



**Board Meeting Agenda
December 4, 2020
Via [Zoom](#)**

NCECF's mission is to marshal North Carolina's great people, ideas and achievements to build a foundation of opportunity and success for every child by the end of third grade.

December 4, 2020 Board Business Meeting **9:30 AM – 11:30 AM**

9:30 AM.....Welcome, Call to Order and Establish Quorum **Easter Maynard**

9:35 AM.....Approve Consent Agenda – Action **Easter Maynard**

- 2020 Board Meeting Minutes – Attachment A
- 2020 Executive Committee Minutes – Attachment A1
- 2020 Governance Committee Minutes – Attachment A2
- 2020 Finance Committee Minutes – Attachment A3
- 2020 Racial Equity Committee Minutes – Attachment A4
- 2020 Philanthropy Committee Minutes – Attachment A5
- 2020 Executive Director's Report – Attachment A6

9:40 AM.....Gimme Five Campaign – Presentation **Muffy Grant**

10:00 AM.....Governance Committee **Sheresa Blanchard & Tracey Greene-Washington**

- Board Recruitment – *Update* – Attachment B
- Renew Members with Existing Terms – *Action* – Attachment B1

10:25 AM..... Facilitated Conversation – Discussion **Peggy Wang**

Attachment C

- Book: [The Color of Law: A Forgotten History of How Our Government Segregated America](#)
- Listen: ['The Color Of Law' Details How U.S. Housing Policies Created Segregation](#)
- Article: [A Powerful, Disturbing Account History of Residential Segregation in America](#)

10:45 AM2020 Reflection & Looking Ahead into 2021 - Strategic Plan **Muffy Grant**

11:05 AMReview Financial Statements **Peggy Wang**

- 2021 Draft Budget Summary – *Update* – Attachment D
- Financial Reports – *Action* - Attachment D1

11:25 AMHonor Board Member for Service **Muffy Grant**

11:30 AMAdjourn



ATTACHMENT A1

**North Carolina Early Childhood Foundation
Executive Committee
November 17, 2020, 10:00 AM to 11:00 AM**

DRAFT MINUTES

Members Present: Easter Maynard, Sheresa Blanchard, Peggy Wang, Patti Gillenwater, Banu Valladares

Members Absent: Tracey Greene-Washington

Others in Attendance: Muffy Grant, Sumera Syed

Welcome, Call to Order and Establish Quorum

The Executive Committee of the Board of Directors (Board) of the North Carolina Early Childhood Foundation (NCECF) met on November 17, 2020. Easter Maynard called the meeting to order and a quorum was established.

Approve Minutes from September 3, 2020 Meeting

A motion to approve the minutes as written from the September 3, 2020 Committee meeting was duly made, seconded and passed unanimously.

Election of Officers

The Committee members discussed the plan for who would serve as chair in the upcoming year. The Committee decided that the current chair and vice chair will continue to serve out their role until December 2021 and Sheresa Blanchard will have a conversation for serving as chair beginning in 2022. Staff will be responsible for building out a leadership plan in the upcoming year in order to allow a smooth transition of board chairs. Committee members also recommended changing the officer terms from three consecutive two-year terms to two consecutive two-year terms.

In order to keep consistency in board succession, a vote took place to retroactively approve the second term for Chair (Easter Maynard) Vice-Chair (Patti Gillenwater) – second term would end December 2021. The motion was seconded and approved unanimously.

Action Items:

- Staff will develop a leadership transition plan for Chair and Vice chair of the board
- The Governance Committee will pursue changing officer term length in the bylaws in 2021.

Review Board Meeting Agenda

Muffy Grant discussed the meeting agenda items for the December board meeting. For the board member recruitment section, committee members suggested adding:

- Someone at RTI International (Patti)
- Kathryn Black from Bank of America (Patti)
- [Susan Patterson](#) former Executive Director of the Knight Foundation (Banu)

Adjournment

Having no further business, the meeting was adjourned at 11:00 AM.

Minutes submitted by:

Banu Valladares, Secretary



ATTACHMENT A2

**North Carolina Early Childhood Foundation
Governance, Nominating & Human Resources Committee Agenda
November 23, 2020 12:00 – 1:00**

DRAFT MINUTES

Members Present: Sheresa Blanchard, Sherry Franklin, Tracey Greene-Washington

Others in Attendance: Lisa Finaldi, Muffy Grant, Sumera Syed

Welcome, Call to Order and Establish Quorum

The Governance Committee of the Board of Directors (Board) of the North Carolina Early Childhood Foundation (NCECF) met November 23, 2020. Sheresa Blanchard called the meeting to order and a quorum was established.

Approve Minutes from September 2, 2020 Meeting

A motion to approve the minutes from the September 2, 2020 Committee meeting was duly made and approved by a unanimous vote.

Board Member Prospects

A list of priorities for recruitment of new board members include:

- Corporate background
- Fundraising background
- Gender diversity
- Racial diversity
- Generational perspective

Priority will be given to individuals that overlap in multiple categories listed above. Based on NCECF staff recommendations, the Committee discussed the strengths and opportunities of individuals on the priorities list and decided who would be the best person for outreach.

- Loretta Harper Arnold: Muffy Grant will follow-up with Loretta in January to ask to join the Board.
- Nation Hahn: Muffy meets with Nation next week and will ask to join the board
- Hal Kaplan: Muffy to connect with board member, Peggy Carter, about asking Hal to join the board
- Dan Gerlach: on hold for now; will revisit in the future

[Tracey Greene-Washington joined the meeting]

Additional names that came up for discussion include:

- Kari Stoltz (BoA) & Rebecca Quinn Wolf (PNC): Muffy meets with Easter tomorrow about an introduction to Kari and Rebecca to join the Board
- Muffy will ask Julie Mooney or Trina Stevens from MDC about someone that would be a good fit to join the Board
- Mary Ann Wolf (NC Public School Forum ED): no action at the moment
- Susan Scott (UNC TV): Muffy to reach out to Susan Hirsch to see if it would be appropriate to ask Susan to join the NCECF Board

[Muffy Grant left the meeting]

- Rashidah Lopez-Morgan: Committee showed interest in approaching Rashidah and Muffy will see if her background would make a good fit for the Board.
- Eric Johnson: recommendation from the committee is to not to pursue at this time but will defer to Muffy to make the final decision.

Election of Board Members with Terms Expiring at the End of 2020

Since two of the members with expiring terms (Sheresa and Tracey) serve on the Governance Committee and there were not enough members for a quorum with the abstention of their votes, the motion and approval of this action item will be deferred to the board meeting in December for a vote.

Adjournment

Having no further business, the meeting was adjourned at 1:00 PM.

Minutes submitted by:

Tracey Greene-Washington & Sheresa Blanchard, Committee Chair



**North Carolina Early Childhood Foundation
Finance Committee Minutes
November 19, 2020 11:00 AM via Zoom**

Members Present: Peggy Wang, Harold Sellars, Banu Valladares

Others in Attendance: Muffy Grant, Kaylan Johnson

Welcome, Call to Order, and Establish Quorum

The Finance Committee of the Board of Directors (Board) of the North Carolina Early Childhood Foundation (NCECF) met on November 19, 2020 at 11:00 am. Peggy Wang called the meeting to order and a quorum was established.

Approve Minutes from Last Meeting - Action

A motion to approve the September 10, 2020 minutes was made and seconded. Approval of the minutes passed unanimously.

2021 Draft Budget - Discussion

The Committee agrees not to present a detailed Draft Budget at the upcoming December 4th meeting since there are too many evolving revenue streams at this point in time and to present a summary instead.

