-forms>.
- Reports must be submitted to the employee’s supervisor for review and approval.
- **Direct Deposit:** Reimbursements will be paid via direct deposit. Employees must complete a **Direct Deposit Authorization Form**, also available at the above link, if not already on file.

Rental Vehicles

- **Rental Use:** When approved by a supervisor, employees may rent vehicles for business travel when more practical or cost-effective than using a personal vehicle.
- **Rental Insurance:** Employees must accept the **liability and collision damage waiver (CDW)** coverage when renting a vehicle unless specifically directed otherwise by Human Resources.
- **Fuel Receipts:** Employees must retain and submit all fuel receipts when driving a rental vehicle. Fuel costs are reimbursable only for business-related travel.

Injuries and Accidents

- **Accidents:**
 - In the event of an accident while on official PFC business, employees must:
 - Contact law enforcement as appropriate. Do not give a statement to anyone other than responding police officers.
 - Notify their supervisor as soon as safely possible.
 - Complete and submit an accident report to Human Resources within 24 hours of the incident.
- **Worker’s Compensation:** Injuries sustained while performing work duties—regardless of vehicle ownership—may be covered under PFC’s worker’s compensation insurance. Employees must report all injuries to Human Resources immediately and follow the standard injury reporting process at ccpfc.org/hr/workers-compensation
- **Personal Insurance:** Any damage to an employee’s personal vehicle is the responsibility of the employee and their personal insurance carrier. PFC is not responsible for personal vehicle repairs or insurance deductibles.

Non-Compliance

Failure to comply with this policy may result in disciplinary action, including loss of travel privileges or other corrective measures, in accordance with PFC’s disciplinary procedures.

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 (≥15%):	\$ 888,222.14
Target In-Kind Required (±6%):	\$ 409,948.68

1

CASH DONATIONS		September	October	Y-T-D
Cash Donations - In-House				
Board Donations	501-4410	\$ 26.01	\$ 50.00	\$ 657.57
Other Donations	501-4410	\$ 5,150.00	\$ 85.00	\$ 5,255.00
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	\$ 4,802.15	\$ 3,773.93	\$ 17,149.78
Program Income-Little Land Donations	801-4827			\$ -
Program Income - Little Land Vendor Booth Rental	801-4834			\$ -
Program Income - CCR&R Workshop Fees	801-4823	\$ 830.00	\$ 985.00	\$ 3,045.00
Program Income - CCR&R Resource Library Fees	801-4823	\$ 25.00	\$ 15.00	\$ 120.00
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	\$ 19,000.00
Program Income - Fundraiser Grilled Cheese Festival	820-4611			\$ -
Miscellaneous	501-4410			\$ -
Total Cash Donations - In-House		\$ 15,816.44	\$ 9,658.93	\$ 47,361.68
TOTAL CASH DONATIONS				
		\$ 15,816.44	\$ 9,658.93	\$ 47,361.68
City of Fayetteville Federal ARPA Grant	333-4223		\$ 78,232.00	\$ 78,232.00
TOTAL GRANTS		\$ -	\$ 78,232.00	\$ 78,232.00
IN-KIND DONATIONS				
In-Kind Donations - In-House				
In-Kind Donations - General Public				\$ -
In-Kind Donations - Volunteer Time		\$ 3,722.07	\$ 1,124.62	\$ 6,071.08
Google Ads Grant		\$ 7,031.89	\$ 6,786.31	\$ 24,906.78
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		\$ 10,753.96	\$ 7,910.93	\$ 30,977.86
In-Kind Donations - Direct Service Providers				
Quarterly Donations			\$ 6,620.36	\$ 6,620.36
TOTAL IN-KIND DONATIONS		\$ 10,753.96	\$ 14,531.29	\$ 37,598.22
GRAND TOTAL		\$ 26,570.40	\$ 102,422.22	\$ 163,191.90

9.7% **2**

2.9% **3**

12.6%

\$ (1,134,978.92) **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.

October 31, 2025

ONLY THE HIGHLIGHTED ITEMS NEED TO BE DISCUSSED.

1 Balance Sheet

- a. The cash balances; investments and liabilities are at the anticipated amounts and are sufficient for the current needs.
- b. Since all of our grants are now reimbursement-based, managing the monthly cashflow has become more critical than in past years.
- 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.

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October 31, 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 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 been received from SWCDC and was executed on October 16, 2025.** Requests for reimbursement of PFC paid expenses for August and September 2025 have been submitted to SWCDC. 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 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 been received from SWCDC and was executed on October 9, 2025.** Requests for reimbursement of PFC paid expenses for July, August and September 2025 have been submitted to SWCDC. 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

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October 31, 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	1,117.77
First Bank Money Market	5,849.93
	6,967.70

Investments - Fund 208	223,645.37
Interest Earned - Fund 899	6,967.70
TOTAL INVESTMENTS PLUS INTEREST	230,613.07

- 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.

Executive Committee
NC Pre-K Program Update
Thursday, November 20, 2025

SFY 2025–2026 Reporting: Program Progress and Updates

A. Personnel

1. Alisha Bradshaw – NC Pre-K Caseworker

B. 2025–2026 Child Placement Report

1. **Application/Placement (Allocation: 1,414)**
 - a) Applications Received via SchoolMint: **2,367**
 - b) Placed: **1,438** (*Does not mean served*)
 - c) Waitlist: **174**
2. **Reduction of NC Pre-K Sites:** PFC is requesting Sites that are unable to fill their current allocation to reduce before **January 1, 2026**.
3. **Long-Term Substitute Lead Teacher Extension Request from DCDEE Update:**
 - a) Requested Approval for 18
 - b) Approved: **10**
 - c) Pending Approval: **5**
 - d) Denied: **3** (*Additional information requested*)
4. **2025–2026 NC Pre-K Site Monitoring Tool** by NC Pre-K Sites by **October 31, 2025**. NC Pre-K contracting agencies must conduct site visits before **January 15, 2026**.

C. Recruitment Efforts (*Details to be added as needed*)

D. Strengths

1. Community collaboration and resources
2. Progress toward awareness:
 - a) Universal Pre-K application
 - b) Consistent program quality across sites

E. Barriers to Service Delivery

1. Site reimbursement rate
2. Shortage of eligible teachers
3. Teacher pay
4. Transportation challenges
5. Increasing challenging behaviors
6. Lack of experienced teachers for exceptional children

F. Events and Meetings

1. DCDEE State Transitions to Pre-K and Kindergarten Meeting – **October**
2. NC Pre-K PLC 2025–2026 1st Meeting – **October 2025**
3. 2026/27 SchoolMint Collaboration Meeting – **Tuesday, November 18, 2025**
4. NC Pre-K Site Administrators In-Person Meeting – **November 20, 2025**
5. PFC Executive Meeting – **Thursday, November 20, 2025**
6. NC Pre-K PLC 2025–2026 2nd Meeting – **December 9, 2025**

MEMORANDUM

DATE: November 13, 2025

TO: Board of Directors

FROM: Mary Sonnenberg, President

SUBJECT: Strategic Thinking Session – Executive Committee November 20, 2025

1. For Board members not on Executive, please review these questions and send any responses to Belinda.
2. Attached: *HBR The Management Tip of the Day* “Ask Smarter Strategic Questions”.
3. The question prompts for our November meeting are:
 - a. What’s known?
 - b. What if?
 - c. Now what?
 - d. So, what?
 - e. What’s unsaid?
4. Think about our strengths, challenges or threats in the current climate.
 - a. NCPC had their Board Retreat in September. A synopsis of that meeting will be included in Monday’s packet.
5. What specific data would you like to have available?
 - a. Programmatic & demographic trends
 - b. Organization
6. What are the key items that we want to discuss to drive the discussion around strategic updates and goals for the next 2-3 years?

