

Board Development Committee Meeting Agenda

Quorum = 3 (50%) (Total Committee Members = 6)

Wednesday, September 9, 2026

9:00 am – 10:30 am

HYBRID (Charles Morris Conference Room and Zoom)

	Topic	Presenter
I.	Call to Order & Chair Comments^A	Darlisha Warren
	A. Welcome	
	B. Volunteer Forms (https://ccpfc.tfaforms.net/5170631)	
II.	Action*	
	A. Minutes – May 13, 2026	Darlisha Warren
III.	Discussion^A	
	A. 2 nd Term Ending June 30, 2027	Darlisha Warren
	1. Haja Jallow-Konrat – Parent of a Child 5 or Younger (NC Pre-K)	
	B. Board Donations / Pledge Forms	Mary Sonnenberg / May Rodriguez Laureano
	C. Board Engagement Strategies/Community Engagement Collaboration	Mary Sonnenberg / May Rodriguez Laureano/Daniele Malvesti Petti
	D. Organizational Sustainability & Succession Planning – Next Steps	Mary Sonnenberg
	E. Strategic Planning Update & President's Goals	Mary Sonnenberg
	F. Building Sustainability Update	Mary Sonnenberg
IV.	Upcoming Meetings / Holidays / Closures	
	MEETING	MEETING DATE
	CCR&R	September 10, 2026
	Facility & Tenant	September 21, 2026
	Executive	September 24, 2026
	Community Engagement & Development (CED)	October 1, 2026
	Planning & Evaluation	October 6, 2026
	Finance	October 15, 2026
	Board of Directors (& NC Pre-K Planning)	October 29, 2026
	Family Connects	November 3, 2026
	Board Development	November 4, 2026
	Human Resource	November 17, 2026
		MEETING TIME
		9:00 am – 11:00 am
		11:30 am – 1:00 pm
		9:00 am – 11:00 am
		8:30 am – 10:30 am
		1:00 pm – 3:00 pm
		1:00 pm – 3:00 pm
		12:00 pm – 2:00 pm
		3:00 pm – 4:00 pm
		9:00 am – 10:30 am
		12:30 pm – 2:00 pm

	EVENTS	DATE	LOCATION
	PFC Staff Development Day Hot Dog Sale / Boo-levard Festival	Thursday, October 29, 2026	PFC
	Kindness Awards	Week of September 21, 2026	Various
	Grilled Cheese Festival	Saturday, November 7, 2026	Dirt Bag Ales & Taproom
	Giving Tuesday Campaign	November 23 – December 1, 2026	Online
	Little Land: BIG Play for Families	Saturday, March 13, 2027	Crown Expo Center
	HOLIDAY/CLOSURES	DATE CLOSED	
	Veteran’s Day	Wednesday, November 11, 2026	
	Thanksgiving	Wednesday, November 25 thru Friday 27, 2026	
	Christmas	Thursday, December 24 thru Thursday, December 31, 2026	
	New Year’s Day	Friday, January 1, 2027	
V.	Adjourn		
	* Needs Action ^Δ Information Only ! Possible Conflict of Interest (Recusals) ^ε Electronic Copy (Hard copies are available Upon request) ^D Document Included in Packet		

[illegible]



Partnership for Children of Cumberland County, Inc.
Hybrid (Zoom and In-Person) Board Development Committee Meeting Minutes
May 13, 2026 (9:06 am to 9:45 am)
Be the Driving Force