Because there is a relatively large amount (around \$500,000 of a \$1.2 million budget) of funds uncommitted, Committee would like to show how much restricted funds, if not received, would revert to general operating (fixed costs: staff pay, insurance, rent, etc.) Also requested is the likelihood of receiving certain funds and engaging the Board in seeking funds to continue our work at a certain level. Kaylan will follow up with a summary and additional revenue forecasting.

Since the draft budget was completed, NCECF received notification that the Pope Foundation is declining our request for funding. This decreases General Operating revenue by \$25,000 in the draft budget.

Committee discusses future funding, planning, and needs:

- Many funders are delaying notification or applications until the first quarter of 2021. NCECF is on the end of previous funding cycles and starting new cycles.
- To fund Family Forward (seeking around \$400,000 for 2021), NCECF is having conversations with Bank of America, The Anonymous Fund, AT&T, and Pacific West Bank.
- NCECF plans to reapply with The Duke Endowment in March for Pathways Data work and general operating funds.
- NCECF's main costs are staff and contractors. In working through the new strategic plan, it is apparent a Communications staff position is needed. This is not included in the 2021 budget, but capacity and need at NCECF is there. Currently, staff manages communications collectively, but NCECF lacks a staff member with a Communications expertise.
- Committee inquires if all of NCECF's initiatives have enough momentum to continue to interest funders. Muffy explains how Pathways was initially NCECF's main work, with our other initiatives falling under. It is also a state initiative and moving beyond NC. NCECF's lines of business are convening facilitation, communications, and policy analysis, in which NCECF is in demand for all

within the early childhood ecosystem. For example, NCECF fulfills these roles in the Rebuild Initiative, working with NC Child, Early Education Coalition, NCPC, Mom's Rising, the Domestic Workers Alliance, Educational Equity Institute, National Black Child Development Institute, CC&R's, and the Budget & Tax Center.

- Committee agrees that it is important to explain NCECF's past, current, and future work, and where the future work will generate from and who with. Increased knowledge will engage and stimulate Board members and supporters and place meaning to the numbers in the budget. Within the Strategic Plan, Muffy is working on a draft Theory of Change that will help explain NCECF's lines of business and positioning.

October Financial Statements - Action

No significant changes reported on the October Financials since last reporting.

In previous 2020 end of year projections, revenue for Family Forward and Rebuild was included in 2020, but now has been pushed to 2021. As already known, the anticipated Family Forward funding from Blue Cross Blue Shield of NC did not come through and is not included as revenue in 2020, with expenses adjusted accordingly. In addition to NCIOM's committed funding for Family Forward, NCECF is actively seeking funding for Family Forward through multiple sources, including Bank of America (\$800,000 ask for 2 years), Pacific Western Bank of Durham (\$10,000), The Anonymous Trust, and AT&T.

Paycheck Protection Program (PPP) funds were recognized as revenue in October, as seen on the Budget to Actual, and as allowed by American Institute of Certified Public Accountants (AICPA). Committee suggests also discussing this method of recognition with our new audit firm. Kaylan will follow up. BB&T/Truist just recently opened the application process for forgiveness. NCECF intends to submit forgiveness application in early 2021, with deadline of September 2021.

Although NCECF did not receive all anticipated revenue this year (specifically Blue Cross Blue Shield of NC - Family Forward), other revenue (PPP and Social Emotional Health) helped make up the difference. Projected expenses are lower than budgeted due to things like lack of travel, fewer in-person meetings, and change in office space. NCECF recently decreased rent expense by more than half by transferring from a private office suite to co-working space and moving office materials to a nearby storage center.

Adjournment

Having no further business, the meeting was adjourned at 12:00 pm.

Minutes submitted by:

Peggy Wang, Committee Chair



**North Carolina Early Childhood Foundation
Racial Equity Committee Minutes
November 13, 2020 9:30 AM via Zoom**

Members Present: Patti Gillenwater, Tracey Greene-Washington, Harold Sellars, Peggy Wang

Others in Attendance: Marian Earls, Mandy Ableidinger, Sumera Syed

Welcome, Call to Order, and Establish Quorum

The Racial Equity Committee of the Board of Directors (Board) of the North Carolina Early Childhood Foundation (NCECF) met on November 13, 2020 at 9:30 am. Sumera Syed called the meeting to order and a quorum was established.

Sumera shared that Cheryl Parquet recently expanded her role at Blue Cross Blue Shield and has resigned from the NCECF Board. The Chair position for the Racial Equity Committee is vacant and if anyone is interested in taking on the role of Chair, please let Sumera know.

Approve Minutes from August 31, 2020 Meeting

A motion to approve the minutes as written from the August 31, 2020 Committee meeting was duly made, seconded and passed unanimously.

2020 Racial Equity Work

Sumera and Mandy Ableidinger provided a brief overview of the internal and external racial work that is happening at NCECF in 2020. Some highlights from the internal work include:

- Development of a Racial Equity Committee that includes members of the board of directors and staff and is led by a newly created staff position, Organizational Equity Officer.
- Public announcement of [A Commitment to Racial Equity](#).
- Development of an equity action plan that would create metrics to drive targeted organizational change in the upcoming year.

Some highlights from the external work include:

- Building a comprehensive social emotional health (SEH) system in NC with the support of a racial equity consultant to provide trainings in SEH meetings and lift up race in the toolkit developed for toolkit facilitators that will occur in 2021.
- For the Campaign for Grade Level Reading work, the annual summer meeting focused on how data can be used to inform and advocate for systems change.

Communications strategy

Committee members were then asked to review the Theory of Change particularly with a racial equity lens. See attached document with suggestions for edits. An updated version of the Theory of Change will be presented at the December Board meeting.

Equity Action Plan Priorities

Based on board and staff feedback from the organizational self-assessment Step 1 and Step the list developed in Attachment D are what rose to the top as the internal priorities at NCECF for the upcoming year. Committee members shared that the list looks comprehensive and will be a good starting place for the organization. A suggestion was made to look at the demographics of the state or include socioeconomic data when collecting data on staff, Board, consultants, and partners. A recommendation

was made when updating existing policies to update the name of the Racial Equity Committee to “Equity Change Team”.

Adjournment

Having no further business, the meeting was adjourned at 10:30 AM

Minutes submitted by:

Sumera Syed



**North Carolina Early Childhood Foundation
Philanthropy Committee Minutes
November 9, 2020 1:00 PM via Conference Call**

Members Present: Peggy Carter, Patti Gillenwater, Jennifer Vu

Members Absent: Matty Lazo-Chadderton

Others in Attendance: Muffy Grant, Sumera Syed

Welcome, Call to Order, and Establish Quorum

The Philanthropy Committee of the Board of Directors (Board) of the North Carolina Early Childhood Foundation (NCECF) met on November 9, 2020 at 1:00 pm. Muffy Grant called the meeting to order and a quorum was established.

A motion to approve the minutes from the last meeting was seconded and approved unanimously.

Individual Giving to Date

To date, NCECF has received \$4,550 in individual giving. Two board members have given so far and the goal is to reach 100 percent board giving by the end of 2020. Easter Maynard is planning to send a direct appeal to board members in the coming weeks to prompt people to give.

Committee members shared that because of COVID-19, new tax requirements may change when board members give and might only choose to make a pledge in 2020. More information can be found [here](#).

Annual Appeal

Muffy is in the works of building an annual appeal letter that will go out the week of Thanksgiving. Muffy shared that Dr. Iheoma Iruka may present at the next Committee meeting about the intersection of childcare and philanthropy.

Action Item:

- Muffy will share a draft of the annual appeal with the Committee before sending it out.