NCPC Board Retreat Overview

1

Preliminary SWOT

Strengths

- Statewide Reach
- Partial Shared Services Department
- Public-private partnership
- Data-Informed Systems
- Statewide infrastructure role

Weaknesses/Challenges

- Uneven Local Capacity
- Perceived Heavy Local Match Requirement (esp. Rural/low-wealth areas)
- Program Caps
- Incomplete Workforce Coverage

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Preliminary SWOT

Opportunities

- Gov. Task Force 2025
- Tri-Share Child Care Pilot
- Economic Framing
- DPIL Expansion
- Federal/State requiring innovative structure review

Threats

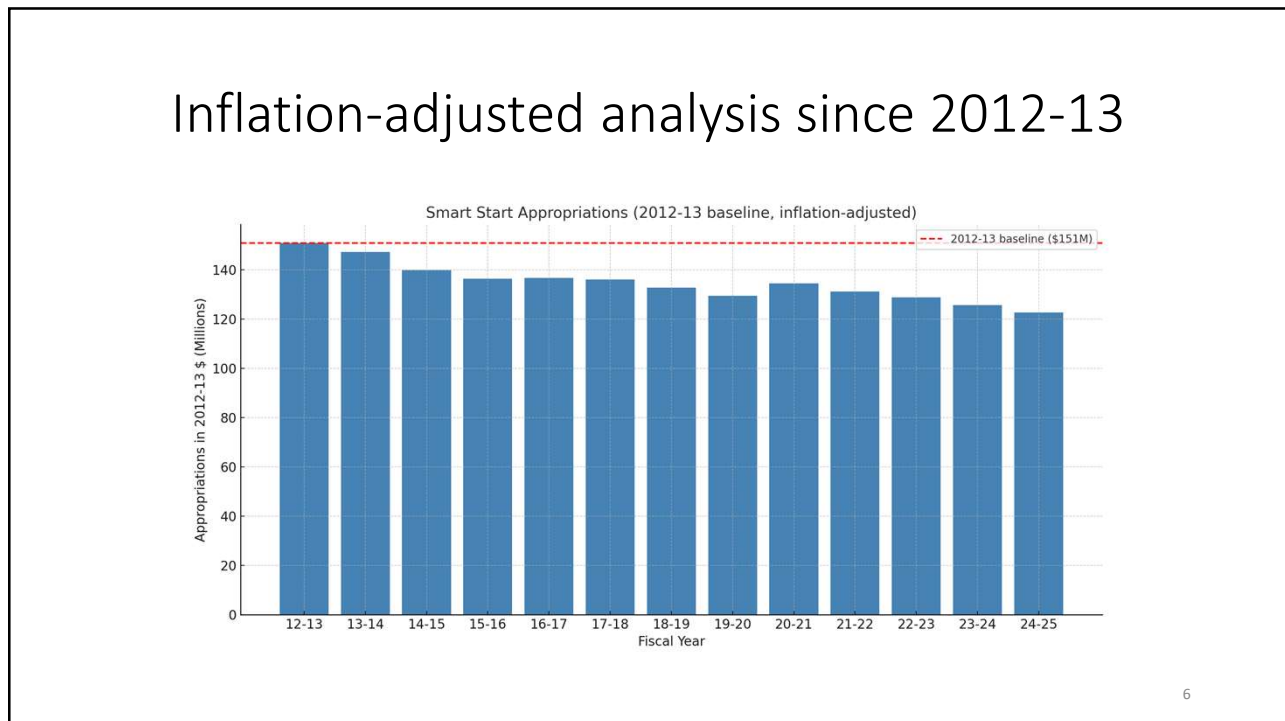
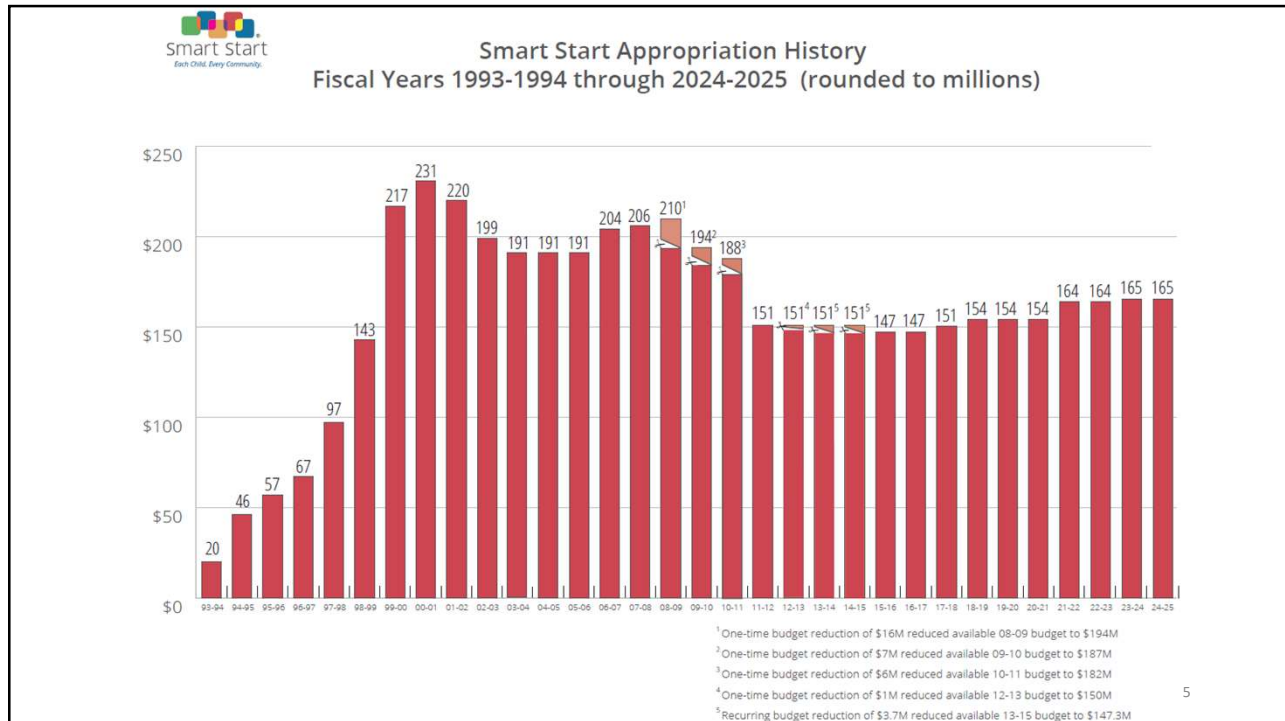
- Post-ARPA Cliff
- Affordability & Access Crisis
- Political / Budget Volatility
- Provider Closures
- Revenue Diversity Challenges

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Preliminary SWOT – What might be missing?

