



**Board Meeting Agenda**  
**March 25, 2021, 1:00 – 3:30 pm**  
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.*

**March 25, 2021 Board Meeting** **1:00 PM – 3:30 PM**

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- 1:00 PM** ..... **Welcome, Call to Order, and Establish Quorum** **Easter Maynard**
- 1:05 PM** ..... **Approve Consent Agenda – Action** **Easter Maynard**  
Dec 4, 2020 Board Meeting Minutes – Attachment A  
March 12, 2021 Executive Committee Minutes – Attachment A1  
Feb 23, 2021 Governance Committee Minutes – Attachment A2  
March 9, 2021 Finance Committee Minutes – Attachment A3  
March 10, 2021 Racial Equity Committee Minutes – Attachment A4  
Executive Director's Report – Attachment A5
- 1:10 PM**.....**Welcome New Board Members, [Nation](#), [Rashidah](#), and [Hal!](#)** **Easter Maynard**
- 1:15 PM**.....**Strategic Plan - Presentation** **Muffy Grant**
- 1:45 PM**.....**Governance Committee** **Sheresa Blanchard**  
Approve Updated Committee Charter - Attachment B - *Action*  
Board Recruitment and New Member Orientation - Attachment B1 - *Discussion*
- 2:00 PM** ..... **Racial Equity Committee** **Peggy Wang**
- 2:10 PM**..... **Facilitated Conversation – Attachment C - Discussion** **Harold Sellars**
- **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*.
- 2:35 PM**.....**Executive Committee** **Easter Maynard**  
Approve Bylaw Change for Officers – Attachment D - *Action*  
Update on ED Evaluation Process and Timeline - *Discussion*
- 3:00 PM** ..... **Finance Committee** **Peggy Wang**  
Approve 2021 Proposed Budget & Employer 401k Contributions – Attachment E - *Action*  
Approve February Financial Reports – Attachment F – *Action*  
Approve Paycheck Protection Program Second Draw Loan – Attachment G - *Action*
- 3:30 PM** ..... **Adjourn**  
Next Board Meeting: June 21, 1-3:30 pm



**North Carolina Early Childhood Foundation  
Board Meeting Minutes  
December 4, 2020, 9:30 am – 11:30 am**

**DRAFT MINUTES**

**Board Members Present:** Easter Maynard, Chair; Patti Gillenwater, Vice Chair; Banu Valladares, Secretary; Peggy Wang, Treasurer; Sheresa Blanchard, Peggy Carter, Sherry Franklin, Munro Richardson, Harold Sellars, Jennifer Vu

**Members Absent:** Eric Bracy, Tracey Greene-Washington, Matty Lazo-Chadderton

**Others Present:** Muffy Grant, Kaylan Johnson, Sumera Syed

**Welcome, Call to Order and Establish Quorum**

Easter Maynard welcomed everyone and called the meeting to order at 9:40 am. Attendance was taken and a quorum was established.

**Approve Consent Agenda**

A motion to approve the consent agenda was duly made and passed unanimously.

**Gimme Five Campaign**

Muffy Grant shared the Gimme Five Campaign that will ask board members to:

1. Give: money – any amount, it really helps with grant proposals, time
2. Share: Pass our work along on social media or to other groups/funders – our info is really good!
3. Ask: Invite your friends/colleagues/contacts into connection with us, Including giving – this can be your entire five. Good strategic connections to investment (funding or contract work)
4. Thank: volunteer to write a thank you or call in a thank you to individual donors
5. NEXT STEPS: Send out a survey to ask you for your five commitments.

This will help to advance and serve NCECF's work into 2021. If you have not given your yearly donation to NCECF, a link to the donation page can be found [here](#).

*Action Items:*

- Muffy will send a one-page document that summarizes what investing in NCECF will help accomplish.
- Muffy will send out a survey this week asking board members for their five commitments.

**Governance Committee**

Sheresa Blanchard reviewed the recruitment list and asked for updates:

- Nation Hahn: Muffy had a meeting with Nation and asked him to join the board. He has tentatively accepted and will confirm with Muffy to make sure there is not a conflict of interest with the work at EdNC.
- Hal Kaplan: Peggy Carter reached out to Hal and Muffy will now setup a call to ask him to join the Board.

- [Susan Butler-Staub](#): Susan was not on the original recruitment list; Muffy asked her to join the Board and should be back here later today. Banu Valladares and Sheresa Blanchard know Susan and are happy to reach out to her to join the board, if needed.
- Loretta Harper-Arnold: requested a meeting with Muffy today; Muffy will update board members once she has more information.

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

Patti Gillenwater shared that Harold Sellars will be staying on for another term. 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 – addition

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

A motion to approve board members with expiring at the end of 2020 was duly made and passed unanimously.