Gimme Five Campaign

Muffy discussed incorporating a Gimme Five Campaign that will be pitched at the December meeting for board members to electronically introduce five people each that would be interested in investing in the work. Committee members requested the staff come up with three to four pitches for what the ideal target audience would be and what would be some approaches to the messaging.

Action Item:

- Muffy will develop pitches to share with the Committee before presenting at the Board meeting in December.

Brainstorm Session

During the brainstorming session, committee members suggested:

- Reach out to BEST NC and similar organizations about their membership models
- Hold a brainstorming session with the board about the benefits/cons of a membership model
- Reach out to universities about hiring an intern for communications/development work

- Talk to a marketing and communications firm that would provide their services pro bono or at a discounted rate

Adjournment

Having no further business, the meeting was adjourned at 1:45 PM

Minutes submitted by:

Muffy Grant, Executive Director



ATTACHMENT A6

December 4, 2020

BOARD OF DIRECTORS MEETING: Executive Director's Report

Executive Director Cover Note/Letter

Greetings Fearless Leaders,

We are approaching the end of a surprising year. It has been painful but so it goes with growth. My hope is that you all have remained in good health – body, mind, and spirit. I certainly am grateful to each of you for your commitment to supporting our work at a time when plates have become even more full of work, worry, and ever shifting priorities.

The last quarter of 2020 has offered opportunities for NCECF to partner in work and to think through our strategic plan. The staff has been developing our work plans for 2021. If this past year has taught us anything, it's that we need to keep these plans loose and flexible. We have big work ahead of us and we are all excited about our potential to facilitate a North Carolina that nurtures and invests in young children and their families.

I want to take some time to thank Harold Sellars for his many contributions to our Board. He is a steady hand, a keen mind, a detail-oriented thinker, a gentleman, a force for good, and a kind heart – with just the right amount of dry humor. His presence on our board will be missed AND I still have his contact details so will be touching base from time to time to seek his wisdom. Wishing Harold continued good health as he enjoys his family and retirement.

As we head into year-end celebrations and festivities, I wish all of you good health, joy, and moments of gratitude in abundance.

In hope, solidarity, and deep appreciation,
Muffy

Major Program Activities

NCECF's work is grounded in and advances our three core strategies of promoting public understanding, convening and spearheading collaboration, and advancing policy. All of the core strategies inform our Birth through Eight Policy Center.

Blog Posts -- We published 15 blogs since the last Board Meeting. Highlights include:

- [Why I Vote: YWCA Virtual Town Hall Explores the Impact of the Pandemic on NC's Women, Focuses on Child Care](#)
- [It's Time to Be Explicit on our Journey Towards Racial Equity](#)
- [Three Infographs: Parenting and Working During the Pandemic](#)
- [A Quick Look at Pathways](#)
- [More Honors for Two NC Campaign for Grade-Level Reading Communities](#)
- [Meet Timely Tina](#)
- [Biden Administration's Priorities Will Impact Children and Families](#)
- [As More NC Young Children Become Uninsured, Supreme Court Signals It Is Unlikely to Gut ACA](#)

Website traffic -- From September through November, the NCECF website had 5,364 visitors to the site with 5,179 as new visitors with more than 52% of the users from North Carolina, followed by Illinois (7.37%) and Virginia (3.29%).

1. NC Campaign for Grade-Level Reading (CGLR): NCECF surveyed the 14 NC CGLR communities to help assess our work in the past year and plan for the upcoming year. With 17 respondents from all but one of the 14 communities, we learned about the areas they are most interested in discussing next year: using a racial equity lens, literacy training/resources, informal learning spaces and family engagement. The communities also identified the most valuable aspects of our support and ways we can improve our annual meetings, bi-monthly calls, and provided resources. The majority of respondents were pleased with our support. 88 percent said NCECF is very supportive or supportive in creating and sustaining a learning community to share best practices, data and resources, as well as developing adaptable tools for their use.

2. Every Student Succeeds Act (ESSA): NCECF participated in a webinar on Dec 1 to share best practices for coordinating services for children and families experiencing homelessness, including information for developing agreements, with partners NCDPI Office of Early Learning and Federal Programs, NCDHHS, and Child Care Services Association. The target audience included early learning partners such as CCR&R, Smart Start, NC Pre-K, and private child care.

3. Family Forward NC (FFNC): Our COVID-19 Rapid Response program continues to build. We've given presentations or participated in panel discussions for 225 participants with the Triangle East Chamber of Commerce, the Capital Associated Industries Manufacturing Roundtable, the NC Restaurant and Lodging Association, the Small Business and Technology Development Center, the Metro Atlanta Exchange and the UNC School of Government's nCIMPACT initiative. 25 employers have expressed interest in our one-to-one HR support. Our team at Performtor is now making contact to identify employers that are a good fit for the program.

NC has a strong [Small Business and Technology Development Center](#), with 15 offices, supporting approximately 5,000 employers each year. The UNC System hosts the center which operates in partnership with the US Small Business Administration. Working with the SBTDC Director of, Strategic Initiatives & Partnerships, we are expanding the COVID-19 Rapid Response program to include a small business module. The program will launch next week.

Through our partnership with business leaders in Rockingham County, the Reidsville Area Foundation is supporting bridge grants to local businesses with a \$20,000 grant. Employers in the county that go through the COVID-19 Rapid Response program can apply for a mini-grant to start offering family-friendly workplace benefits. Applicants will provide the implementation costs, how they anticipate continuing to offer the benefit(s) chosen, and the number of employees to receive/use the benefit. Smart Start of Rockingham County will administer the grant and we will work closely with them, the Foundation and the Reidsville Chamber to select employers for mini-grants.

New case studies - Three new case studies were published this fall, bringing the total to 30. Paid leave policies are the focus on the the businesses featured: two restaurants in the Triangle, [SoCa and ko-an](#), owned by Sean Degnan; No Evil Foods, based in Asheville and the Greensboro Chamber of Commerce (the later two will be posted next week).

Social Media and Website Data

Twitter

33,400 Impressions October-November 16, 2020

Link clicks: 872

Engagement rate: 3.4 percent ([average engagement rate for nonprofits is 0.063%](#))

Combination of organic and paid.

Facebook

17,900 Impressions for paid Family Forward NC posts October-November 16 with 309 engagements and 286 link clicks

1.7 percent engagement rate ([average for nonprofits is 0.12 percent](#))

Website

3,618 unique page views (up 30 percent over 2019) from October 1-November 16

Top pages:

1. NCRLA event page (656 views)
2. Home page (637 views, up 18 percent over 2019)
3. Subsidized and reimbursed child care policy (260 views, up 100 percent over last year)
4. Parenting and working during a pandemic infographic (222 views)
5. Return to Work (207 views)

4. NC Pathways to Grade-Level Reading

Pathways Action Map: In November, NCECF began meeting with advisors to discuss the development of the Pathways Action Map and engage them in the collaborative process of adding initiatives to the Map. We presented to the Smart Start network, including leaders from about 75 local partnerships across the state. We also convened an advisor group focusing on prioritized actions for NC in the social-emotional health Expectation area, which are outlined in the Pathways Action Framework. We will pilot the roll out of the mapping work with these groups, and convene advisors in other areas in early 2021. The Pathways Action Map website is almost complete and ready for information to be uploaded starting in January. See a sneak peak of the Map [here](#), and a new Pathways two-pager [here](#).

Early Childhood Data Advisory Council: The ECDAC met in November to share updates from NC DPI, NC DHHS, NCECF and other Council partners, hear about work to center race in data integration and a new

partnership with the environmental health branch at NCDPH. The ECDAC also continued the work to expand the collection and analysis of early childhood data in NC.