	Swinney currently serves on the F&T Committee and the Building Sustainability Workgroup. Martin has also spoken with Pamela Federline regarding Allocations for next fiscal year. Action on the Religious Community Rep is being deferred to the June 11, 2026 board meeting. Van Gunter moved to approve Dr. Rondell Bennett, DeShaun Rash and Martin Swinney as board members beginning July 1, 2026 as presented. Wanda Wesley 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. D. Dr. Fecher provided an overview of the proposed members of the FY 26/27 Executive Committee. The committee would consist of the following: Dr. Patricia Fecher – Chair, Lonnie Ballard – HR, Dr. Rondell Bennett – CCR&R, Joe Deaton – F&T, Maria Ford (or Dr. Eric Bracy) NC Pre-K Co-Chair, Van Gunter – Past Board Chair, Katie Lada – Secretary, Maybelyn Rodriguez Laureano – CED, Betty Smith – Treasurer/Finance, Felicia Tyson-Johnson – P&E, Linda Vandevender – Child Care Rep and Darlisha Warren – Vice Chair/ Board Development. Van Gunter moved to approve the proposed members of the FY 26/27 Executive Committee as presented. Wanda Wesley 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.	Motion Carried	None
		Motion Carried	None
III. Discussion^A A. FY 26/27 1. Committee Members 2. New Board & Officers Orientation, July 30, 2026 B. 2nd Term Ending June 30, 2026 1. Ebone Williams – Child Care Resource & Referral or Another Child-Serving Agency Representative (NC Pre-K) C. Board Donation Update – 19 out of 20 D. Building Sustainability Workgroup Recommendation: Evaluate options for sale of part or all of Building (351 Wagoner Drive) with information from NC DCDEE and other related parties, including staff, Board, real estate agents and other entities. E. Evaluate options for Organizational Sustainability & Succession Planning with related organizations, including discussions with Robeson County Partnership for Children, staff, Board	A.1. Mary stated that most committees are in decent shape. A few CED Committee members have left the committee but there are still enough members on the committee, P&E needs more members; the committee only has six members, but needs to have a minimum of seven members. A few people have left the Family Connects Advisory Committee but it is still operational, Finance has enough members and the Board Development Committee will have too many members in the next fiscal year. Dr. Fecher has agreed to step down from the Board Development Committee. Terrasine Garner is the Chair of 4C; she is interested in coming back on the PFC board but Mary suggested that she wait another year before coming back. A.2. Mary informed the committee that the New Board and Officers Orientation is scheduled for Thursday, July 30, 2026, during the Executive Committee meeting. A meeting will be scheduled with Mary, Dr. Fecher and Darlisha Warren to work on the orientation. B.1. Ebone Williams 2nd term will end on June 30, 2026. The person Dr. Gronski reached out to is unable to fill that position. Mary stated that there may be a current board member who is able to fill that position. C. Dr. Fecher stated that 19 out of 20 board donations have been received. D. Van Gunter stated that several members of the Building Sustainability Workgroup and some PFC staff are attending a meeting in Raleigh on June 17, 2026 to meet with staff at NCPC and hopefully someone from DCDEE regarding discussions on the potential sale of the PFC building. Mary stated that Onslow County Partnership is actually two nonprofits. One Place is their overarching entity, and then they have their Partnership for Children nonprofit still to manage their Smart Start, and possibly their NC Pre-K money. Jessica Lowery-Clark had some information she is going to follow up on. There is another partnership at Wayne County, who also owns their own building. Jessica is trying to figure out how they manage that, with cost allocation, because	None None None None None None	None None None None None None

and other entities. F. Strategic Planning Update: Progress and Next Steps	cost allocation certainly does not cover the cost. E. Mary stated that discussions are taking place with Mary and Jessica regarding a potential merger of Cumberland County and Robinson County partnerships. Robeson County Board is onboard with having discussions as well. Mary and Jessica have been in discussions regarding the priorities. The PFC Leadership Team, staff, Board of Directors and Executive Committee will discuss the non-negotiables as far as a potential merger and collaboration. Robeson County is not going to sell their building, so that's a non-negotiable. Anything that is non-negotiable, discussions will start with that, and then to really look at what each of the strengths and potential weaknesses are. Mary stated that she has spoken with a former legislator who stated that there must be some way that PFC does not have to pay money back from the sale of the building, but that would require a legislator to make that happen. Van stated that this is something that should be explored since wherever PFC moves, we are going to have to likely up-fit the space and make it functional for our needs. The landlord may or may not be willing to fund changes to the location, so that additional money could assist with that. Mary is going to reach out to Val Applewhite to see if she can assist. Mary has been in discussions with PFC staff so they are aware of what is going on. F. A meeting will be scheduled between Mary and Dr. Fecher to continue discussions regarding Strategic Planning. The second group who participated in Workforce Development will be celebrated at noon today. The instructor for the EDU 119 Class stated that it was obvious that members of the group had been mentored and supported before they even attended the class, because they worked as a group. PFC is planning to continue with this activity. The hope is to offer them some of the coursework in the special needs certificate that they have for early childhood. A state budget may be issued soon. The end of the fiscal year is June 30th, so when money is received this late, usually they will not certify it until the new fiscal year, so hopefully it will all have the caveat until spent. Otherwise, the funds will be received, then we will have to revert it. They will not have contracts for any of it until after July 1. It usually takes a month or two to certify the budget and the departments to get things in order. The State did pass the Medicaid rebate. This had to match the Big Beautiful Bill.	None None None None None	None None None None None
IV. Upcoming Meetings/Holidays/Closures	All upcoming events are listed on the agenda for information only. Notices will be emailed before committee meetings.	None	None
V. Adjournment	As there was no further business; the chair announced the meeting adjourned. The meeting was adjourned at 9:45 am.	Adjourned	None