- HB800—Bill to study NC Pre-K, Smart Start, others
- Downstream impact of federal policy changes and possible funding cuts
- Bandwidth of NCPC and Network
- Network workforce compensation, capabilities, leadership succession planning/pipeline development
- Administrative overhead/economies of scale not optimized

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Key Findings/Observations

- Nominal appropriation values fairly flat, ranging from \$147M–165M since 2012-13.
- Adjusted for inflation (~2.5% CPI growth annually), value of those appropriations steadily declined.
- What was \$151M in 2012-13 dollars worth only about \$123M by 2024-25 in equivalent purchasing power.

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Implications

- While appropriations look stable in nominal terms
- In real terms, Smart Start is operating with ~20% less purchasing power in 2024-25 than it had in 2012-13
- This erosion affects program reach, staffing, and service quality unless funding increases outpace inflation.

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PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

FOOTNOTES FOR FINANCIAL REPORTS

October 31, 2025

FOOTNOTES - BALANCE SHEET

A. The cash accounts at October 31, 2025 total \$2,059,975.42.

- 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	\$6,763.14	n/a	n/a	n/a	2.78%
First Bank	Money Market	\$105,849.93	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		\$261,997.07				

B. Employees' payroll deductions at October 31, 2025 from the current month and from prior months total \$2,184.90. 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

October 31, 2025

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

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

Additional funds totaling \$4,732.00 was added to the endowment as of June 30, 2013. The Partnership made an additional deposit of \$768.00 to the endowment in September 2014. The Partnership also made an additional deposit of \$666.00 to the endowment in July 2015. During January 2016, additional deposits totaling \$218.00 were received for the endowment. This amount was transferred to the Foundation in February 2016. The total contributions from the Partnership to the endowment, including these funds, are now a total of \$31,384.00. There were no additional funds added to this endowment during the 2016-2017 fiscal year, 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
10/31/2025

Assets

Bank of America Checking Account	\$ 1,794,571.59	} A
First Bank - [for construction transactions]	3,006.76	
PNC Bank - Money Market Reserve	6,763.14	
First Bank - Money Market Reserve	105,849.93	
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	2,059,975.42	

Liabilities and Net Assets

Forfeited FSA and HRA Pre-Funding	(654.41)	} B
Health Insurance Payable	0.12	
Flex-Spending Payable	3,409.76	
AFLAC Payable	0.30	
Supplemental Life Insurance	(480.42)	
Legal Shield Payable	(90.45)	
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	1,232,871.23	
Total Liabilities and Net Assets	\$ 2,059,975.42	

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 October 31, 2025

Only items highlighted in Yellow will be discussed.

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

		EXPENDITURES									
Activity	Agency	7/1/2025 Budget	Advances	August	September	October	Y-T-D	Remaining Budget	AS OF October 31, 2025		
									33% % of Budget Expended	67% % of Available Funds	
Early Care & Education Subsidy - TANF Only											
1	Subsidized Child Care	Dept. of Social Services	\$ 2,531,000.00		\$ 281,479.00	\$ 231,020.00	\$ 241,811.00	\$ 1,066,192.00	\$ 1,464,808.00	42%	58%
2	Child Care Scholarships	Fayetteville Tech. Com. College	\$ 318,000.00		\$ -	\$ 28,564.52	\$ 37,939.09	\$ 66,503.61	\$ 251,496.39	21%	79%
	ECE Subsidy TANF Total:		44%	\$ 2,849,000.00	\$ -	\$ 281,479.00	\$ 259,584.52	\$ 279,750.09	\$ 1,132,695.61	40%	
	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	\$ 4,712.41	\$ 13,993.90	\$ 44,891.10	24%	76%
	ECE Subsidy Support Total		4%	\$ 234,885.00	\$ -	\$ 9,281.49	\$ 4,712.41	\$ 13,993.90	\$ 220,891.10	6%	
Early Care & Education Quality & Affordability											
5	CCR&R - Core Services	IH Partnership for Children	\$ 805,785.00		\$ 55,419.40	\$ 61,030.98	\$ 67,561.49	\$ 237,986.74	\$ 567,798.26	30%	70%
6	WAGES	Child Care Svcs. Association	\$ 565,000.00		\$ 129,031.28	\$ 53,200.00	\$ 40,300.00	\$ 222,531.28	\$ 342,468.72	39%	61%
7	CCR&R - Lending Library	IH Partnership for Children	\$ 76,600.00		\$ 4,209.85	\$ 3,128.64	\$ 3,074.25	\$ 13,892.14	\$ 62,707.86	18%	82%
	ECE Quality Total:		23%	\$ 1,447,385.00	\$ -	\$ 188,660.53	\$ 117,359.62	\$ 110,935.74	\$ 474,410.16	33%	
	Minimum of 70% Total Required		74%								
Health and Safety											
8	Child Care Health Consultant	Cumberland County Health Department	\$ 199,340.00	\$ -	\$ 22,813.92	\$ 15,700.33	\$ 17,542.26	\$ 63,739.97	\$ 135,600.03	32%	68%
9	Family Connects	IH Partnership for Children	\$ 647,357.00	\$ -	\$ 61,383.16	\$ 72,234.38	\$ 26,201.43	\$ 178,493.16	\$ 468,863.84	28%	72%
	Health & Safety Total:		10%	\$ 846,697.00	\$ -	\$ 84,197.08	\$ 87,934.71	\$ 43,743.69	\$ 242,233.13	29%	

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

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AS OF October 31, 2025

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	Activity	Agency	7/1/2025	EXPENDITURES					Remaining Budget	AS OF October 31, 2025		
				Budget	Advances	August	September	October		Y-T-D	33%	67%
									% of Budget Expended	% of Available Funds		
Family Support												
10	Kaleidoscope Play and Learn	IH Partnership for Children	\$ 42,000.00	\$ -	\$ 619.96	\$ 922.15	\$ 959.24	\$ 3,115.51	\$ 38,884.49	7%	93%	
11	Community Engagement & Resource Development	IH Partnership for Children	\$ 589,100.00	\$ -	\$ 37,688.33	\$ 46,215.45	\$ (29,092.41)	\$ 83,528.34	\$ 505,571.66	14%	86%	
12	Dolly Parton Imagination Library - RETURNED AS A DSP at 07-01-25	United Way of Cumberland County, Inc.	\$ 10,000.00	\$ -	\$ 1,991.00	\$ 1,980.00	\$ 1,375.00	\$ 6,226.00	\$ 3,774.00	62%	38%	
	Family Support Total:		10%	\$ 641,100.00	\$ -	\$ 40,299.29	\$ 49,117.60	\$ (26,758.17)	\$ 92,869.85	\$ 548,230.15	14%	
System Support												
13	P&E - Planning & Evaluation	IH Partnership for Children	\$ 387,800.00		\$ 21,866.86	\$ 27,488.41	\$ 32,762.20	\$ 101,774.07	\$ 286,025.93	26%	74%	
	System Support Total:		6%	\$ 387,800.00	\$ -	\$ 21,866.86	\$ 27,488.41	\$ 32,762.20	\$ 101,774.07	\$ 286,025.93		
	Total of Approved SERVICES Projects:			\$ 6,406,867.00	\$ -	\$ 616,502.76	\$ 550,766.35	\$ 445,145.96	\$ 2,057,976.72	\$ 4,348,890.28		
14	Administration	IH Partnership for Children	7%	\$ 425,611.00	\$ -	\$ 24,001.96	\$ 29,968.17	\$ 50,460.29	\$ 150,388.17	\$ 275,222.83	35%	65%
	Total Administration			\$ 425,611.00			\$ -	\$ -				
	Unallocated Smart Start SERVICES Funds			\$ -								
	Unallocated Smart Start ADMINISTRATION Funds			\$ -								
	Total Smart Start Funds Expended				\$ -	\$ 640,504.72	\$ 580,734.52	\$ 495,606.25	\$ 2,208,364.89			
									Total Allocated Smart Start Funds Remaining	\$ 4,624,113.11		