**Facilitated Conversation**

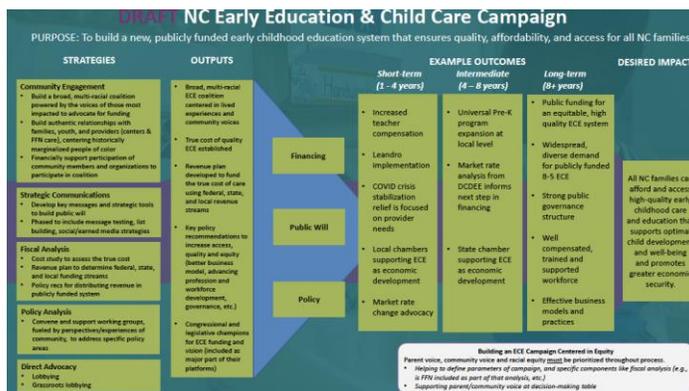
Peggy Wang and Sumera Syed facilitated breakout rooms around the Color of Law. Some of the questions discussed in the breakout sessions were: What did you learn from the article/podcast that surprised you? Should we have known this history? How did you feel after finishing reading the article/book or the podcast?

The next reading for the March meeting will be: The New Jim Crow: Mass Incarceration in the Age of Colorblindness by Michelle Alexander.

[Jennifer Vu joined the meeting]

**2020 Reflection and Looking Ahead**

Muffy provided a brief update on the Early Childhood Education campaign to broaden the scope of what early childhood care and education means. This is a long-term campaign in partnership with NC Child. The goal of this campaign is to center the voices of family, children and communities centered in racial equity.



Board members suggested reaching out to Kate B. Reynolds and Mary Reynolds Babcock Foundation to support this work.

**Review Financial Statements & Budget**

Peggy W. reviewed the budget versus actual and shared that \$1.4 million was budgeted for 2020 and NCECF came in at \$1.2 million. Bank of America is a potential lead for sponsorship in 2021 to cover the loss of funding from Blue Cross Blue Shield of NC. A full budget will be presented for a vote at the next board meeting.

A motion to approve the financial statements was duly made, seconded and approved unanimously.

*Action Items:*

- Muffy and Kaylan Johnson will set up a meeting with Munro Richardson to discuss allocating staff time as general operating costs to funders.

**Future Meetings**

The next Board Meeting will be held in March 2021.

**Adjournment**

The meeting adjourned at 12:00 pm.

Minutes Submitted by:

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Banu Valladares



**North Carolina Early Childhood Foundation  
Executive Committee Minutes  
March 12, 2021, 11:30 am - 12:30 pm**

**Members Present:** Easter Maynard, Sheresa Blanchard, Peggy Wang, Peggy Carter, Patti Gillenwater, Tracey Greene Washington

**Members Absent:** Banu Valladares

**Others in Attendance:** Muffy Grant, Kaylan Sloane

**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 March 12, 2021. Easter Maynard called the meeting to order and a quorum was established.

**Approve Previous Meeting's Minutes**

A motion to approve the minutes as written from the November 17, 2020 Committee meeting was made by Patti, seconded by Peggy W, passing unanimously.

**Bylaw Change for Officer Terms**

Committee reviewed officer term change and agree that the wording is now clear. The Governance Committee will work on an Officer succession plan for the end of the year when Easter's & Patti's terms end. Peggy C motions to approve the Bylaw Change for Officer Terms as written, Peggy W seconds, motion passes unanimously.

**Manage Process for ED Evaluation**

[Muffy leaves meeting]

Patti gives an overview of the conversation around the Executive Director evaluation process. There are documents presented in the packet, but Committee thinks Board members wouldn't necessarily be qualified to answer such specific questions. They may be more applicable to staff.

Patti presents the option of one on one Zoom ED evaluations conducted with staff. This could be led by Patti or a hired third party. A written survey may be anonymous, but the one on one video would not be. Peggy W supports the one on one versus forum format; people may give more in a conversation than in writing and a one on one may allow us to follow up and elaborate on topics. Kaylan suggests that staff participate in a one on one, but receive a written survey beforehand for thoughtful answers, and also to make sure Sumera is included in the process since she is currently on parental leave.

Sheresa leans toward one on one conversations. Since the staff is so small, a conversation may open up more information than a written survey. Sheresa also brings up the importance of a self-assessment, which may not be applicable in this situation, but a self-evaluation invests the person in outward evaluations and pushes personal growth.

Easter is concerned with making the process forward thinking and helpful, not based on past actions, and generating a culture of support for professional development. Peggy C agrees with the forward-looking process and that it is valuable to do a self-assessment, reflect on work load and circumstances, and to learn from hindsight. Peggy W thinks Muffy's self-assessment may be useful for Board perspective on NCECF, generating conversation about the overall non-profit, NCECF's strategy and direction.

To receive valuable feedback from the Board, Patti and Muffy previously discussed creating questions to elicit information on NCECF as a whole, how we are being seen by partners, the state, are we leveraging the Board enough, etc. Muffy is to send Patti questions.

Next steps:

Move evaluation out to end of May in order to include Sumera. A new approach will be formed and Committee members should send Patti any questions to use for the staff or Board survey. Patti will give a brief update on the ED evaluation progress at the next Board meeting.

#### **Review Board Meeting Agenda**

It is clarified that Peggy W will do a 10-minute update on the Racial Equity Committee progress and a longer agenda will be set for the RE Committee at the June Board meeting.

[Tracey joins the meeting.]

Committee talked briefly about the Facilitated Conversation readings for the Board meeting and how it can feel overwhelming. All agree that it is important to take readings in short portions in order to digest the heavy information. There will not be any attachments for Patti/Easter's update on the ED Evaluation process.

#### **Adjournment**

Having no further business, the meeting was adjourned at 12:15 pm.