Partnership for Children of Cumberland County, Inc.
Hybrid (*Zoom and In-Person*) Board Development Committee Meeting Minutes
May 13, 2026 (9:06 am to 9:45 am)
Be the Driving Force



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

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

Board Transition Worksheet - September 9, 2026

NCPK Suggested Roles - Government		Board Member	1st Term Expires	2nd Term Expires
County Commissioner's Office				
1	County Manager's Office	Skeens, Heather		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		6/30/2029
5		Bennett, Dr. Rondell	6/30/2029	6/30/2032
6	Local Cooperative Extension Agency	Childers, Lisa		6/30/2028
Local Public Library				
7	Municipal Government	Warren, Darlisha		6/30/2029
NCPK Suggested Roles - Services		Board Member	1st Term Expires	2nd Term Expires
8	Child Care Provider - Licensed Center - NC Pre-K	Vandevender, Linda	6/30/2028	6/30/2031
Child Care Provider - Licensed Home				
Military Child Care Rep				
9	Local Head Start Program Representative - NC Pre-K	Ballard, Lonnie		NCPK
10	Local Mental Health Professional or Health Care Provider - NC Pre-K	Tyson-Johnson, Felicia	6/30/2028	6/30/2031
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	Chalmers McClain, Dr. Melody	6/30/2029	6/30/2032
NCPK 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		6/30/2027
15	Faith Community	Evan, Deborah	6/30/2029	6/30/2032
16	Inter-Agency Coordinating Council or Parent of a Child with a Disability	Lada, Katherine		6/30/2029
Foundation or other Philanthropic Organization				
17	Business Leader	Gunter, Van		6/30/2029
18		Rodriquez Laureano, Maybelyn	6/30/2028	6/30/2031
19	Military Community Rep	Rash, DeShaun	6/30/2029	6/30/2032
20		Klinck, Amanda		6/30/2029
21		Smith, Betty		6/30/2029
22	Community At Large	Gronski, Dr. Meredith	6/30/2028	6/30/2031
23		Deaton, Joe	6/30/2028	6/30/2031
24		Swinney, Martin	6/30/2029	6/30/2032

1st Term Ending 6/30/28 = 7
1st Term Ending 6/30/29 = 5

2nd Term Ending 6/30/27 = 1
2nd Term Ending 6/30/28 = 2
2nd Term Ending 6/30/29 = 6
2nd Term Ending 6/30/31 = 7
2nd Term Ending 6/30/32 = 5

Board Donation Pledge Form

Date: _____

Contact Information

Donor Name(s): _____

Company (if applicable): _____

Primary Contact: _____ Title: _____

Phone: _____ Email: _____

Address: _____

City: _____ State: _____

Zip Code: _____

Pledge Details

I/we pledge the following support to the *Partnership For Children*, a registered 501(c)(3) nonprofit organization (EIN).

☐ Monetary Donation Amount Pledged: \$_____

Payment Schedule:

☐ One-time gift ☐ Monthly ☐ Quarterly ☐ Annually

☐ Giving Tuesday through CCF ☐ Endowment Contribution

Starting on: _____ Ending on: _____

Ready to Donate now? Scan [paypal](#) here.

Option for recurring payout is available.



☐ Volunteer Donation

☐ Volunteering _____ hours at _____ PFC Events.

☐ Attend (*Purchase Tickets*) for _____ PFC Events.