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]
\$ -	
\$ 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 OCTOBER 2025	
SHOULD BE	
33%	67%

		FY 25/26 Budget							Remaining	% of	% of
Activity		09/30/2025	August	September	October	Y-T-D	Budget	Budget Expended	Available Funds		
211	3323-999 Administrative Operations	\$159,440	\$ 11,480.86	\$ 17,468.64	\$ 16,624.30	\$ 56,725.64	\$ 102,714.36	36%	64%		
	3323-001 CCR&R - Core	\$80,000	\$ 8,870.47	\$ 10,474.09	\$ 5,526.77	\$ 27,839.10	\$ 52,160.90	35%	65%		
	3323-017 NC Pre-k Coordination (In-Direct)	\$268,000	\$ 22,666.30	\$ 19,330.78	\$ 31,927.71	\$ 91,419.81	\$ 176,580.19	34%	66%		
	Fund 211 Sub-Total	\$ 507,440.00	\$ 43,017.63	\$ 47,273.51	\$ 54,078.78	\$ 175,984.55	\$ 331,455.45	35%	65%		
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	\$ 775,290.00	\$ 1,149,889.00	\$ 1,576,849.00	42%	58%		
	2348-015 NC Pre-K Non-TANF/CCDF - Federal Funds	\$681,684	\$ -	\$ 102,098.00	\$ 258,205.00	\$ 360,303.00	\$ 321,381.00	53%	47%		
	Fund 319 Sub-Total	\$ 3,408,422.00	\$ -	\$ 476,697.00	\$ 1,033,495.00	\$ 1,510,192.00	\$ 1,898,230.00	44%	56%		
328	3323-017 NC Pre-K CCDF Quality Funds-ADMIN-Federal Funds	\$116,000	\$ 10,913.49	\$ 10,797.81	\$ 9,679.44	\$40,556.23	\$75,443.77	35%	65%		
328	3323-999 NC Pre-K CCDF Quality Funds-Administrative Operations	\$58,963	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 20,006.48	\$ 38,956.52	34%	66%		
	Fund 328 Sub-Total	\$ 174,963.00	\$ 20,913.49	\$ 15,797.81	\$ 14,679.44	\$ 60,562.71	\$ 114,400.29	35%	65%		

Total Budget Remaining	\$ 7,867,633.74
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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]
\$ -	
\$ 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 OCTOBER 2025	
SHOULD BE	
33%	67%

Activity	FY 25/26 Budget				Y-T-D	Remaining Budget	% of Budget Expended	% of Available Funds
	09/30/2025	August	September	October				

Unallocated NC Pre-k Revenues	\$ -				
Total NC Pre-k Grant Expended	\$ 63,931.12	\$ 539,768.32	\$ 1,102,253.22	\$ 1,746,739.26	
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**

										as of October 31, 2025		
										33%	67%	
										EXPENDITURES		
FUND	PSC	AC	Activity	07/01/25	August	September	October	Y-T-D	Remaining Budget	% of Budget Expended	% of Available Funds	
				Budget								
307	3104	001	Region 5 Lead Agency - Core Services	\$ 358,855.81	\$ 22,188.08	\$ 22,482.81	\$ 27,080.67	\$ 92,401.67	\$ 266,454.14	26%	74%	
			12M Extension GRANT ENDS JUNE 30, 2026									
307	3104	196	Core Services - 15% Overhead/Administration for CCR&R	\$ 1,235.00	\$ 371.25	\$ 13.67	\$ 47.39	\$ 455.78	\$ 779.22	37%	63%	
307	9100	196	Core Services - 15% Overhead/Administration for Admin Ops	\$ 55,369.04	\$ 6,003.55	\$ 3,324.60	\$ 5,467.60	\$ 14,806.13	\$ 40,562.91	27%	73%	
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	\$ -	\$ -	\$ 9,799.80	\$ 9,799.80	\$ 19,599.20	33%	67%	
307	3104	305	Contracts & Grants - Richmond County	\$ 14,528.00	\$ -	\$ -	\$ -	\$ -	\$ 14,528.00	0%	100%	
				\$ 477,685.85	\$ 28,562.88	\$ 25,821.08	\$ 42,395.46	\$ 117,463.38	\$ 360,222.47	25%	75%	
									Total Allocated DCD Funds Remaining	\$ 360,222.47		
Summary for 15% Overhead / Administration				\$ 56,604.04	\$ 6,374.80	\$ 3,338.27	\$ 5,514.99	\$ 15,261.91	\$ 41,342.13	27%	73%	

Partnership for Children of Cumberland County, Inc.

TOTAL ALLOCATION FOR ONLY THE BIRTH TO THREE QUALITY INITIATIVE \$62,891.00

15% Overhead / Administration Allocation \$8,169.87

Program/Services Allocation \$54,721.13

LEGEND	
	Budget Alignment

FUND	PSC	AC	Activity		Budget							Y-T-D	Remaining Budget	as of October 31, 2025	
					8/1/2025	August	September	October	November	December	January			50%	50%
														% 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	\$ 54,721.13	\$ 10,464.16	\$ 9,854.17	\$ 14,712.24	\$ -	\$ -	\$ -	\$ 35,030.57	\$ 19,690.56	64%	36%
312	3104	196	Birth to Three Quality Initiative - 15% Overhead/Administration for CCR&R		\$ 1,169.87	\$ 33.77	\$ 116.32	\$ 321.04	\$ -	\$ -	\$ -	\$ 471.13	\$ 698.74	40%	60%
312	9100	196	Birth To Three Quality Initiative - 15% Overhead/Administration for Admin Ops		\$ 7,000.00	\$ (48.77)	\$ 2,943	\$ 1,874	\$ -	\$ -	\$ -	\$ 4,768.61	\$ 2,231.39	68%	32%
#DIV/0!					\$ 62,891.00	\$ 10,449.16	\$ 12,913.51	\$ 16,907.64	\$ -	\$ -	\$ -	\$ 40,270.31	\$ 22,620.69	64%	36%

Partnership for Children of Cumberland County, Inc.