Minutes submitted by:

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Banu Valladares, Secretary



**North Carolina Early Childhood Foundation  
Governance, Nominating, & Human Resources Committee Minutes  
February 23, 2021 10:30 – 11:45**

**Members Present:** Sheresa Blanchard, Sherry Franklin, Nation Hahn, Patti Gillenwater

**Others in Attendance:** Lisa Finaldi, Muffy Grant

**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 February 23, 2021. Sheresa Blanchard called the meeting to order and a quorum was established. Sheresa welcomed new board member Nation Hahn and new committee member Patti Gillenwater.

**Approve Minutes from November 23, 2020 Meeting**

A motion to approve the minutes from the November 23, 2020 Committee meeting was duly made and approved by a unanimous vote.

**Changes to Committee Charter**

Sheresa explained to new members that last year the committee began to review its charter in order to confirm the duties of the Governance Committee. Through the process the committee noted some duties should be re-assigned to other committees, discovered that some duties required further attention and that others might require coordination across committees. With that background the committee reviewed the proposed charter.

It was agreed to add another duty to the charter:

- Coordinate new board member committee assignments with the Executive Director and the Board Chair.

The committee discussed the mechanics of committee assignments. The following was agreed:

- Nation will share questions that could be asked of new Board members to better understand their interests.
- New board members can opt-in to a committee or accept an assignment.
- For the duty of the committee - Establish programs/processes for Board or member development and growth – it was agreed that there should be coordination with other committees, especially with the racial equity committee.

With the additional duty added to the charter, Sherry motion to approve the new charter and Nation seconded the motion. The charter will now go to the full Board of Directors for approval.

Muffy and Nation left the meeting.

**New Board Member Prospect List and Priorities**

The 2021 goal is to recruit up to three new members to be voted on at the final Board meeting of 2021.

The committee reviewed the recruitment priorities and updated them to include:

- Corporate background
- Fundraising background
- Legal expertise
- Communications/Marketing Background
- Politically conservative
- Western & Eastern part of the state

- From rural communities or experience working with rural populations

The committee also will continue to discuss prioritizing parents of younger children and someone in the Community College System, possibly a president or a professor in early childhood.

In addition, Sumera will talk with Banu and Eric about re-election to board for a second term at the end of this year.

The committee agreed that staff should share the board matrix with the full board once a year so board members can update their information.

Lisa will ask Sumera if she can set up a google spreadsheet for Board members to add prospect ideas throughout the year.

#### **Planning Virtual New Board Member Orientation**

The committee supports the new orientation program and would like to try to schedule it before the board meeting with at least one Governance Committee member present as well as Muffy and Easter. Lisa will send out a doodle to set the meeting. We will also invite those that began on the Board in January 2020 as they did not receive an official orientation.

The committee asked that Sumera create a list for board members to sign up to be buddies for new members.

The committee will share the new orientation program to the Board as an FYI.

#### **Adjournment**

Having no further business, the meeting was adjourned at 11:30 AM.

Minutes submitted by:

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Sheresa Blanchard, Committee Chair



**North Carolina Early Childhood Foundation  
Finance Committee Minutes  
March 9, 2021, 1:00 PM via Zoom**

**Members Present:** Peggy Wang, Harold Sellars, Banu Valladares, Easter Maynard

**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 March 9, 2021, at 1:00 pm. Peggy Wang called the meeting to order and a quorum was established.

**Approve Minutes from Last Meeting - Action**

A motion to approve the November 19, 2020 minutes was made by Banu and seconded by Harold. Approval of the minutes passed unanimously.

**2021 Budget - Action**

Kaylan presents the 2021 Budget and Likelihood of Receipt Revenue Forecast documents. A Revenue Forecast was presented at the December Board meeting, but there have been additions made since then. Additions of potential revenue for 2021 include:

- Blue Cross Blue Shield Foundation at \$150,000 per year for 3 years to support GenOp with potential for more to support economic analysis of the Parent Survey that was conducted in October. Muffy is hopeful to hear back next week.
- Paycheck Protection Program Second Draw funds have been added at \$100,961. The application was submitted on March 9<sup>th</sup> but is subject to BB&T and NCECF Board approval before accepting the funds.
- Bank of America at \$100,000 per year for 3 years to support GenOp. A proposal was submitted mid-February and we'll hear back in May.
- \$350,332 funds carried forward for use in 2021

At \$1,213,663 in the total revenue forecast, with most of the funds in the 75% or 100% 'likelihood of receipt' category, staff is feeling confident about having the total expense budget of \$1,128,512 funded. It is made clear that if expected funds do not come in at asking level, funds will be prioritized to pay for fixed costs and other expenditures will be held back, such as initiative specific contractors and advertising.

With the recent news of Mandy Ableidinger's resignation, the remaining amount budgeted for Mandy's position may be used for an additional staff position, reorganization of existing staff, and/or short-term contractors. Kaylan is covering a portion of Sumera's duties while she is on parental leave through mid-May, so no short-term contractor/hire is required to fulfill Sumera's position.

The fact that the budget is tight is brought up; however, NCECF's low fixed costs are a benefit if funding is not as expected. Muffy explains that recent grant opportunities are allowing us to step away from restrictive funding and apply for general operating, which opens up where we can use funds within the organization.

A motion to approve the budget as presented and to recommend for Board approval is made by Harold and seconded by Banu. Approval passed unanimously.