☐ Sponsorship

☐ Sponsor a PFC Event

☐ Sponsor a table(s) at an Event

Board Donation Pledge Form

☐ **Connections**

- ☐ Connect us to 2 New Donors ☐ Connect us to 2 New Sponsors
- ☐ Connect us to 2 New food trucks
- ☐ Commit to sharing Events with Networks
- ☐ Follow PFC Social Media (share/ engage / interact)

☐ **In-Kind Donation**

- ☐ Goods ☐ Professional Services

Describe what items are being donated and/or Professional Services:

Donor Recognition Preferences

- ☐ Please list me/us as: _____
- ☐ I/we wish to remain anonymous.

Payment Method

- ☐ Credit/Debit Card (processed securely online)
- ☐ Stock/Securities Transfer (please contact us for instructions)

Terms and Conditions

- This pledge represents a voluntary commitment and is not legally binding.
- In-kind contributions must comply with IRS rules for charitable contributions under [Section 170](#) of the Internal Revenue Code.
- Donors are responsible for substantiating the fair market value of in-kind contributions for tax purposes.
- *Partnership For Children* will issue a written acknowledgment for all contributions, including a description (but not value) of any in-kind gifts, in compliance with IRS requirements.
- If goods or services are provided in exchange for this donation, the value of those benefits will be disclosed in the acknowledgment, and only the net deductible amount may be claimed.

Donor Signature

Signature: _____

Date: _____

Community Engagement & Development Committee Recommendations

1. Increase Board Engagement Through Clear Commitments

The committee recommends implementing a Board Engagement Pledge Form that allows board members to commit to:

- Event attendance
- Volunteer participation
- Financial support
- Event promotion through personal and professional networks
-

2. Establish Board Event Participation

The committee recommends encouraging board members to support major fundraising and community engagement events by actively:

- Purchasing event tickets
- Serving as event ambassadors
- Promoting events through social media
- Recruiting attendees, sponsors, vendors, and volunteers

3. Expand Grilled Cheese Festival Outreach Efforts

The committee recommends a coordinated outreach campaign to:

- Secure additional food truck vendors
- Increase sponsorship participation
- Enhance volunteer recruitment
- Leverage committee and board networks to promote attendance

4. Strengthen Strategic Communications

The committee recommends continuing to prioritize strategic communications efforts that:

- Increase public awareness of Partnership programs and services
- Highlight community impact stories
- Expand social media engagement
- Explore earned media opportunities, including radio interviews, op-eds, and community publications

5. Enhance Community Partnerships and Storytelling

The committee recommends developing more opportunities to showcase community success stories and collaborative partnerships through:

- Board meetings
- Social media
- Newsletters
- Community presentations
- Joint communications with partner organizations

6. Continue Workshop-Style Committee Meetings

The committee recommends maintaining the new hands-on, workshop-style meeting format to:

- Encourage broader participation
- Increase collaboration
- Generate actionable ideas
- Allow committee members to contribute expertise and connections

7. Focus Future Committee Discussions on Strategic Priority Implementation

The committee recommends future meeting focus on how we will measure progress toward its strategic priorities, including:

- Strengthening early childhood systems through engagement
- Expanding community partnerships
- Increasing public awareness

Next Steps for Board

1. Complete adoption of the Board Engagement Pledge Form.
2. Support enhanced board participation in fundraising and community engagement events.
3. Encourage board and committee members to utilize personal and professional networks to increase visibility, attendance, sponsorships, and volunteer involvement for upcoming events.
4. Endorse continued investment in strategic communications and community outreach efforts.



Strategic Plan Update

JULY 30, 2026

2026-29

Board of Directors
PARTNERSHIP FOR CHILDREN OF CUMBERLAND COUNTY, INC.

Executive Summary

For more than three decades, the Partnership for Children of Cumberland County has served as a trusted leader in advancing positive outcomes for young children and families. Through strategic investments, collaborative partnerships, and evidence-based programs, the organization has built a strong reputation for improving school readiness, supporting families, strengthening the early childhood workforce, and connecting communities to critical resources.

This Strategic Plan reflects extensive stakeholder engagement through the SOAR (Strengths, Opportunities, Aspirations, and Results) process, which yielded valuable insights from Board members and staff on the organization's current position and future direction.