TOTAL - REGION 5 LEAD AGENCY ALLOCATION \$59,521.00

15% Overhead / Administration Allocation \$7,688.00

Program/Services Allocation \$51,833.00

FUND	PSC	AC	Activity	07/01/25	EXPENDITURES							Remaining Budget	as of October 31, 2025		
					Budget	July	August	September	October	November	December		Y-T-D	% of Budget Expended	% of Available Funds
313	3104	001	Region 5 Healthy Social Behaviors Project		\$ 51,833.00	\$ 11,396.30	\$ 10,722.02	\$ 10,384.25	\$ 15,040.11	\$ -	\$ -	\$ 47,542.68	\$ 4,290.32	92%	8%
313	3104	196	Healthy Social Behavior - 15% Overhead/Administration for CCR&R		\$ 1,120.00	\$ (6.66)	\$ 352.25	\$ 150.10	\$ 178.92	\$ -	\$ -	\$ 674.61	\$ 445.39	60%	40%
313	9100	196	Healthy Social Behavior - 15% Overhead/Administration for Admin Ops		\$ 6,568.00	\$ 5.24	\$ -	\$ 4,318.75	\$ 1,898.13	\$ -	\$ -	\$ 6,222.12	\$ 345.88	95%	5%
				#DIV/0!	\$ 59,521.00	\$ 11,394.88	\$ 11,074.27	\$ 14,853.10	\$ 17,117.16	\$ -	\$ -	\$ 54,439.41	\$ 5,081.59	91%	9%
Total Allocated DCD Funds Remaining												\$ 5,081.59			
Summary for 15% Overhead / Administration			PFC		\$ 7,688.00	\$ (1.42)	\$ 352.25	\$ 4,468.85	\$ 2,077.05	\$ -	\$ -	\$ 6,896.73	\$ 791.27	90%	10%

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
			August	September	October	YTD	August	September	October	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	\$ 34,873.51	\$ 103,605.77	\$ 43,017.63	\$ 47,273.51	\$ 54,078.78	\$ 175,984.55	\$ (72,378.78)
319	NC Pre-K Grant (per slot) - Federal Funds	\$ -	\$ -	\$ 727,735.00	\$ 782,457.00	\$ 1,510,192.00	\$ -	\$ 476,697.00	\$ 1,033,495.00	\$ 1,510,192.00	\$ -
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	\$ 10,797.81	\$ 30,883.27	\$ 20,913.49	\$ 15,797.81	\$ 14,679.44	\$ 60,562.71	\$ (29,679.44)
	Sub-total for NC Pre-K	\$ 56,437.00								Sub-total	\$ 847,575.78
FEDERAL RESTRICTED FUNDS											
307	DCD Grant - SWCDC	\$ (63,923.34)	\$ 62,318.17	\$ -	\$ 51,328.82	\$ 138,991.25	\$ 28,562.88	\$ 25,821.08	\$ 42,395.46	\$ 117,463.38	\$ (42,395.47)
312	Region 5 - Birth to 3 [Infant/Toddler] 08/01/2025 - 01/31/2026	\$ (32,311.30)	\$ 26,714.66	\$ -	\$ 23,411.44	\$ 67,975.75	\$ 10,449.16	\$ 12,913.51	\$ 16,907.64	\$ 52,572.09	\$ (16,907.64)
313	Region 5 - Healthy Social Behavior 07/01/2025 - 12/31/2025	\$ (36,884.71)	\$ 16,342.15	\$ -	\$ 37,322.25	\$ 74,206.96	\$ 11,074.27	\$ 14,853.10	\$ 17,117.16	\$ 54,439.41	\$ (17,117.16)
335 - YEAR 2	Region 5 - Family Child Care Project [02/15/2024 - 06/30/2025] NOT RENEWING AFTER 06-30-2025	\$ (17,627.31)	\$ 7,151.79	\$ -	\$ -	\$ 17,627.31	\$ -	\$ -	\$ -	\$ -	\$ -
333	FEDERAL - City of Fayetteville ARPA Grant \$400,000 Revenue Replacement [12/01/2024 - 12/30/2026]	\$ -	\$ -	\$ -	\$ 78,232.00	\$ 78,232.00	\$ 77,547.03	\$ 682.00	\$ 183.48	\$ 78,415.48	\$ (183.48)
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	\$ -	\$ 598.75	\$ 160.00	\$ 271.22	\$ 1,179.97	\$ -	\$ 113.39	\$ -	\$ 115.02	\$ 1,064.95
	Sub-total for Federal Restricted	\$ (150,746.66)								Sub-total	\$ (75,978.80)
SMART START AND RELATED FUNDS											
157	Smart Start - Admin. (FY 24/25)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 237.16	\$ -	\$ -	\$ -	\$ -
158	Smart Start - Services (FY 24/25)	\$ 68,243.04	\$ -	\$ -	\$ -	\$ -	\$ 1,422.96	\$ -	\$ -	\$ 68,243.04	\$ -
159	Smart Start - Admin. (FY 25/26)	\$ -	\$ 64,341.00	\$ 3,757.00	\$ 38,305.00	\$ 159,604.00	\$ 24,001.96	\$ 29,968.17	\$ 50,460.29	\$ 150,388.17	\$ 9,215.83
160	Smart Start - Services (FY 25/26)	\$ -	\$ 175,163.00	\$ 326,416.00	\$ 252,138.00	\$ 1,145,575.00	\$ 188,871.02	\$ 233,833.93	\$ 159,863.54	\$ 707,684.68	\$ 437,890.32
201	MAC SS Grant (Accting/Contracting)	\$ -	\$ 26,740.00	\$ -	\$ -	\$ 26,740.00	\$ 10,454.60	\$ 7,685.46	\$ 10,634.63	\$ 36,367.25	\$ (9,627.25)
801	Program Income (SS Related)	\$ 69,101.08	\$ 5,301.85	\$ 5,662.15	\$ 4,773.93	\$ 20,319.78	\$ 143.43	\$ 151.17	\$ 66,619.57	\$ 67,030.18	\$ 22,390.68
	Sub-total for Smart Start & Related	\$ 137,344.12								Sub-total	\$ 459,869.58

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	
		August	September	October	YTD	August	September	October	YTD		
TEMPORARILY RESTRICTED FUNDS - RESTRICTED FOR TIME OR PURPOSE TO SPEND FUNDS											
402	County of Cumberland - Family Connects (FY25/26)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 47,300.00	\$ 47,300.00	\$ (47,300.00)	
	Sub-total for Temporarily Restricted	\$ -							Sub-total	\$ (47,300.00)	
UNRESTRICTED FUNDS or NO RESTRICTION OF TIME TO SPEND FUNDS											
208	Unrestricted Revenues - For Operating Purposes	\$ 43,535.44	\$ -	\$ -	\$ -	\$ 223,948.29	\$ 7,954.07	\$ 7,954.07	\$ 7,954.07	\$ 31,816.28	\$ 235,667.45
	Unrestricted Revenues - Invested in CDs and Money Market Account	\$ 447,593.66	\$ -	\$ -	\$ -	\$ (223,948.29)	\$ -	\$ -	\$ -	\$ -	\$ 223,645.37
501	Individual Gifts & Donations	\$ 155,703.76	\$ 566.56	\$ 5,198.53	\$ 135.00	\$ 7,615.42	\$ 7.29	\$ 31.60	\$ 21.13	\$ 61.70	\$ 163,257.48
515	Vending Machine Commissions	\$ 216.89	\$ -	\$ 208.28	\$ -	\$ 429.00	\$ -	\$ 27.05	\$ -	\$ 27.05	\$ 618.84
802	PFCRC II (Non-Smart Start)	\$ (103,016.30)	\$ 15,575.14	\$ 17,257.50	\$ 17,629.43	\$ 67,369.28	\$ 12,542.21	\$ 12,679.52	\$ 10,946.45	\$ 39,725.78	\$ (75,372.80)
805	Misc. Unrestricted Revenue [currently cash back from Mastercard 2% credit card]	\$ 16,919.63	\$ -	\$ -	\$ -	\$ -	\$ 1,186.95	\$ 1,101.30	\$ 37.96	\$ 2,326.21	\$ 14,593.42
808	Insurance Proceeds Income (NOT program income and NOT temp restricted per NCPC)	\$ 9,796.17	\$ (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	\$ 19,000.00	\$ 5,063.59	\$ (4,039.64)	\$ 7,588.24	\$ 13,756.51	\$ 104,826.89
815	Hoke - Contracted Eval (not program income)	\$ 27,791.50	\$ -	\$ -	\$ -	\$ 6,177.76	\$ 342.47	\$ 1,299.33	\$ 2,534.81	\$ 4,785.23	\$ 29,184.03
820	Fundraising - PFC Annual Fundraiser	\$ 55,056.74	\$ 326.00	\$ 607.53	\$ 668.53	\$ 2,263.06	\$ 538.73	\$ 2,301.50	\$ 618.53	\$ 3,477.66	\$ 53,842.14
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	\$ 491.37	\$ 417.61	\$ 931.87	\$ 2,003.45	\$ (2,003.45)
899	Interest Income (from Investment Funds)	\$ 6,073.08	\$ 233.53	\$ 217.45	\$ 209.90	\$ 7,879.52	\$ -	\$ -	\$ -	\$ -	\$ 13,952.60
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	\$ 19,634.00	\$ 19,790.50	\$ 24,532.25	\$ 83,335.66	\$ 20,016.05	\$ 20,235.86	\$ 23,083.48	\$ 83,691.04	\$ 2,839.31
	Sub-total for Unrestricted Funds	\$ 741,154.00								Sub-total	\$ 778,670.08