5. Rebuilding Child Care: The parent survey was conducted through our polling contractor, Zogby, in late October. We have received a draft copy of the economic analysis and are currently working on our communications strategy for a mid-December release.

Our thinking about the ReBuild work has evolved in both the taskforce component that NCECF pitched to stakeholders and funders this summer (and for which NCECF's thinking has evolved) and the longer-term advocacy campaign for a publicly funded system that NC Child have been thinking about. In the past few months, both NCECF and NC Child have come together to better think through and visualize both buckets of work, and to integrate them if at all possible.

Where We Landed:

- We believe there is an opportunity to co-create – with individuals who have lived experience, with other stakeholders like the business community, and with early childhood education experts – a multi-year advocacy campaign for a publicly funded early education system that reaches our collective North Star goals of equity, quality, affordability and accessibility. Rather than a “Task Force” like Virginia, we have come to agreement that we must employ strategies that build power/public will, that are driven by community voices and people of color, and that embed policy/funding recommendations within an advocacy campaign structure right from the start.
- We have some preliminary thoughts about this work that we have drafted into a very high-level theory of change for a multi-year advocacy campaign. But it is a draft, and our goal is to continue building/revising it with you all stakeholders, like parents, teachers, and community leaders in the next 6-9 months (what we are calling the “Exploration Phase” of this campaign) And we are fully committed to throwing out the whole theory of change and starting with a new one if the feedback we are getting, particularly from impacted community members, does not seem to align with what we are drafting.

6. NC Initiative for Young Children’s Social-Emotional Health: NCECF is working with NC Child on a multi-year initiative to create a comprehensive social-emotional health system for young children, which will implement Expectation 4 of the [Pathways Action Framework](#). Since the last Board meeting, we have begun analyzing a rich trove of parent voice data gathered by the four partner organizations we contracted with, and created a detailed, 60-page toolkit and trained 12 facilitators to lead 12 work groups in 2021. The toolkit provides them with internal agendas and external meeting materials to lead an arc of four meetings each in 2021. These work groups will make recommendations from their respective sectors to improve the social-emotional health system for young children and their families in NC.

State Organizations, Boards, Commissions, and Councils

Governor’s Leandro Commission on Sound Basic Education: There has not been movement on Leandro since the last Board meeting.

North Carolina Preschool Development Grant (PDG): NCECF is expected to lead work funded by the PDG continuation grant on improving early childhood data in the state, such as through our Early Childhood Data Advisory Council. The pandemic has slowed the state’s timeline for releasing Requests for Proposals (RFPs) to hire groups to do the PDG activities; however, the state has received a year’s

extension on the first year of the grant. North Carolina Division of Child Development and Early Education expects to send out the RFPs for the grant in early January 2021.

Governor's Early Childhood Advisory Council: Due to the pandemic, this Council has not met since December 2019.

B-3rd Interagency Council: The first B-3rd Interagency Council meeting since December 2019 was held on September 18, and focused almost entirely on the state's COVID-19 response in child care, preschool, K-12 schools, and the current science on how children are impacted by the virus. The Department of Public Instruction (DPI) also provided some early learning updates. [Check out our blog post](#) to learn more about this latest meeting. In normal times, the Council's mission is to create a seamless and integrated birth through third grade education system.

Major Administrative Activities: We determined it prudent to deliver the sixty-day required notice to end the lease for our suite at Raleigh Founded Gateway Plaza (formerly HQ Raleigh). While we love the space, due to the pandemic, it was not being used regularly enough to compel continuing the lease. As it turns out, there are other more cost-effective ways to maintain our use of the larger space which includes access to meeting rooms. We rented a small storage space across the street from the office to store our supplies and have begun the corporate package on November 16th.

We continue to work on tweaking our strategic plan. Emily Swartzlander has been working with us to finalize our communications goal and theory of change (ToC). The ToC has been reviewed by the Racial Equity committee for feedback.

Funding Proposals and Opportunities

- **Belk Foundation:** Applied for a general operating grant for \$80K over two years.
- **Z. Smith Reynolds:** \$50K ReBuild grant being determined in late November. This work will help us to fund Dr. Iruka as a strategic advisor and racial equity expert.
- **Invest Early NC:** Meeting again with this funder collaborative for a status update about funding the ReBuild work the second week in December in partnership with NC Child.
- **Bank of America:** Lisa, Emily, and Muffy met with the regional presidents to introduce FFNC. There has been good interest and discussion. Bank of America is investing \$1 billion in North Carolina to support economic mobility in the COVID and post-COVID economy. There is good alignment with our work and we are hopeful that sponsorship will be awarded in the first or second quarter of 2021.
- **Pacific Western Bank:** PWB has interest in funding FFNC in the first quarter of 2021 at the \$10K sponsorship level. They are committed to long term investment in nonprofit partners so this initial investment commitment is very promising.
- Dr. Iruka has invited us to explore joint funding for a **Robert Wood Johnson** grant. This could help to fund the ReBuild campaign. Dr. Iruka would serve in the Evaluator capacity. The grants for this RFP total \$2 million in investment. We meet in early December.

The annual appeal letter will go out Thanksgiving week.

Media

- 9.18.20 *Triangle Business Journal*: New Initiative Looks to Help Businesses Support Families (need subscription to access)

- 9.23.20. *NC Child*. [Employers Offering more Family-Friendly Benefits but Parents Need Child Care.](#)
- 9.23.20. *NC Institute of Medicine*. [Family-Friendly Workplaces and COVID-19.](#)
- 10.23.20. *High Point Enterprise*. [YWCAs Host Virtual Town Hall.](#)
- 11.10.20. *The Duke Endowment*. [6 Facts about Pathways to Grade Level Reading.](#)



ATTACHMENT B

NCECF BOARD MEETING: December 5, 2020

DISCUSSION ITEM: New Board Member Recruitment

BACKGROUND:

The bylaws for the Board of Directors allows a maximum of 20 members to ensure diversity of the Board. Currently there are 13 board members. The Committee will focus on individuals who are connected to large and diverse networks to enhance NCECF's reach across the state.

Harold Sellars will not renew for his final term on the Board. Cheryl Parquet has decided to no longer serve on the board. This will bring the board total to 12 by January 2021.

Recruitment priorities for NCECF include:

- Corporate background
- Fundraising background
- Gender diversity
- Racial diversity
- Generational perspective

RECOMMENDATION:

Below are the bios of potential board members for recruitment.

Loretta Harper-Arnold

Corporate Community Relations Director - Capitol Broadcasting Company

Loretta Harper Arnold has served as the Corporate Community Relations Director at Capitol Broadcasting Company (CBC) for over 13 years. As an experienced and highly resourceful community strategist able to identify and cultivate authentic, meaningful business-community relationships that deliver desirable outcomes for both the company and the community, Loretta believes that successful companies meet their business objectives while also leaving a positive and lasting imprint within its community. In her role at CBC, Loretta oversees annual giving/philanthropic priorities, leads company annual United Way & United Arts Employee Workplace Campaigns, is responsible for reviewing grant requests and communicating funding decisions to non-profits, and organizes corporate events working with outside partner agencies and vendors.

Prior to her role at CBC, Loretta was the Community Relations Director at WRAL from 1997-2006 and the Program Director for the United Way of Orange County from 1994-1996. She received her Master in Public Administration and a B.A. in Political Science and Education from North Carolina State University. She currently serves as an Executive Board Member for the Triangle MLK, Jr. Committee.