The planning process revealed significant organizational strengths, including experienced leadership, dedicated staff, strong fiscal stewardship, trusted community relationships, successful program implementation, and a long-standing commitment to children and families. Stakeholders consistently identified the Partnership's credibility, expertise, and collaborative approach as foundational assets that position the organization for continued impact.

The assessment also identified opportunities to expand regional influence, strengthen strategic partnerships, diversify funding sources, enhance workforce development efforts, improve operational systems, and increase access to services for underserved populations. At the same time, stakeholders acknowledged challenges related to funding uncertainty, workforce shortages, organizational silos, communication gaps, increasing service demands, and the need for greater coordination across systems and sectors.

While outcomes for children and families measure the Partnership's impact, achieving those outcomes requires strong internal communication, clear roles, accountability, workforce stability, financial sustainability, and effective collaboration. As a result, this Strategic Plan intentionally balances external community impact with internal organizational capacity.

PFCCC organized the Strategic Plan around five interconnected Strategic Pillars:

1. Sustainable & Adaptive Organization

Strengthen organizational sustainability through leadership development, financial resilience, operational excellence, workforce retention, communication, and continuous improvement.

2. Equitable Access & Early Intervention

Ensure all children and families, particularly those facing barriers, can access high-quality early learning opportunities, developmental supports, and family-centered services.

3. Strong Workforce, Strong Outcomes

Support and strengthen the early childhood workforce through professional development, workforce pipeline development, retention strategies, and knowledge transfer.

4. Authentic Community Voice & Engagement

Create meaningful opportunities for families, providers, and community members to inform decisions, shape services, and strengthen trust within the early childhood system.

5. Connected Systems, Partnerships & Regional Leadership

Advance coordinated systems of care through strategic partnerships, shared solutions, regional collaboration, and collective action to improve outcomes for children and families.

Implementation of this plan will occur over three years. It will focus on building a strong organizational foundation, strengthening internal and external alignment, and positioning the Partnership as a regional leader in early childhood systems development. Progress will be monitored through a comprehensive set of Key Performance Indicators (KPIs) aligned with each pillar, enabling the Board of Directors and leadership team to evaluate outcomes, guide decision-making, and ensure accountability.

Ultimately, this Strategic Plan reaffirms the Partnership's commitment to being the driving force that engages partners to achieve lasting positive outcomes for all children, beginning at birth. The Partnership will be positioned to meet emerging challenges and create even greater impact for children, families, and communities in the years ahead by strengthening organizational capacity while advancing equitable access, workforce development, community engagement, and systems collaboration.

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Organizational Context and Environmental Scan

Organizational Context

The Partnership for Children of Cumberland County (PFCCC) has served as a trusted leader in advancing positive outcomes for young children and families for more than three decades. Through strategic investments, collaborative partnerships, evidence-based programs, and system-building efforts, the organization has established itself as a central convener and catalyst for improving early childhood outcomes across Cumberland County.

PFCCC's work spans multiple areas of impact, including early care and education, family support, school readiness, child development, professional development, community engagement, and systems coordination. The organization administers and supports a broad portfolio of initiatives to strengthen children, families, educators, and community partners, while ensuring that PFC invests public resources effectively and responsibly.

The Partnership's long-standing strengths include experienced leadership, dedicated and knowledgeable staff, strong fiscal management, established compliance systems, trusted community relationships, and a reputation for collaboration and innovation. Stakeholders consistently recognize the organization as a reliable resource and respected voice within the early childhood landscape. These strengths position PFCCC to continue serving as a leader in addressing emerging challenges and opportunities affecting children and families.

At the same time, the organization operates in an increasingly complex environment marked by evolving community needs, workforce shortages, funding uncertainty, shifting public policy priorities, and growing expectations for measurable outcomes and accountability. *Maintaining operational excellence while remaining adaptable to changing conditions has become increasingly important.*

The organization is also navigating a period of transition marked by the conclusion of several federal funding streams, increasing pressure on administrative resources, workforce recruitment and retention challenges, and ongoing discussions regarding regional collaboration opportunities. These factors underscore the importance of organizational sustainability, strategic planning, and proactive leadership.