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
			August	September	October	YTD	August	September	October	YTD	
INFORMATION TECHNOLOGY											
992	PFC IT Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267.26	\$ 55.82	\$ 281.84	\$ 604.92	\$ (604.92)
993	IT - Core	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
994	IT - Outside Agencies	\$ 68,334.24	\$ 7,707.46	\$ 8,020.00	\$ 9,358.40	\$ 34,094.64	\$ 7,758.53	\$ 6,161.56	\$ 11,200.51	\$ 36,069.18	\$ 66,359.70
995	IT - PFC Enhanced	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
996	IT - PFC Regular	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-total for Information Technology		\$ 68,334.24	\$ -	\$ -	\$ -					Sub-total	\$ 65,754.78
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	\$ 2,059,975.42

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

							Fiscal Year 2025 / 2026		
							SHOULD BE:	33%	67%
Activity	FY 25/26 Budget Effective 7/1/2025	August	September	October	Expenditures Y-T-D	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	\$ 854.53	\$ 541.99	\$ 748.34	\$ 2,940.76	\$ 13,059.24	18%	82%	
	\$ 28,000.00	\$ 854.53	\$ 541.99	\$ 748.34	\$ 2,940.76	\$ 25,059.24	11%	89%	
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	\$ 7,099.54	\$ 7,412.08	\$ 7,205.73	\$ 28,875.52	\$ 50,573.48	36%	64%	
Sub-Total	\$ 129,449.00	\$ 7,099.54	\$ 7,412.08	\$ 7,205.73	\$ 28,875.52	\$ 100,573.48	22%	78%	
Total Allocated Budget for FY25-26	157,449.00								
Allocated Budget Amount SPENT		\$ 7,954.07	\$ 7,954.07	\$ 7,954.07	\$ 31,816.28				
Allocated Budget Amount UNSPENT						\$ 125,632.72			
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				\$ -	\$ 125,632.72				
Subtotal (cash in GL 1113 at the month end to be used for operating funds)				\$ -		\$ 235,667.45	<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			\$ -		\$ 223,645.37			
CURRENT TOTAL OF CASH AND INVESTMENTS AT THE MONTH END						\$ 459,312.82			



E*TRADE

from Morgan Stanley

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

STATEMENT FOR:

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

Beginning Total Value (as of 10/1/25)

\$159,212.01

Ending Total Value (as of 10/31/25)

\$160,134.36

Includes Accrued Interest

Access Your Account Online At

www.etrade.com or call 800-387-2331

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

#BWNJGWM
0031541 01 AB 0.641 01 TR 00123 MSKDD193 000000
PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM
& MARY SONNENBERG
351 WAGONER DRIVE SUITE 200
FAYETTEVILLE NC 28303



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*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*

S 031541 MSKDD193 032097



Account Summary

Self-Directed Brokerage Account

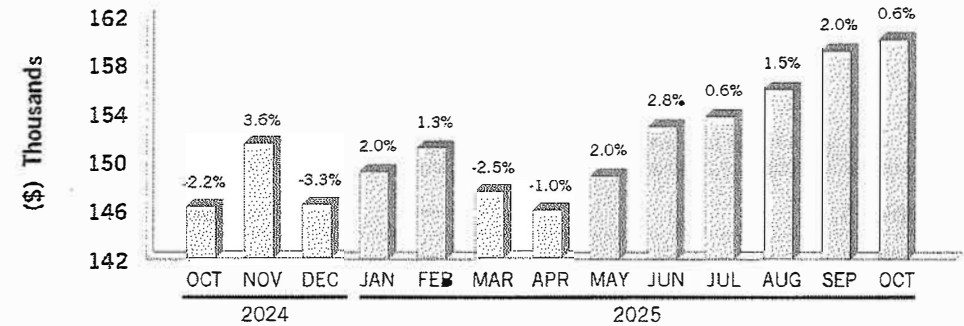
PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

CHANGE IN VALUE OF YOUR ACCOUNT (includes accrued interest)

	This Period (10/1/25-10/31/25)	This Year (1/1/25-10/31/25)
TOTAL BEGINNING VALUE	\$159,212.01	\$146,347.33
Credits	—	—
Debits	—	—
Security Transfers	—	—
Net Credits/Debits/Transfers	—	—
Change in Value	922.35	13,787.03
TOTAL ENDING VALUE	\$160,134.36	\$160,134.36

MARKET VALUE OVER TIME

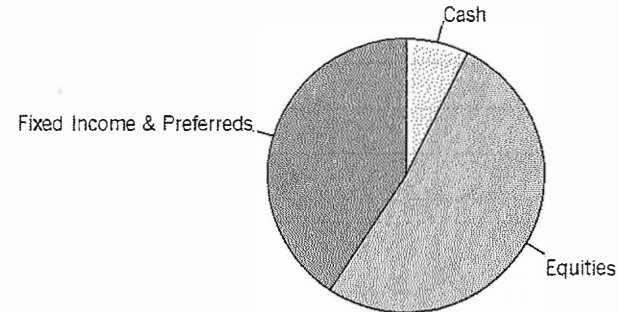
The below chart displays the most recent thirteen months of Market Value.



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	\$11,758.82	7.34
Equities	83,084.07	51.88
Fixed Income & Preferreds	65,291.47	40.77
TOTAL VALUE	\$160,134.36	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.