Nation Hahn

Director of Growth, EdNC

Nation Hahn is the director of growth for EducationNC. Nation leads the Reach NC Voices initiative for EducationNC, which is focused on putting the public back in public policy. Reach uses technology and participatory design strategies to connect with North Carolinians. Prior to coming to EducationNC, Nation managed digital media campaigns for a range of organizations in North Carolina and nationally. Nation also serves his community through a variety of board roles focused on food-related issues, poverty, and education.

Hal Kaplan

Executive Chairman, Kaplan Early Learning Company

Cannot find an updated bio.

Rashidah Lopez-Morgan

Principal Consultant, Education First

Rashidah Lopez Morgan is Principal consultant with Education First, an education policy and strategy consulting firm. She works with K-12 education leaders to create and implement organizational strategies and talent management solutions that help prepare all students—and particularly low-income students and students of color—for success in college, careers and life. She has worked with many state and local education agencies, including Achievement School District in Tennessee, Denver Public Schools, Chicago Public Schools and the New York State Department of Education. She has also worked with a variety of national and regional philanthropic organizations including the Bill and Melinda Gates Foundation, the Hewlett Foundation, the Walton Foundation and the Joyce Foundation.

Rashidah credits high-quality public education with positively impacting the trajectory of her life and she holds this hope for every child. She focused her career on improving the conditions of K-12 education when she began to observe alarming statistics on the academic success of children of color. She transitioned to a career in education upon being accepted into the Broad Residency in Urban Education. Prior to Education First, Rashidah worked for Charlotte-Mecklenburg Schools where she led talent management and principal pipeline initiatives as Executive Director of Talent Management. She also spent a decade in the private sector where she worked at Wells Fargo, Microsoft, American Express and Accenture.

Susan Patterson

Retired from the Knight Foundation

Susan Patterson, a longtime community leader who retired as the John S. and James L. Knight Foundation program director for Charlotte in 2015, serves as board chair for the Arts and Science Council. Before working at the Knight Foundation, Patterson's career in journalism included roles at The Charlotte News and The Charlotte Observer.

Susan Scott

Chief Advancement and Marketing Officer, UNC-TV

Susan Scott is a public media executive with experience ranging from sales leadership and strategic operations to communications and marketing. Scott served as startup mentor and venture advisor for Council for Entrepreneurial Development (CED) Venture and worked abroad during her time with Turner Broadcasting. Scott volunteered as a Board Member for Durham Housing for New Hope and served as

Vice Chair and Chair of the Board for the National Chair of Women in Cable Telecommunications. Currently, she serves on the Board of Directors for the Carolina Theater of Durham and serves as Secretary and Treasurer for the Durham Sports Commission. She has a bachelor's degree in political science and government from the University of North Carolina at Chapel Hill.

Carrie Stoltz

Senior Vice President and Private Client Advisor, Bank of America

Kari Stoltz is a Senior Vice President and Private Client Advisor with Bank of America Private Bank in Raleigh, North Carolina. She has been Market President for the bank's Triangle Market since 2009. Born and raised in Raleigh, Kari has a deep understanding of the needs of individuals, families and businesses in the community where she lives, works and volunteers.

Kari has been with Bank of America since 1991. She leverages her extensive experience in banking and wealth management to tailor her approach to match her clients' unique financial priorities. Kari leads a team of local experts to help connect clients with the appropriate resources at Bank of America, including complex credit and sophisticated lending solutions and guidance around structuring and transferring wealth, portfolio management, and philanthropic giving. With an extensive commercial banking background, Kari offers business owners strategic guidance on succession planning and exit strategies for their businesses.

Prior to joining the Private Bank in 2013, she held a variety of leadership positions in consumer, business and global commercial banking, as well as treasury sales and management. She earned her Bachelor's degree in history from The University of North Carolina at Chapel Hill and is a Graduate of Leadership North Carolina.

Rebecca Quinn Wolf

Senior Vice President, Director of Client & Community Relations, PNC

Rebecca Quinn Wolf serves as the Senior Vice President, Director of Client & Community Relations with PNC to the Raleigh-area to lead and build strategic community partnerships, and build the PNC brand throughout the Eastern Carolinas. Rebecca's skill set is comprised of: Grants Administration, Marketing Strategy, Fundraising, Sponsorship Management, Sponsorship Strategy, Strategy, Sponsorship, Community Development, Marketing Communications, Media Relations, Strategic Communications, Philanthropy, Volunteer Management, Grants, Marketing She received her Bachelor of Arts in American Studies & Political Science from Rosemont College.



NCECF Board Meeting: December 4, 2020

ACTION ITEM: Election of Board Members with Terms Expiring at the End of 2020

BACKGROUND:

The by-laws of the North Carolina Early Childhood Foundation state that all members of the Board of Directors (Board) shall serve three-year terms, but are eligible for re-election for up to three consecutive terms.

ISSUE:

There are four Board members that are up for renewal to serve their final term (until 12/31/2023):

- Patti Gillenwater
- Matty Lazo-Chadderton
- Easter Maynard
- Harold Sellars – declined

There are three Board members that are up for renewal to serve their second term (until 12/31/2023):

- Sheresa Blanchard
- Peggy Carter
- Tracey Greene-Washington

RECOMMENDATION:

Approve the following Board members with expiring terms be re-elected:

1. Sheresa Blanchard
2. Peggy Carter
3. Patti Gillenwater
4. Tracey Greene-Washington
5. Matty Lazo-Chadderton
6. Easter Maynard



Shared Materials for Continual Learning

An Orderly Progression through Race-Based Policies in American History:

~~For the October 2nd, 2020 Board Meeting~~

- ~~● **Book:** Slavery by Another Name by Douglas A. Blackmon.~~
- ~~● **Listen:** The Untold History of Post-Civil War 'Neoslavery'. *NPR Talk of the Nation*.~~
- ~~● **Article:** Remembering Joe Turner: Neo-slavery in the South by Alex Lichtenstein.
 - ~~○ An account of forced Black labor from the legal abolition of slavery till World War II.~~~~

For the December 4th Board Meeting – Facilitator: Peggy Wang

Choose to read the entire book, listen to a short talk from the author, or read an article detailing the book (You don't need to do all three bullets unless you want to).

- **Book:** The Color of Law: A Forgotten History of How Our Government Segregated America by Richard Rothstein.
- **Listen:** 'The Color Of Law' Details How U.S. Housing Policies Created Segregation. *NPR All Things Considered*.
- **Article:** A Powerful, Disturbing Account History of Residential Segregation in America. *New York Times*.
 - Discusses how government policies intentionally and explicitly segregated American neighborhoods.

Board Meeting Date TBD

- **Book:** The New Jim Crow: Mass Incarceration in the Age of Colorblindness by Michelle Alexander.
- **Listen:** Legal Scholar: Jim Crow Still Exists In America. *NPR Fresh Air*.
- **Article:** Ten Years after the New Jim Crow by David Remnick. *The New Yorker*.
 - Discusses the punitive criminal justice system, combined with a "war on drugs" targeting poor people of color creates the school to prison pipeline

Board Meeting Date TBD

- **Book:** Why Are All the Black Kids Sitting Together in the Cafeteria? by Beverly Tatum.
- **Listen:** 20 years later, Beverly Daniel Tatum asks again: 'Why Are All the Black Kids Sitting Together in the Cafeteria?' *MPR News*.
- **Article:** Why are all the Black Kids Still Sitting Together in the Cafeteria and Other Conversations about Race in the Twenty-First Century. *Liberal Education*.
 - Discusses the question of self-segregation and how issues of race play out on a daily basis in the public education system

Board Meeting Date TBD

- **Book:** Despite the Best Intentions: How Racial Inequality Thrives in Good Schools by Amanda E. Lewis and John B. Diamond.
- **Listen:** Despite the Best Intentions. C-Span.
- **Article:** Despite the Best Intentions: How Racial Inequality Thrives in Good Schools by Angela Harris. Duke University.
 - Why is it that even when all of the circumstances seem right “race neutral” policies, black and Latino students continue to lag behind their peers?