**December Financial Statements**

The Committee views the December Financial Statements with no questions. Because these statements are currently under audit review and will be presented and approved by the Board after the audit is complete, the Finance Committee did not go into detail on the December Statements.

[Muffy leaves meeting]

**February Financial Statements – Action**

Expenses are over revenue at the end of February, but this is normal and due to timing of revenue coming in. Expenses are at a level appropriate for this time of year.

A motion to approve February Financial Statements is made by Harold and seconded by Banu. Approval passed unanimously.

**Other**

Kaylan speaks to upcoming cash flow in March and April. Potential funds from ChildTrust and PPP, and confirmed funds for the Social Emotional Health Initiative are expected. The Committee agrees on the idea of notification when cash flow levels sink to a 90-day level and also keeping the Board up to date on cash flow. Current fixed monthly costs are around \$70,000, so minimum cash needed to last 90 days is \$210,000.

**Paycheck Protection Program (PPP) Second Draw**

Because the Finance & Executive Committees were able to vote by email last week, a vote to submit the PPP Second Draw application is not required at today’s meeting. Kaylan reports the PPP Second Draw application was submitted March 9<sup>th</sup> with a request of \$100,961. The Forgiveness Application for PPP First Draw was also submitted.

**Adjournment**

Having no further business, the meeting was adjourned at 2:00 pm.

Minutes submitted by:

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Peggy Wang, Committee Chair



**North Carolina Early Childhood Foundation  
Racial Equity Committee Minutes  
March 10, 2021 1:00 PM via Zoom**

**Members Present:** Patti Gillenwater, Tracey Greene-Washington, Rashidah Lopez Morgan, Harold Sellars, Peggy Wang

**Others in Attendance:** Marian Earls, Mandy Ableidinger, Kaylan Sloane

**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 March 10, 2021 at 1:00 pm. Tracey Greene-Washington called the meeting to order and a quorum was established.

Welcome to new member Rashidah Lopez Morgan. Members and staff make introductions.

**Approve Minutes from November 13, 2020 Meeting**

A motion to approve the minutes as written from the November 13, 2020 Committee meeting was made by Patti, seconded by Harold, and passed unanimously.

**Equity Action Plan Outline**

Committee reviews and discusses the results of Organizational Self-Assessment and Action Plan. It is clarified that the results of the staff and Board Organizational Self-Assessment have not yet been presented to nor discussed by the Board. The RE Committee feels that discussing our current state as an organization on the Racial Equity journey is an important step before presenting the Action Plan to the Board. Members thank and appreciate Sumera for all her work on moving the Action Plan forward.

*Where we are:*

- Staff and Board completed Organizational Self-Assessment last fall
- Staff has discussed their answers as a group
- The range of outcomes from the data signifies that we need to discuss the assessment results and how to move forward with the full Board
- Is the range of outcomes due to different interpretations of the questions, due to differences in the racial equity journey, or due to lack of communication between staff and Board members on what has been addressed internally on the journey?

*Where are we going?*

- Towards the creation of an Equity Action Plan
- Define our role in the equity discussion, first internally, then externally (not to become RE police to our partner organizations). Currently our primary RE work is internal, which will ultimately impact our external work
- Move to a slower, more deliberate RE process
- Create a safe space for awareness and analysis, to understand staff and board self-assessment outcomes, and propose a plan for moving from the self-assessment to a draft Equity Action Plan
- How are we perceived by partners we work with? The suggestion was made that as a future step, NCECF ask partners to assess where we are on our RE journey, like staff and Board were asked. Our input is not complete until we have feedback from those closest to the problems we are addressing.

*Committee discusses next steps:*

- Slow the discussion down, share with the full Board, and analyze the priority areas, not in a performance-based way but in a transformational way

- Define use and responsibility of the Equity Change Team in the journey (starting next RE Committee meeting)
- Recommend an internal meeting with Muffy to discuss data and where to go from here: how to conduct a safe space, what is our desired end result of the journey, inform a strategy to move forward
- Peggy will present a 10-minute summary at the March 25<sup>th</sup> Board meeting, framing the results of the Organizational Assessment as questions for the Board members to think about between now and the next Board meeting. Peggy will share:
  - The “healthy tension” the committee feels between moving quickly and giving the racial equity work the space and time it deserves – “doing it right”
  - The importance of ensuring that we are creating – with the full Board, not just the RE Committee – the ability to step bravely into this space
  - Remind Board that staff and Board members both completed organizational self-assessments about where we are as an organization on our racial equity journey near the end of 2020. The RE committee would like staff to present those data at the next Board meeting and invite the Board to have a conversation about the results and plan a process for how to create an equity action plan based on those results
  - Sumera has done an excellent job creating a draft plan and the committee is very grateful to her for that work. The RE Committee would like to slow the process down a bit and draw the full Board into the planning.
  - Ultimately, we as an organization are looking for what is our current state as it pertains to RE, what is our desired state, and what will be the pain points along the way in moving from current to desired state that we need to be aware of.
- Committee recommended that the data from the organizational self-assessments be shared with the full Board in the future, with key questions to frame a conversation together about how to move forward.

#### **Equity Change Team Presentation**

What is the role of this committee as NCECF continues to evolve in this work? Committee will discuss the possibility of an Equity Change Team at a later meeting.