Account Summary

Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

BALANCE SHEET (* includes accrued interest)

	Last Period (as of 9/30/25)	This Period (as of 10/31/25)
Cash, BDP, MMFs	\$11,579.31	\$11,758.82
Stocks	1,087.31	1,071.42
ETFs & CEFs	123,524.70	124,206.55
Mutual Funds	23,020.69	23,097.57
Total Assets	\$159,212.01	\$160,134.36
Total Liabilities (outstanding balance)	—	—
TOTAL VALUE	\$159,212.01	\$160,134.36

INCOME AND DISTRIBUTION SUMMARY

	This Period (10/1/25-10/31/25)	This Year (1/1/25-10/31/25)
Qualified Dividends	—	\$10.62
Other Dividends	623.31	3,765.97
Interest	0.10	0.91
Income And Distributions	\$623.41	\$3,777.50
Tax-Exempt Income	—	—
TOTAL INCOME AND DISTRIBUTIONS	\$623.41	\$3,777.50

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 (10/1/25-10/31/25)	This Year (1/1/25-10/31/25)
Foreign Tax Paid	—	\$1.89

CASH FLOW

	This Period (10/1/25-10/31/25)	This Year (1/1/25-10/31/25)
OPENING CASH, BDP, MMFs	\$11,579.31	\$10,026.13
Dividend Reinvestments	(443.90)	(2,154.53)
Income and Distributions	623.41	3,887.22
Total Investment Related Activity	\$179.51	\$1,732.69
Total Cash Related Activity	—	—
Total Card/Check Activity	—	—
CLOSING CASH, BDP, MMFs	\$11,758.82	\$11,758.82

GAIN/(LOSS) SUMMARY

	Realized This Period (10/1/25-10/31/25)	Realized This Year (1/1/25-10/31/25)	Unrealized Inception to Date (as of 10/31/25)
Short-Term Gain	—	—	\$113.91
Long-Term Gain	—	—	32,700.49
Long-Term (Loss)	—	—	(13,723.48)
Total Long-Term	—	—	\$18,977.01
TOTAL GAIN/(LOSS)	—	—	\$19,090.92

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



Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

Account Detail

Investment Objectives (in order of priority): Income

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/lbdpdisclosure. Cash and interest from required Pattern Day Trader minimum equity amounts are retained in Cash Balance Program.

Description	Market Value	7-Day Current Yield %	Est Ann Income	APY %
MORGAN STANLEY PRIVATE BANK NA	\$11,758.82	—	\$1.18	0.010
	Market Value		Est Ann Income	
CASH, BDP, AND MMFs	\$11,758.82		\$1.18	

Percentage of Holdings

7.34%

Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

Account Detail

STOCKS

COMMON STOCKS

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

Security Description	Quantity	Share Price	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income	Current Yield %
THOMSON REUTERS CORP (TRI)	7.000	\$153.060	\$332.01	\$1,071.42	\$739.41	\$16.66	1.55
<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	0.67%	\$332.01	\$1,071.42	\$739.41	\$16.66	1.56%

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	\$217.060	\$45,350.53	\$76,188.06	\$30,837.53	
Reinvestments	26.834		4,629.61	5,824.59	1,194.98		
Total	377.834		49,980.14	82,012.65	32,032.51	1,340.93	1.64
<i>Next Dividend Payable 01/2026; Asset Class: Equities</i>							

VANGUARD LONG-TERM CORPORATE (VCLT)	545.000	77.420	54,991.61	42,193.90	(12,797.71)	2,275.38	5.39
<i>Next Dividend Payable 11/05/25; 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	77.56%	\$104,971.75	\$124,206.55	\$19,234.80	\$3,616.31	2.91%



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)	Purchases	2,988.805	\$5.550	\$17,500.00 p	\$16,587.87	\$(925.77)		
Reinvestments		1,172.920		6,467.22	6,509.70	42.48		
	Total	4,161.725		23,967.22	23,097.57	(883.29)	1,419.15	6.14

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	14.42%	\$23,967.22	\$23,097.57	\$(883.29)	\$1,419.15	6.14%

	Percentage of Holdings	Total Cost	Market Value	Unrealized Gain/(Loss)	Est Ann Income Accrued Interest	Current Yield %
TOTAL VALUE	100.00%	\$129,270.98	\$160,134.36	\$19,090.92	\$5,053.30	3.16%

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	\$11,758.82	—	—	—	—	—
Stocks	—	\$1,071.42	—	—	—	—
ETFs & CEFs	—	82,012.65	\$42,193.90	—	—	—
Mutual Funds	—	—	23,097.57	—	—	—
TOTAL ALLOCATION OF ASSETS	\$11,758.82	\$83,084.07	\$65,291.47	—	—	—

Account Detail

Self-Directed Brokerage Account

PARTNERSHIP FOR CHILDREN OF CU
C/O JAMES GRAFSTROM

ACTIVITY

CASH FLOW ACTIVITY BY DATE

Activity Date	Settlement Date	Activity Type	Description	Comments	Quantity	Price	Credits/(Debits)
10/1		Dividend	VANGUARD DIVIDEND APPRECIATION				\$325.40
10/1		Dividend	VANGUARD HI YLD CORP INV DIV PAYMENT				118.50
10/1		Dividend Reinvestment	VANGUARD DIVIDEND APPRECIATION	ACTED AS AGENT DIVIDEND REINVESTMENT	1.517	214.5833	(325.40)
10/1		Dividend Reinvestment	VANGUARD HI YLD CORP INV	REINVESTMENT a/o 09/30/25	21.313	5.5600	(118.50)
10/3		Dividend	VANGUARD LONG-TERM CORPORATE				179.41
10/31		Interest Income	MORGAN STANLEY PRIVATE BANK NA	(Period 10/01-10/31)			0.10
NET CREDITS/(DEBITS)							\$179.51

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)
10/3	Automatic Investment	BANK DEPOSIT PROGRAM	\$179.41
10/31	Automatic Investment	BANK DEPOSIT PROGRAM	0.10
NET ACTIVITY FOR PERIOD			\$179.51

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.

Tips on Protecting Yourself from Fraudulent Account Activity

The protection of client data is of the utmost importance to us. Scams are on the rise, and they have become more sophisticated. Please remember to never share your personal information including account verification codes, account numbers, passwords or social security numbers with anyone you do not personally know. Please be cautious opening attachments, clicking on links, or allowing external access to your computer. Scammers will be aggressive and create a sense of urgency. Scammers will promise unbelievable returns using crypto currency investing or sweepstakes/lottery. Scammers will use social media apps to build trust and then make sudden requests for money due to a hardship or emergency.

If you have any questions regarding scams or believe that you are a victim of a scam, please contact a member of your Morgan Stanley team or call 888-454-3965 to report online fraud or security concerns.

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.

President's Report
Executive Committee (Acting on Behalf of Board)
Charles Morris Room
Thursday, November 20, 2025

A. NCPC/DCDEE Updates / Legislative Updates

1. NCPC

- This month's special stories from Provider Services and the Parents for Higher Education program is attached.
- NCPC's onsite monitoring of the Smart Start grant occurred last week. Staff is responding to any additional requests as the monitors complete their review.
- Carry-forward funding [\$214,209] is now available for contract amendments. Staff is reviewing all requests along with considering funding implications from other grant funding to make decisions on the allocation of the carry-forward funding.

2. DCDEE

- **Region 5:** Payment for these activities is up to date. Waiting on executed amendments for additional funds for HSB ad B3QI to finish out their six-month contracts.
- Waiting for results of the RFAs for HSB and B3QI and Infant & Toddler Salary Supplements.
- **NC Pre-K:** Requests were submitted for extension for Long Term Substitutes and are being processed. Of the 18 submitted, 10 have already been approved.