Board Meeting Date TBD

- **Book:** How to Be an Antiracist by Ibram Kendi.
- **Listen:** Brené with Ibram X. Kendi. Unlocking Us.
- **Article:** The Antiracist Movement by Eugene Holley Jr. Publishers Weekly.
 - A memoir that helps the reader beyond an awareness of racism to the next step of contributing to the formation of a truly just and equitable society.

Other Articles for Reflection

- Reflections on Trust and Its Relationship to Racial Inequity on Nonprofit Boards by Jim Taylor. *Board Source.*
 - A discussion on the four key barriers that manifest to a lack of diversity on nonprofit boards.
- The Banality of Racism in Education by Jon Valant. *Brookings Institution.*
 - A reflection on a study of 1,000 respondents that found Americans are far more concerned about and are willing to address wealth-based gaps than race- and ethnicity-based gaps.
- Becoming Upended: Teaching and Learning about Race and Racism with Young Children and Their Families by Kirsten Cole and Diandra Verwayne. *NAEYC.*
 - A resource for teachers and families seeking to support young children’s learning and understanding about race and racism.
- The Anti-Racist Reading List by Ibram Kendi. *The Atlantic.*
 - A syllabus for nonfiction books on antiblack racism.
- Anti-Racism Resources for white people. *Black Lives Matter.*
 - A resource to white people and parents to deepen understanding of anti-racism work
- From White Racist to White Anti-Racist: the life-long journey by Tema Okun. *dRworks.*
 - A laddering of empowerment framework for white people to become anti-racist.

TV Series, Movies and Podcasts

- 13th Documentary by Ava DuVernay. *Netflix.*
 - Scholars, activists and politicians analyze the criminalization of African Americans and the U.S. prison boom.
- When They See Us by Ava DuVernay. *Netflix.*

- Based on the true story of five teens from Harlem falsely accused of a brutal attack in Central Park on a white woman.
- The Hate U Give. *Youtube*.
 - Based on a book by Angie Thomas where Starr Carter witnesses the fatal shooting of her childhood best friend at the hands of a police officer.
- Scene on Radio: Seeing White by John Biewen.
 - A podcast that takes a deep dive into whiteness and the implications it has on schools, housing, criminal justice, and hiring to further racial inequities.

Progress on the 2021 Budget

Staff and the Finance Committee have been working on the 2021 draft budget, and expect a final draft to be ready for approval at the first 2021 Board meeting. The budget outlines what NCECF hopes to accomplish next year, whether funding is confirmed or tentative at this time. The initial draft has revenues matching expenses at \$1,161,709.

Below is the Revenue Outlook for General Operating Funds and Restricted Funds, listing revenue sources according to the likelihood of receipt. It includes confirmed revenue, submitted but pending proposals, and revenue sources we are actively pursuing.

	Likelihood of Receipt				Total Funds
	25%	50%	75%	100%	
General Operating costs are budgeted at \$310,260. Below is the revenue outlook for GO funds:					
Carry Forward Funds				141,786	141,786
Board Member Donations			15,000		15,000
Individual & Other Donations, Misc.			11,500		11,500
Belk Foundation		40,000			40,000
ChildTrust Foundation			75,000		75,000
The Duke Endowment		100,000			100,000
	-	140,000	101,500	141,786	383,286

Restricted costs are budgeted at \$851,448. Below is the revenue outlook for Restricted funds:					
Carry Forward Funds				122,531	122,531
NC DHHS - Pathways			40,000		40,000
Invest Early NC - Rebuild			207,087	30,000	237,087
NCIOM - Family Forward			14,928	35,072	50,000
Bank of America - Family Forward		401,831			401,831
Pacific Western Bank - Family Forward			10,000		10,000
BB&T/Truist - Family Forward	?				-
AT&T - Family Forward	?				-
The Anonymous Trust	?				-
	-	401,831	272,015	187,603	861,449

In the situation where we do not receive enough restricted revenue to cover fixed costs budgeted in restricted funds, General Operating funds will need to cover these costs. At maximum, General Operating would be responsible for an additional \$191,207. Fixed costs include payroll, rent, insurance costs, web hosting, licenses, etc.

Restricted funds fixed costs:

Family Forward: \$92,320

Rebuild: \$80,887

Pathways: \$18,000

Total: \$191,207



Financial Statements

October 2020

Statement of Financial Position	1
Budget vs Actual with End of Year Projections.....	2
Profit and Loss Comparison to Prior Year	4
Statement of Cash Flows & Cash Flow Calendar.....	5
Accounts Receivable Tracking of Multi-Year Assets.....	6
Multi Year Award Chart.....	7

Note to Financial Statements

All financial statements are provided on an accrual basis. In accrual accounting, an organization recognizes income when it is pledged rather than when it is received and recognizes expenses when they are obligated rather than when paid.

Prepared by
 Kaylan Johnson
 Nov 10, 2020

STATEMENT OF FINANCIAL POSITION

As of October 31, 2020

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	\$216,176
Accounts Receivable	\$397,360 ¹
Other Current Assets	
13002 Prepaid Insurance	617
13005 Other Prepaid Expenses	1,360
Total Other Current Assets	\$1,977
Total Current Assets	\$615,513
Fixed Assets	\$3,335
Other Assets	
14002 Security Deposits	1,260
Total Other Assets	\$1,260
TOTAL ASSETS	\$620,108
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	\$10,693
Credit Cards	\$1,829
Other Current Liabilities	
22100 Payroll Liabilities	21,819
22200 Payroll Tax Liabilities	5,585
Total Other Current Liabilities	\$27,404
Total Current Liabilities	\$39,925
Total Liabilities	\$39,925
Equity	
January 1, 2020 Beginning Net Assets	838,032
YTD Increase/Decrease in Net Assets	-257,849
October 31, 2020 Ending Net Assets	\$580,183

1 - Accounts Receivable includes 2021 ZSmithReynolds grant, 2021-2023 Social Emotional Health grant, & Year 2 of Duke Endowment grant.