#### **Racial Equity Training Interest**

Members were open to participating in trainings with NCECF staff in the future, pending budget allowance. Some staff has previously had training with Kathleen & Sterling of CounterPart Consulting. Other resources mentioned:

- Race Equity Institute (REI) Groundwater training (Tracey)
- Ivan Canada of nonprofit NCCJ of Piedmont Triad (Patti)
- Melissa Hewitt (Patti & Tracey)
- Change Elemental: national organization has great tools (Tracey)
- Race Matters (Tracey)
- Equity in the Center: continuum of Awake, to Woke, to Work (Tracey, Rashidah)
- BUILD Initiative: guidelines and approaches specifically for early childhood organizations shared by BUILD fellow Aisha Ray (Marian)

Committee members were invited to email staff with any other names/organizations they would recommend.

#### **Adjournment**

Having no further business, the meeting was adjourned at 2:10 PM

Minutes submitted by:

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Tracey Greene-Washington



**March 25, 2021**

**BOARD OF DIRECTORS MEETING: Executive Director's Report**

### **LETTER FROM THE EXECUTIVE DIRECTOR**

Fearless Leaders,

It's March again. How did this happen? We have reached our pandemic anniversary and I am confident that we all have grown and stretched in new ways and directions. I want to take this moment to thank all of you for your support and encouragement as NCECF has found our way through this uncertain time. I am grateful to you all.

Our work has been consistent within our three strategies to: promote understanding, spearhead collaboration, and advance policies. The COVID 19 crisis has disrupted the early care and education system and revealed just how fragile and inconsistent the supports are that are in place for families with young children. We are optimistic that NC can use this time to catalyze transformative change - reflected in consistent increases in federal funding, increased wages for the ECE workforce, family friendly policies in both the public and private sectors, and ultimately, a social awakening demanding significant investment in children and families. Please read below for all of the exciting work we are imaging, producing, and facilitating.

I'd like to welcome our new board members, Rashidah, Hal, and Nation. We are so fortunate to be welcoming this trio of brilliant minds. I look forward to their contributions to our vision moving forward.

Here's to a spring that brings us a robust federal relief package, vaccines in arms, and continued public health measures!

In hope and solidarity,  
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 **25** blogs since the last Board Meeting. Highlights include:

#### **NCECF**

- [NC Campaign for Grade-Level Reading: Five Years and Going Strong](#)
- [New Report: Child Care Crisis Cost North Carolina \\$2.4 Billion Yearly—Before the Pandemic](#)
- [Statement from NC Early Childhood Foundation](#)
- [Webinar: What's the Impact of Child Care on North Carolina's Economy?](#)

- All Star Trio Joins NCECF's Board of Directors

### Family Forward NC

- Information for employers about paid leave tax credits under the Families First Coronavirus Response Act
- The impact to employers, the economy and parents who are leaving the workforce and may not be returning for sometime.
- Resources for employers to retain and attract mothers in the workplace through breastfeeding supports.

### Website traffic

#### NCECF

From December through February, the NCECF website had 9,536 visitors to the site (potential duplicates included). The highest number of visitors were from from North Carolina (Raleigh, Durham, Charlotte areas), followed by Illinois, Georgia, and New York. The most visited pages include *Covid-19 State Guidance and Information on Early Childhood, Attendance still matters: Strategies to support and track it in the age of virtual and blended learning*, and *New Report: Child Care Crisis Cost North Carolina \$2.4 Billion Yearly—Before the Pandemic*.

#### Family Forward NC (comparing 2020 to 2021)

- Traffic and time spent was up.
  - 32% increase in unique visits
  - 18% increase in total page views
  - 31% increase in time spent on the site
  - Top five pages:
    - Home page
    - Child care policies
    - Paid leave policies including sick leave and parental leave
    - Return to Work (Rapid Response)

#### **1. NC Campaign for Grade-Level Reading (CGLR):**

Based on feedback, NCECF has revised the format of our bi-monthly CGLR community calls to include more community spotlights, state-level updates, and time for discussion. On March 2nd, we also hosted our Winter CGLR Meeting focused on ways to center racial equity in our CGLR efforts--a community-identified area of interest. The meeting included hearing from two CGLR community leaders (Wake and Johnston) and a panel of Executive Directors (Guilford, Durham, and NCECF) about their racial equity work, followed by small group discussions. 38 people attended. 94% strongly agreed/agreed the meeting was worth their time. 100% said they learned something new at the meeting to advance racial equity in their CGLR work. On March 23rd, we'll host a follow-up conversation between CGLR communities, Read Charlotte, and Learning Ovarations about the Reading Check-up tool and potential opportunities.

#### **2. Every Student Succeeds Act (ESSA):**

Several of our ESSA partners have changed jobs, so the group is being reimaged currently. We will have more information soon!

### **3. Family Forward NC (FFNC):**

Given the holidays during this reporting period, Family Forward NC continued to be in demand by employers across the state. We are increasing outreach for our [COVID-19 Rapid Response](#) program launched last August. As businesses reopen and retool, the loss of parents in the workforce has heightened interest in workplace benefits. We are promoting an understanding of the business and family value of these benefits, advancing private sector policy and also creating a drumbeat for public policy.