3. State Level

- Funding continues at last year's levels. NC is currently the only state without a final state budget for FY26.
- Law makers are in session this week, but are not expected to vote on the budget or Medicaid funding. Lawmakers are not expected to have any more voting sessions until sometime in 2026.
- DHHS decreases in Medicaid reimbursement rates went in to effect October 1st, with real-time impact starting in November.
- For details of the session and federal updates, refer to the NC Center for Nonprofits' [November 14th Public Policy update](#).

4. Federal Level

- The federal government officially re-opened Wednesday night after President Donald Trump signed into law a bill (**H.R. 5371**) to provide temporary funding for the federal government through January 30, ending the longest government shutdown in U.S. history after 43 days. The new **continuing resolution** provides funding for the full federal government through January 30, 2026 and provides full-year funding (through September 30, 2026) for the U.S. Department of Agriculture (USDA), military construction, veterans' services, and congressional staff. It also reinstates federal employees whose jobs were terminated during the 43-day government shutdown.
- SNAP benefits were to be loaded on EBT cards November 14th.
- The looming expiration of enhanced premium tax credits on Affordable Care Act (ACA) Marketplace health plans was not addressed. The expiration of those tax credits will mean **significant increases in health costs** for North Carolinians in 2026.

5. Local Level

- The quarterly collaborative meeting of PFC, DSS, and the Health Department will be Friday,

November 21.

- BC/BS is collaborating with the Diaper Bank of NC to have distributions in 3 areas of the state. The flyer is attached.

B. Grant Opportunities/Updates/RFPs

- Our County and City of Fayetteville grants are all active. Building construction has started. No requests for payment have been submitted yet by the building contractor. 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. Additional information was sent to the Cannon Foundation that the building project has started.

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 started Monday, November 3.** As a Caseworker for NC Pre-K, she will assist families with NC Pre-K eligibility and application requirements, and help connect families to needed services and resources in the community. Alisha grew up in Germany and earned a Bachelor's in Social Work from UNC Pembroke. She has worked as a Foster Care Social Worker with Sampson County DSS and as a Family Advocate with Head Start before joining PFC, where she continues to follow her passion for helping children and families thrive and become self-sufficient.
- **Farewell to Michelle Glacken, Birth-to-3 Specialist.** Michelle first joined PFC in September 2016 where she provided specialized technical assistance to child care providers across Region 5. After relocating out of state in 2020, Michelle returned to NC and to PFC in 2024, resuming work with our Birth-to-Three team. She is a steadfast advocate for high-quality care for children ages 0-3. She will soon be stepping into a larger role within the same field, moving to the CDSA. We wish her well in this transition and know that our paths will most likely cross in her new role. At this time, there are no plans to fill this vacancy, but the Programs team will evaluate needs and next steps as part of ongoing planning.
- **Staff Development Fundraiser: Hot Dog / Chili Plate Sale, October 30.** Thanks to everyone for making the fundraiser a success. Raised \$1,038.00 as of 11-20-2025.

D. Events/Recognitions

- **NC Pre-K Let's Get Enrolled – Applications for the 2025-2026 school year are still being accepted.** Please share the URL: [LetsGetEnrolled.com](https://letsgetenrolled.com). Contact Ar-Nita Davis (adavis@ccpfc.org).
- **The PFC United Way Campaign/Food and School Supply Drive wrapped up on November 19. Funds raised for United Way were \$2,770,28 with 394 food items donated. Thanks to everyone for their support.**
- **Grilled Cheese Festival** – November 15 at Dirtbag Ales. We are deeply grateful to our amazing community for turning out in overwhelming support of PFC and our first Grilled Cheese Festival fundraiser! Their patience through tech hiccups and long lines – especially with two food trucks not attending – meant the world to us. A special thank you goes to **Dirtbag Ales** for their incredible partnership and support in making this event possible. **Results \$10,579.48 gross less \$4,697.41 expenses = 5,882.07 net as of 11-17-2025. The event also generated \$6,796 of in-kind value, including \$5,000 for the venue and 1,796 in volunteer time. Tickets sold: A total of 506 tickets were sold – 177 presale and 329 onsite the day of the event. What a great first-time event!! Proposing securing event date for November 2026.**
- **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. On the first day of the book drive, 100 books were donated.

- **Giving Tuesday:** We are gearing up for 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 link goes live on November 24 at 9 AM and goes through December 2 closing at 11:59 PM. 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.

Parents for Higher Education at FTCC:



The Parents for Higher Education grant and Mrs. Dixie Canon, will hold a special place in my heart forever as this is the program that allowed me the opportunity to attend school full-time, confidently, knowing that my daycare and child's well-being was taken care of. As I am approaching graduation, I think back on my two years here at FTCC and with the PFHE program, and can't imagine trying to do that all over again without this program. Thank you to the Partnership for Children, to Mrs. Canon, and to the entire department for the assistance I've received and the lasting impression this program will have in my life.

Provider Services: Professional Development and Technical Assistance from PFC are part of most Administrative Actions in child care programs. With these supports, programs have the opportunity to be successful.

Last fiscal year, we worked closely with a childcare program that had received an Administrative Action. Our Coaches and the HSB team provided targeted training and ongoing coaching to support program improvement. As a result, the childcare program has significantly revamped its operations, and it is now in the process of transitioning to the new licensing pathways, with continued technical assistance and guidance from our Coaches.

Baby Needs Distribution Drive

Blue Cross NC is proud to partner with the Diaper Bank of North Carolina to provide **FREE** resources to families across the state.

 **Diapers**  **Formula**
Parent Resources  **Wipes**



This event is for anyone in the community who may need supplies!

Come by and grab what you need!

Raleigh

Friday, Nov 21
10:00 AM–12:00 PM

8511 Brier Creek
Parkway, Suite 107,
Raleigh, NC 27617

Fayetteville

Friday, Dec 5
10:00 AM–12:00 PM

1800 Owen Drive,
Fayetteville, NC 28304

Charlotte

Friday, Dec 12
10:00 AM–12:00 PM

2336 Freedom Drive,
Suite C,
Charlotte, NC 28208



DIAPER BANK
of North Carolina

Beyond Blue 
Neighborhood Center **NC**

CCR&R Advisory Committee Recommendation Meeting for November 13, 2025

Information:

- 1) Wanda Wesley, Co-Chair, called the CCR&R Committee meeting to order.
- 2) Prior meeting minutes for June 5, 2025 and September 11, 2025 were approved.
- 3) Mary Sonnenberg, President gave an overview of the President's Report.
- 4) Mary Sonnenberg, President, provided the Financial Summary updates.
- 5) Julanda Jett, Vice President of Programs, gave an update on the Neurodivergent Resources & Support Workgroup and Family Engagement.
- 6) Department Report and Matters for Discussion – Julanda Jett & Wanda Wesley
 - Committee Members Commitment & Expectations
 - Workforce Development Project Update
 - New Hires
 - Open Position
 - SOAR Community Coalition
 - Cumberland County Literacy Council
- 7) Division Reports: Ar-Nita Davis & Sheila Rowe
 - Family Services
 - NC Pre-K
 - Consumer Education & Referrals
 - Provider Services
 - Kaleidoscope
 - Technical Assistance & Trainings
 - Region 5 (B3QI, FCC, HSB, School-Age)

Board Transition Worksheet - November 12, 2025

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

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