BUDGET vs. ACTUAL WITH END OF YEAR PROJECTIONS

	Jan-Oct Actual	Nov-Dec Projected	TOTAL Jan-Dec	Budget	Total Jan- Dec as % of Budget
Income					
40000 Revenue					
41000 Grants					
<i>GO-Paycheck Protection Program</i>	82,017		82,017	-	1
<i>Pathways</i>	66,435	-	66,435	108,373	61%
<i>Rebuild Stronger</i>	50,000	30,000	80,000	-	2
Social Emotional Health Initiative	70,000	-	70,000	70,000	100%
Total 41000 Grants	268,452	30,000	298,452	178,373	
42000 Contracts					
Family Forward NCIOM	37,502	11,000	48,502	50,000	97% 3
43000 Sponsorships					
<i>Family Forward Blue Cross Blue Shield NC</i>	-	-	-	400,000	0%
44100 Board Member Donations	70	14,930	15,000	15,000	100%
44200 Individual Donations	4,251	3,000	7,251	8,000	91%
44300 Corporate Donations	-	-	-	2,500	0%
44400 Non-profit donations	-	-	-	1,000	0%
44600 Interest Earned	472	5	477	4,800	10% 4
46100 Honorariums	800	-	800	-	
49000 Other Income	575	250	825	1,000	83%
49450 Revenue Reserved for Future Years	210,000	-	210,000	-	5
Total 40000 Revenue	522,122	59,185	581,307	660,673	88%
49500 Carry Forward from Previous Years	698,954	-	698,954	698,954	100% 6
Total Income	1,221,077	59,185	1,280,262	1,359,627	94%
Expenses					
51000 Personnel Costs	443,293	75,457	518,750	513,760	101%
52000 Contracted Services	269,541	63,123	332,664	514,506	65% 7
54000 Meeting Expenses	5,394	-	5,394	22,290	24% 8
55000 Travel and Lodging	1,167	-	1,167	15,695	7% 8
57720 Memberships, Dues and Subscriptions	6,760	-	6,760	6,800	99%
57730 Professional Development and Training	521	-	521	2,000	26% 8
57740 Advertising	-	1,500	1,500	29,000	5% 9
57750 Printing and Copying	934	1,000	1,934	11,250	17% 8
57760 Postage and Shipping	94	200	294	500	59%
57790 Grants to Others	20,013	3,355	23,368	20,000	117% 10
57801 Charitable Contributions	540	-	540	500	108%
57810 Other Expenses	500	50	550	1,200	46%
57825 Indirect	31,214	5,997	37,211	64,633	58%
Total Expenses	779,971	150,682	930,654	1,202,134	77%
NET INCOME with Carry Forward Funds	441,105	(91,497)	349,608	157,493	11a
Use of Carry Forward Funds	(698,954)		(698,954)		
NET INCOME without Carry Forward Funds	(257,849)	(91,497)	(349,347)	(523,061)	11b
Jan 1 NET ASSETS			838,032		
Dec 31 PROJECTED NET ASSETS			488,685		11c

BUDGET VS. ACTUAL WITH END OF YEAR PROJECTIONS
Notes

- 1-Paycheck Protection Program funds were expended 9/30/2020 and were recognized as revenue in October using the "government grant model" method of recognition, see [here](#) and [here](#) for reference.
- 2-ZSR \$30,000 grant for Rebuild Stronger
- 3-NCIOM projected revenue is based on actual expenses from Sept-Nov
- 4-Interest estimate based on actual YTD; interest rates decreased in 2020 compared to 2019
- 5-Social Emotional Health Initiative for 2020-2023. \$210k is reserved for use in Year 2-4 of grant period.
- 6-With recommendation of the auditor, Carry Forward amounts are included in order to show funds we are able to use in the current year, creating a clearer picture of our financial state. These are funds that were either received or booked prior to 2020 upon notification of a grant award. Carry Forward funds must be backed out to determine actual Net Income for current month(s), but remain a part of our Total Net Assets.
- 7-Contracted Services is under spent due to changes in Family Forward budget and covid related shifts.
- 8-Meeting Expenses, Travel & Lodging, Professional Development, and Printing & Copying are under spent due to restrictions on travel and the shift to virtual meetings.
- 9-Advertising is under spent due to shift in the Family Forward budget/funding time line.
- 10-Grants to Others includes payments/honorariums to the Social Emotional Health Family Input Groups (4) and Facilitator Leads (7). Overspent at 117% because some payments scheduled for 2021 were made in 2020 since we were under spent in the Social Emotional Health budget as a whole.
- 11-If all projected revenue is received, projected 12/31 Net amounts are:
 - a-Net Income with Carry Forward Funds: \$349,608
 - b-Net Income without Carry Forward Funds: - \$349,347
 - c-Net Assets: \$488,685

PROFIT & LOSS COMPARISON TO PRIOR YEAR

January - October, 2020

	JAN - OCT, 2020	JAN - OCT, 2019 (PY)	% CHANGE
Income			
40000 Revenue	522,122	687,762	-24.00 %
49500 Carry Forward from PY	698,954		1
Total Income	\$1,221,077	\$687,762	78.00 %
GROSS PROFIT	\$1,221,077	\$687,762	78.00 %
Expenses			
51000 Personnel Costs	443,292	348,661	27.00 %
52000 Contracted Services	269,541	341,448	-21.00 %
53000 Supplies and Materials		867	-100.00 %
54000 Meeting Expenses	5,394	44,581	-88.00 %
55000 Travel and Lodging	1,167	12,446	-91.00 %
56000 Property & Equipment		4,346	-100.00 %
57701 Rent Expense		9,450	-100.00 %
57710 Insurance		1,292	-100.00 %
57720 Memberships, Dues and Subscriptions	6,760	9,752	-31.00 %
57730 Professional Development and Training	521	3,592	-85.00 %
57740 Advertising		18,892	-100.00 %
57741 Advertising for Human Resources		786	-100.00 %
57750 Printing and Copying	934	23,239	-96.00 %
57760 Postage and Shipping	94	833	-89.00 %
57770 Depreciation Expense		185	-100.00 %
57780 Licenses, Fees and Permits		4,441	-100.00 %
57790 Grants to Others	20,013	24,999	-20.00 %
57801 Charitable Contributions	540	1,113	-51.00 %
57810 Other Expenses	500	1,657	-70.00 %
57825 Indirect	31,215		2
Total Expenses	\$779,971	\$852,580	-9.00 %
NET OPERATING INCOME	\$441,105	\$ -164,817	368.00 %
Use of Carry Forward Funds	-698,954		5
NET INCOME	\$ -257,849	\$ -164,817	-56.00 %

1 - Because 2019 does not show Carry Forward funds, there is no comparison for this line item.

2 - 2020 expense items that have been charged to Indirect in 2020, instead of correlating 2019 line item.

3 - 2020 events have been canceled or held virtually for the majority of the year, decreasing expenditures in Meetings, Travel, Professional Development, Printing, & Postage.

4 - 2019 & 2020 Advertising costs budgeted for Family Forward; 2020 costs will be minimal due to change in funding stream of FF.

5 - Net Operating Income for 2020 (\$441,105 takes into account carry forward funds and new revenue. 2019 only includes new revenue.

6 - Net Income for 2020 without Carry Forward Funds is - \$257,849. In 2020, grant cycles are occurring later in the year or postponed to 2021 due to Covid shifts; carry forward funds are a main source of spend down.

STATEMENT OF CASH FLOWS

October 2020

	TOTAL
OPERATING ACTIVITIES	
Net Income	6,156
Adjustments to reconcile Net Income to Net Cash provided by operations:	
13002 Prepaid Insurance	234
13005 Other Prepaid Expenses	229
15101 Fixed Assets:Accumulated Depreciation	87
21001 Accounts Payable (A/P)	516
21003 Credit Card Payables BB&T	415
22102 Payroll Liabilities:Accrued Paid Time Off (PTO)	800
22103 Payroll Liabilities:401K Retirement Plan Payable	0
22201 Payroll Tax Liabilities:Federal Tax Payable	-66
22202 Payroll Tax Liabilities:NC Tax Withholdings Payable	-31
22203 Payroll Tax Liabilities:NC State Unemployment Insurance Payable	-90
23101 Deferred Revenue	-82,017
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	-79,923
Net cash provided by operating activities	\$ -73,768
NET CASH INCREASE FOR PERIOD	\$ -73,768
Cash at beginning of period	289,944
CASH AT END OF PERIOD	\$216,176