Since the release of the Guide to Family Friendly Workplaces in 2019, our strategy has focused on reaching two sectors where employees tend to be low-wage earners, who lack access to many benefits and are often front-facing – hospitality and manufacturing. Interestingly, these sectors became amongst the most challenged during the pandemic.

In February, we launched a customized [Small Business Rapid Response](#) program. We had heard directly from small businesses and small business support organizations that HR is an area where small businesses lack expertise. We have responded and have just launched the new program last week.

Currently, we are:

- Delivering presentations to educate, engage and inspire employers to make workplace changes
- Publishing case studies to inspire employer change
- Providing individual HR support so employers can create family-friendly workplaces

#### **Presentations**

- We gave six presentations with 250 participants.
  - Participants were private and public employer and NC agencies that provide business support including:
    - Economic Development Partnership of North Carolina
    - NC Small Business and Technology Development Center
    - Small Business Center Network – NC Community College System
    - UNC School of Government: nIMPACT and NCGrowth (interest from participants in the first presentation to learn more resulted in a second webinar)
    - Explore Asheville – Tourism organization in western NC
      - We [interviewed](#) Katie Button, CEO and Executive Chef of Katie Button Restaurants in Asheville.
- Several partners have posted our resources on their websites and shared through newsletters and blogs.

#### **Case Studies**

- [No Evil Foods](#) - plant-based food manufacturer with 100 employees
- [Greensboro Chamber of Commerce](#)
- Next up: Greenheck Fans in Shelby, East Cut Sandwich Bar in Durham

#### **HR Support**

Our human resources consultants at [Performerator](#) continue to deliver presentations with NCECF staff and offer individual support to employers. Through the [Rapid Response](#) program, they have created webinars, toolkits and resources for businesses to work through the program on their own or apply for one to one support. In addition to direct engagement through Family Forward NC, another important channel of engagement is through NC agencies that provide business support. The Rapid Response page

of our website continues to be in the top five, we've had 50 downloads of the toolkits, and 225 views of the webinars on YouTube.

### **Testimonials**

“The value of organizations like Family Forward NC is more relevant now, as we cultivate resilience during this pandemic, than ever. Working families are pushed to their limits in new and ever more challenging ways. Meanwhile, businesses must also nimbly respond to the evolving needs and real-life difficulties their employees face. Family Forward NC addresses these critical needs, bringing them into focus through practical guidance, tools, and support to ensure businesses and families thrive through the 'new normal' and beyond.”

*Sdrah Schadel*  
CO-FOUNDER/CHIEF CREATIVE OFFICER  
*No Evil Foods*

“Family Forward NC has been an incredible partner in educating the Greensboro business community on best practices for Family Friendly Workforce Practices. We have seen a culture shift in the community since the launch of our Talent Together partnership - including improving our own workplace policies. Together, we are making sure Greensboro is well-known as a community of choice for families, and family-friendly workplaces.”

*Cecelia Thompson*  
EXECUTIVE DIRECTOR  
*Action Greensboro (Greensboro Chamber of Commerce)*

### **4. NC Pathways to Grade-Level Reading**

**Pathways Action Map:** NCECF has continued its work to create the online Pathways Action Map this winter. In addition to social-emotional health advisors, we convened two groups of leaders focused in the Pathways Education and Family-Driven and Equitable Expectation areas. We have started receiving Initiative information from partners and are uploading them to the Map. We will continue reaching out to diverse stakeholders over the next couple months to add their Initiatives. Our goal is to release the Map to the public this summer. Learn more on the [Pathways Action Map information webpage](#).

**Early Childhood Data Advisory Council:** The ECDAC met in November to share updates on progress on updating/enhancing NC's child welfare data system, NCECF's recent child care parent survey and economic analysis, data on how the pandemic has impacted early education, including child care enrollment, subsidy, and NC PreK, and more. The ECDAC also started a conversation about the direction of the work going forward, both in response to the pandemic and the work to expand the collection and analysis of early childhood data in NC.

**5. Rebuilding Child Care:** Due to a national funding opportunity, Child Care NEXT through the Alliance for Early Success, we have convened a large group of stakeholders across the state to determine moving forward for this funding as a state. The second meeting of this group is slated for March 12th. The LOI has not yet been released although it's expected soon. According to the publicized timeline, application will be due sometime in mid-late April. The funding is for \$2.5 million over five years, however, we want to be intentional about a ground up approach and not allow a national funding opportunity to derail a very intentional process. This work continues to evolve as we, along with the other coordinators at NC Child, work to build trust and genuine relationships both at the state level and in local communities.

**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 finished analyzing parent voice data from surveys and interviews and written a detailed report that themes responses and shares quotes from parents and caregivers. It will be released by NCECF this spring. We are also supporting 12 facilitators as they lead work groups this winter/spring, centering data, family voice, and racial equity. These work groups will make recommendations this summer 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**

**Leandro:** The parties to the Leandro lawsuit were supposed to submit an agreed-upon 8-year Leandro plan of action to Judge Lee in December 2020. Due to the election of a new school superintendent, Catherine Truitt, the parties agreed to postpone the submission until mid-February. That plan has not yet been released to the public.

**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 has said they expect to send out the last RFPs for the grant any day now.