As PFCCC looks toward the future, it remains committed to its mission of serving as the driving force that engages partners to achieve lasting positive outcomes for all children, beginning at birth. The Strategic Plan provides a roadmap for strengthening organizational capacity while expanding impact for children, families, providers, and communities.

Environmental Scan

Early Childhood Landscape

The early childhood sector continues to face significant challenges that directly impact children, families, providers, employers, and communities. Access to affordable, high-quality child care remains a persistent concern, particularly for working families, low-income households, military-connected families, and families living in underserved areas.

In May of 2026, there were 267 licensed child care in Cumberland County, compared to 315 in February 2019, a decline of 16.8%. While the number of child care providers hit a low of 1,425 in 2024, and has risen to 1,537 by May 2026, child care providers continue to experience workforce shortages, rising operating costs, recruitment and retention difficulties, and increasing regulatory requirements. Further, 75% of child care sites accepted subsidy vouchers in 2020, compared to the more current 62%, making it difficult for those needing childcare who have financial support to find a child care site to accept their voucher. These challenges contribute to reduced capacity, classroom closures, and limited availability of care, particularly for infants and toddlers.

Total child care enrollment declined 14.4% in the same period. Current data show that fewer than 1 in 11 babies, and 1 in 6 one-year-olds have an available child care slot. At the same time, communities are experiencing increased awareness of the importance of early childhood to development, school readiness, family well-being, and early intervention services. This growing recognition presents opportunities for investment, advocacy, and collaboration across sectors.

Family and Community Needs

Families continue to navigate a variety of challenges that affect child and family well-being, including:

- Rising housing and living costs.
- Limited access to affordable child care.
- Transportation barriers.
- Behavioral and developmental health concerns.
- Workforce and employment instability.
- Access to health and mental health services.
- Language and cultural barriers.
- Complex service systems that can be difficult to navigate.

Many families remain unaware of available supports or face barriers to accessing services. Stakeholders emphasized the importance of strengthening family engagement, improving communication, and ensuring services are accessible, responsive, and culturally relevant.

There is also growing recognition that the family voice must play a larger role in shaping programs, policies, and community solutions.

Workforce Environment

The early childhood workforce remains one of the most significant challenges facing the sector, despite being an economic driver supporting the community's employment.

Providers continue to report difficulties recruiting and retaining qualified staff due to compensation disparities, workforce competition from other industries, burnout, and limited career advancement opportunities. Workforce instability affects service availability and quality, ultimately impacting children and families. While PFCCC successfully initiated recent programs to address workforce shortages through wraparound supportive training, many barriers remain to increasing the teacher pipeline.

The organization also faces internal workforce considerations, including succession planning, preservation of institutional knowledge, leadership development, employee engagement, and workforce sustainability. Stakeholders identified these areas as essential to maintaining organizational effectiveness and ensuring long-term success.

As a result, workforce development must be viewed both as a community-wide priority and an internal organizational strategy.

Funding and Financial Environment

The funding environment for nonprofit organizations and early childhood systems continues to evolve.

Organizations are experiencing increased competition for grant funding, heightened expectations for measurable outcomes, and uncertainty regarding public funding levels. Administrative funding continues to face pressure, requiring organizations to operate more efficiently while maintaining high levels of accountability and service quality.

The conclusion of certain federal funding opportunities and the potential for future shifts in state and federal priorities add to the uncertainty. These conditions highlight the importance of:

- Diversifying revenue sources.
- Strengthening philanthropic support.
- Pursuing strategic partnerships.
- Exploring innovative funding opportunities.
- Maintaining strong financial stewardship.

Long-term sustainability will require balancing fiscal responsibility with continued investment in people, programs, technology, and infrastructure.

Community Partnerships and Systems Collaboration

No single organization can address the complex needs of children and families alone.

PFCCC operates within a network of public agencies, educational institutions, health systems, nonprofit organizations, businesses, faith communities, child care providers, and local governments. Stakeholders identified collaboration as one of the organization's greatest strengths and opportunities for future growth.

Regional partnerships, coordinated service delivery, shared data, referral systems, and collective advocacy efforts offer opportunities to maximize resources and improve outcomes. Stakeholders also noted the importance of maintaining local responsiveness, preserving community trust, and ensuring that community voices remain central to decision-making processes.