REVENUE CASH FLOW CALENDAR

	2020				2021	TOTALS
	JAN, FEB, MARCH	APRIL, MAY, JUNE	JULY, AUG, SEPT	OCT, NOV, DEC	JAN, FEB, MARCH	
BB&T Paycheck Protection Funds	-	82,017	-	-	-	82,017
Blue Cross Blue Shield Foundation	-	-	90,000	-	40,000	130,000
Blue Cross Blue Shield of NC	-	-	-	-	-	-
Cemala Foundation	-	5,000	-	-	5,000	10,000
ChildTrust Foundation	95,000	-	-	-	10,000	105,000
Duke Endowment	-	-	-	87,700	-	87,700
John Rex Foundation	5,000	-	-	-	5,000	10,000
Joseph M Bryan Foundation of Greater Greensboro	-	-	5,000	-	5,000	10,000
NC Dpt of Health & Human Services	69,057	37,393	-	-	-	106,450
NC Institute of Medicine	15,460	18,076	16,466	11,000	-	61,002
Pritzker Children's Initiative	-	-	10,000	-	-	10,000
The Winer Family Foundation	5,000	-	-	-	5,000	10,000
Z. Smith Reynolds Foundation	100,000	-	-	-	100,000	200,000
TOTAL	289,517	142,486	121,466	98,700	170,000	822,169

Cash Flow Calendar shows revenue that is confirmed or reasonably expected and the timing of deposit. Calendar does not include revenue less than \$5,000

ACCOUNTS RECEIVABLE Tracking of MULTI-YEAR ASSETS

	Total Award	2018 Receipts	2019 Receipts	2020 Receipts	Total	10/31/2020 Receivable Balance
GRANTS						
Belk Foundation (GO 2019-2020)	60,000	-	60,000	-	60,000	-
Blue Cross Blue Shield NC Foundation (S.E.H. 2020-2023)	160,000	-	-	40,000	40,000	120,000
Blue Cross Blue Shield NC Foundation (Rebuild Stronger 2020)	50,000	-	-	50,000	50,000	-
Cemala Foundation (S.E.H. 2020-2023)	20,000	-	-	5,000	5,000	15,000
ChildTrust Foundation (GO 2019-2020)	170,000	-	85,000	85,000	170,000	-
ChildTrust Foundation (S.E.H. 2020-2023)	40,000	-	-	10,000	10,000	30,000
Duke Endowment (Pathways 2019-2020)	185,000	97,300	-	-	97,300	87,700
John Rex Foundation (S.E.H. 2020-2023)	20,000	-	-	5,000	5,000	15,000
Joseph M Bryan Fnd of Greater Greensboro (S.E.H. 2020-2023)	20,000	-	-	5,000	5,000	15,000
NC Dpt of Health & Human Services (Pathways 2019-2020) ¹	312,190	-	245,755	66,435	312,190	-
Oak Foundation (GO 2018-2020)	250,000	125,000	125,000	-	250,000	-
Pritzker Children's Initiative (Think Babies 2018-2020)	150,000	84,800	55,200	10,000	150,000	-
The Winer Family Foundation (S.E.H. 2020-2023)	20,000	-	-	5,000	5,000	15,000
Triangle Community Foundation (CGLR 2020-2021)	10,000	-	10,000	-	10,000	-
Z. Smith Reynolds Foundation (GO 2019-2021)	300,000	-	100,000	100,000	200,000	100,000
TOTAL GRANTS	1,767,190	307,100	680,955	381,435	1,369,490	397,700
CONTRACTS						
NC Dpt of Public Health -NCIOM (2019-2020) ²	50,002	-	12,501	37,501	50,002	(0)
TOTAL CONTRACTS	50,002	-	12,501	37,501	50,002	(0)
OTHER						
Sales Tax for refund to NCECF (2019-2020)	1,244	-	-	1,584	1,584	(340)
CALCASA Honorarium	250	-	-	250	250	-
OTHER TOTAL	1,494	-	-	1,834	1,834	(340)
GRAND TOTAL	1,818,686	307,100	693,455	420,771	1,421,326	397,360

1 DHHS Grant revenue is booked in A/R based on actual expenses. Total 2019-2020 grant is \$312,190.

2 NCIOM Contract revenue is booked in A/R based on actual expenses. Total 2019-2020 grant is \$50,002.

MULTI-YEAR AWARD CHART

Known or anticipated awards shown by designated year of use and purpose.

Grantor	Total Award	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Program
Program Awards								
Triangle Community Foundation	\$25,000	\$25,000						Campaign for Grade-Level Reading
	\$10,000			\$5,000	\$5,000			Campaign for Grade-Level Reading
United Way of the Greater Triangle	\$12,126	\$12,126						Campaign for Grade-Level Reading
	\$10,000	\$10,000						Campaign for Grade-Level Reading
The Oak Foundation	\$50,000	\$25,000	\$25,000					Campaign for Grade-Level Reading
Department of Public Instruction	\$60,000	\$35,000	\$25,000					Every Student Succeeds Act
Blue Cross and Blue Shield of NC	\$225,000		\$225,000					Family Forward NC
NC Institute of Medicine	\$50,072		\$50,072					Family Forward NC
	\$50,002			\$50,002				Family Forward NC
	\$35,072			\$12,500	\$22,572			Family Forward NC
Invest Early NC	\$352,880				\$176,440.00	\$176,440.00		Rebuild Stronger
Blue Cross and Blue Shield of NC Foundation	\$50,000			\$50,000				Rebuild Stronger
	\$160,000			\$40,000	\$40,000	\$40,000	\$40,000	Social Emotional Health Initiative
Cemala Foundation	\$20,000			\$5,000	\$5,000	\$5,000	\$5,000	Social Emotional Health Initiative
ChildTrust Foundation	\$40,000			\$10,000	\$10,000	\$10,000	\$10,000	Social Emotional Health Initiative
John Rex Foundation	\$20,000			\$5,000	\$5,000	\$5,000	\$5,000	Social Emotional Health Initiative
Joseph M. Bryan Foundation of Greater Greensboro	\$20,000			\$5,000	\$5,000	\$5,000	\$5,000	Social Emotional Health Initiative
The Winer Foundation	\$20,000			\$5,000	\$5,000	\$5,000	\$5,000	Social Emotional Health Initiative
The Duke Endowment	\$185,000		\$97,300	\$87,700				NC Pathways to Grade-Level Reading
Department of Health and Human Services (PDG)	\$312,842		\$245,755	\$67,087				NC Pathways to Grade-Level Reading
	\$126,000				\$42,000	\$42,000	\$42,000	NC Pathways to Grade-Level Reading
Pritzker Children's Initiative	\$150,000	\$84,800	\$55,200	\$10,000				NC Pathways to Grade-Level Reading
Total Program Awards	\$1,983,994	\$191,926	\$723,327	\$352,289	\$316,012	\$288,440	\$112,000	
General Operating Awards								
ChildTrust Foundation	\$170,000		\$85,000	\$85,000				General Operating
Paycheck Protection Program	\$82,017			\$82,017				General Operating
Skeebo Foundation	\$25,000	\$25,000	\$25,000					General Operating
The Belk Foundation	\$60,000		\$30,000	\$30,000				General Operating
The Oak Foundation	\$200,000	\$100,000	\$100,000					General Operating
The Pope Foundation	\$25,000				\$25,000			General Operating
Wells Fargo	\$10,000	\$10,000						General Operating
Z. Smith Reynolds	\$300,000		\$100,000	\$100,000	\$100,000			General Operating
Total General Operating Awards	\$872,017	\$125,000	\$240,000	\$297,017	\$125,000	\$0	\$0	
Total Awards	\$2,856,011	\$316,926	\$963,327	\$649,306	\$441,012	\$288,440	\$112,000	

Gray cells indicate awards that are anticipated but not yet confirmed.