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

**B-3<sup>rd</sup> Interagency Council:** The Council met on February 10th for only the second time since before the pandemic. The group welcomed new Council members, a new co-chair from DPI (Dr. Angie Mullennix, Director of K-12 Academics and Innovation Strategy), and heard from new school superintendent Truitt. They heard updates on why B-3rd grade matters, the Leandro court case, and the impact of COVID-19 on the early education system, but there was no discussion. They are planning a work session in March. In normal times, the Council’s mission is to create a seamless and integrated birth through third grade education system.

#### **Major Administrative Activities:**

We finalized our strategic plan refresh and communications plan. Currently, we are reimagining our organization structure and potential opportunities for new roles and job descriptions with the news of Mandy’s departure.

#### **Funding Proposals and Opportunities**

**Bank of America:** We have submitted a GO grant request (including FFNC funding) for \$100K per year for three years. We have been in communication with the NC market presidents and are hopeful to hear back soon.

**BCBS Foundation:** In late February, Rob Thompson verbally confirmed funding of \$150K per year for three years. Additionally, he is considering funding a report we are commissioning from FPG over and above this amount.

**ChildTrust Foundation:** Request for two year GO funding sent in early March (\$170K by two years)

**Truist Foundation:** Submitting a GO/ReBuild grant request for \$25-35K based on the advice of Ready Ready, Guilford County.

**The Duke Foundation:** Met with Meka Sales and Todd Darymple to discuss further funding our data work, most specifically, the Pathways Action Map. We should hear back from them later in March.

## **Media**

### **NCECF**

- [Public News Service](#) - Report: Affordable Childcare Crisis Could Cost NC Billions, Nadia Ramlagan
- [EdNC](#) - Legislative preview | Advocates hope early learning issues, on full display from pandemic, gain traction in long session
- [NC Policy Watch](#) - Muffy Grant of the North Carolina Early Childhood Foundation discusses how to talk to kids about the events in Washington and the desperate need to help childcare providers survive the pandemic
- [Z Smith Reynolds Foundation](#) - ZSR Awards a \$30,000 Grant to NC Early Childhood Foundation for its Rebuild Stronger Initiative
- [Winston Salem Chronicle](#) - Z. Smith Reynolds Foundation awards \$30,000 to the “Rebuild Stronger” initiative
- [EdNC](#) - Pandemic has made accessible, affordable child care ‘a disappearing act,’ author of NC study says

### **Family Forward NC**

- [WRAL Techwire](#)
- [NC Food and Beverage Podcast](#) - We’ve just finished recording interviews with restaurant owners across the state about their family-friendly benefits, why they offer them and the challenges due to the pandemic. Stay tuned!
- [Blue Ridge Now](#) - OpEd by Children and Family Resource Center ED Jamie Wiener about the importance of family-friendly workplaces and the impact on families when parents don’t have access to these benefits.

**ACTION ITEM:**

Board to approve updated Governance Committee Charter, as recommended by the Governance Committee.

**BACKGROUND:**

The charter for the Governance Committee has not been updated since it was adopted by the Board of Directors on March 29, 2013. In 2020, the Governance Committee determined which actions would be best suited for the Charter and what would be a better fit for another committee (Executive, Finance, Audit, Racial Equity, or Philanthropy Committees). At the February 23<sup>rd</sup>, 2021 Governance Committee Meeting, the updated charter, as listed below, was approved.

**The North Carolina Early Childhood Foundation (NCECF)  
Governance, Nominating & Human Resources Committee Charter**

**I. Purpose**

The Governance, Nominating, and Human Resources Committee is a standing committee of the Board of Directors. The Committee's purpose is to ensure board director membership brings together people with a diverse set of talents and perspectives to work together to fulfill NCECF's mission. The Committee is responsible for measuring the quality of the board's performance to ensure that the board performs at optimal levels. The Committee also provides recommendations on personnel policies.

**II. Members**

The Governance, Nominating, and Human Resources Committee shall consist of members of the Board. Committee Chair and members shall be appointed annually by the Chair of the Board of Directors. The term for the Chair and Vice-Chair of the Governance, Nominating, and Human Resources Committee is two years. The Chair of the Board of Directors shall serve as an ex-officio member of the Committee.

**III. Operations**

The Governance, Nominating, and Human Resources Committee shall meet four times per year or as often as needed. Each regular meeting will focus on at least one of the responsibilities listed below. Minutes shall be maintained and a report of proceedings and actions shall be presented at the next meeting of the Board. Committee members will receive minutes from each meeting. Meetings will be governed by the same rules regarding meeting requirements that apply to the Board.

**IV. Responsibilities**

The Governance, Nominating, and Human Resources Committee shall consult with staff to provide oversight and to make recommendations to the board relating to board composition and membership and personnel policies of the Corporation. Primary duties and responsibilities of the Committee are:

- ~~1. Evaluate the chief executive's performance and compensation.~~
1. Establish programs/processes for Board or member development and growth.
2. Develop and conduct new Board member and Officer orientations.
3. Present recommendations for officers to the entire Board of Directors.
4. ~~Consult with Board Chair with respect to the process by which Board members are assigned to committees.~~ Recommend priority categories for board recruitment and present to the Board of Directors for agreement; establish a recruitment list in consultation with the Executive Director. Once priorities are agreed by the Board, the appropriate Board member or Executive Director will make the ask. Once prospective Board members agree to serve, the Board of Directors will confirm their appointment.
5. Conduct periodic evaluations of all strategic governance policies; Board processes; and Board committee structure, responsibilities, and composition; and make recommendations as needed to the Board.
6. Periodically Annually conduct a Board performance self-assessment.
7. ~~Provide recommendations to NCECF on personnel policies~~ Informed by the staff and the Board, the Committee will make recommendations to NCECF on personnel policies.
- ~~8. Perform an annual evaluation of the Committee's performance and make applicable recommendations.~~
9. Regularly review and make changes to the charter of the Committee.