As systems become increasingly interconnected, PFCCC remains well-positioned to serve as a convener, facilitator, and strategic leader.

Strategic Implications

The environmental scan demonstrates that the future success of PFCCC will depend on its ability to:

- Maintain organizational sustainability and adaptability.
- Expand equitable access to services and supports.
- Strengthen the early childhood workforce.
- Build authentic community engagement and trust.
- Advance coordinated systems and strategic partnerships.

These priorities form the basis of the Strategic Pillars and provide the framework for guiding decision-making, resource allocation, partnership development, and performance measurement over the next three years.

Together, the Organizational Context and Environmental Scan affirm that while challenges exist, PFCCC's unique position in the community enables it to leverage its strengths, relationships, expertise, and community trust to create lasting positive outcomes for children and families throughout Cumberland County and the broader region.

Strategic Pillar 1: Sustainable & Adaptive Organization

Goal Statement

Ensure long-term organizational stability and adaptability through strong leadership, diversified funding, and efficient systems that support mission impact.

Strategic Objectives

1. Strengthen leadership continuity through succession planning and cross-training.
2. Diversify revenue streams to reduce reliance on government funding.
3. Improve staff retention and satisfaction through competitive compensation and development.
4. Modernize systems and processes to increase efficiency and reduce administrative burden.
5. Build internal fundraising, communications, and public awareness capacity.

Strategic Pillar 2: Equitable Access & Early Intervention

Goal Statement

Ensure all children and families—especially those most underserved—can access high-quality early learning and early intervention supports.

Strategic Objectives

1. Expand access to NC Pre-K and other early learning opportunities.
2. Improve early identification and referral for developmental, behavioral, and learning needs.
3. Strengthen family navigation of child care, education, and support systems.
4. Increase awareness of available resources among non-traditional and underserved families.

Strategic Pillar 3: Strong Workforce, Strong Outcomes

Goal Statement

Strengthen the early childhood workforce to improve program quality, access, and outcomes for children and families.

Strategic Objectives

1. Increase workforce retention through compensation, recognition, and support strategies.
2. Expand professional development and credentialing opportunities.
3. Build workforce pipelines through higher education, apprenticeship, and partner institutions.
4. Support provider sustainability and reduce provider closures related to staffing shortages.

Strategic Pillar 4: Authentic Community Voice & Engagement

Goal Statement

Create inclusive, accessible opportunities for families, providers, and communities to actively shape early childhood systems and decisions.

Strategic Objectives

1. Reduce barriers to family participation in engagement and governance activities.
2. Elevate parent voice, particularly among families receiving services.
3. Strengthen community-building through digital and in-person engagement.
4. Improve feedback mechanisms without overburdening families or staff.

Strategic Pillar 5: Connected Systems & Strategic Partnerships

Goal Statement

Strengthen cross-sector collaboration to reduce silos, maximize resources, and improve outcomes for children and families.

Strategic Objectives

1. Expand and deepen strategic partnerships across education, health, faith, business, nonprofit, and local government sectors.
2. Improve coordination and referral pathways among community partners.
3. Leverage partnerships to increase funding, workforce capacity, and service reach.
4. Align partners around shared goals and measurable outcomes.

Mary Sonnenberg, President	Goals July 1, 2026 – June 30, 2027
Annual Goal #1: Continued progress with Succession Planning across organization.	
Measurable Objectives: Work on identifying meaningful succession plan candidates for Senior Leadership Team positions; especially the President position.	
Key Results: (Actionable Steps) Update Board Chair and Board on progress and opportunities to train/promote from within the organization or, if necessary, to bring in outside candidates.	
Annual Goal #2: Continued progress around mergers with other partnership offices.	
Measurable Objectives: Continue moving discussions forward with Robeson County Partnership for Children around a merger. Work to identify other Partnership offices that might be a good fit with the Cumberland County Partnership team. .	
Key Results: (Actionable Steps) Update Board Chair and Board on discussion progress and any other opportunities identified.	
Annual Goal #3 Continued progress to strengthen fund/partner Development.	
Measurable Objectives: Continue planning engagement and development to increase unrestricted funding and resources.	
Key Results: (Actionable Steps) Update Board Chair and Board on progress and opportunities identified.	