**DISCUSSION:**

Board Recruitment Priorities & New Member Orientation

**BACKGROUND:**

The bylaws for the Board of Directors allows a maximum of 20 members to ensure diversity of the Board. Currently, there are 17 board members.

**UPDATES:****Recruitment Goals**

Recruit up to three new members by the end of 2021 to be voted on at the final Board meeting of the year. Board members are welcome to offer suggestions for prospective members to Muffy or Sheresa.

**Recruitment Priorities**

At the February 23<sup>rd</sup> meeting, the Governance Committee agreed upon the following 2021 Recruitment priorities:

- Corporate background
- Fundraising background
- Legal expertise
- Communications/Marketing Background
- Politically conservative
- Western & Eastern part of the state
- From rural communities or experience working with rural populations

**New Board Member Orientation**

An orientation for new Board members was held March 19<sup>th</sup> for those who joined the Board in 2020 (Munro, Sherry ) and 2021 (Rashidah, Nation, & Hal). In order to support new members, the Committee encourages current Board members to sign up to be a 'buddy' with a new Board member. A Google Doc will be available by email after the Board meeting.



## Shared Materials for Continual Learning

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

#### For the October 2<sup>nd</sup>, 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 4<sup>th</sup> 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.~~

#### For the March 25<sup>th</sup> Board Meeting – Facilitator: Harold Sellars

- **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

#### For the June 21<sup>st</sup> Board Meeting – Facilitator: Tracey Greene-Washington

- **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

**For the September 20<sup>th</sup> Board Meeting – Facilitator: Patti Gillenwater**

- **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?

**For the December 8<sup>th</sup> Board Meeting – Facilitator: Peggy Wang**

- **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.

**ACTION ITEM:**

Board to approve Bylaw Change as recommended by the Executive Committee

**BACKGROUND:**

Article III, Section II of the by-laws of the North Carolina Early Childhood Foundation (NCECF) states:

- *All board members shall serve three-year terms but are eligible for re-election for up to three consecutive terms. [3 year term x 3 terms = 9 years as member]*
- *The Chair of the Board may serve additional terms with a maximum of five terms. [3 year term x 2 extra terms = 6 additional years as member if serving as Chair]*

Article IV Section I of the bylaws state:

- *There shall be five officers of the board, consisting of a chair, past chair, vice-chair, secretary and treasurer who shall be elected for terms not to exceed three consecutive two-year terms. [2 year term x 3 terms = 6 years as officer]*

**ISSUE:**

Article III Section II and Article IV Section I allow the Board Chair to serve up to 15 years as a member and Chair while limiting non-officer members to a maximum of 9 years.

**NEW LANGUAGE:**

At the March 12 meeting, the Executive Committee approved the following language to be updated in the Bylaws:

Article III Section II:

*All board members shall serve three-year terms but are eligible for re-election for up to three consecutive terms. ~~The Chair of the Board may serve additional terms with a maximum of five terms.~~*

Article IV Section I:

*There shall be five officers of the board, consisting of a chair, past chair, vice-chair, secretary and treasurer who shall be elected for terms not to exceed ~~three consecutive two-year terms~~ two consecutive two-year terms.*

This allows for members to serve up to 9 years and a member to serve as officer for up to 4 years. Upon adoption, the current officers terms would be as below:

2021 Board Members	Elected (First Term)	Current Term Ends	Number of Terms Served (including current)		Officer	Date Elected	Term Ends	Number of Terms Served (including current)	
Banu Valladares	1/1/19	12/31/21	1		Secretary	12/10/20	12/09/22	1	
Peggy Wang	5/1/19	4/31/22	1		Treasurer	5/1/19	4/31/21	1	
Easter Maynard	2/24/15	12/31/23	3	Serving final term on board	Chair	12/7/17	12/31/21	2	Serving final term as Chair
Patti Gillenwater	10/1/14	12/31/23	3	Serving final term on board	Vice-Chair	12/7/17	12/31/21	2	Serving final term as Vice-Chair

**ACTION ITEM:**

Board to approve 2021 Budget as recommended by the Finance Committee.  
Board to approve employer 401k Discretionary contribution amount for 2021.

**BACKGROUND:****2021 Proposed Budget**

The 2021 Budget was created by comparing actual expenses in 2019 and 2020 and incorporating pandemic caused, and inspired, changes for the future. Revenue (\$1,128,512) and expenses (\$1,128,512) outline what NCECF hopes to accomplish this year, whether funding is confirmed on tentative at this time. The Budget includes \$350,332 of funds that carried forward from previous years and are designated for use in 2021. The Finance Committee reviewed and approved the 2021 Budget as presented at their March 9<sup>th</sup> meeting.

**401k Contributions**

NCECF's Fiscal Policies and Procedures states, "As part of the budget approval process each year, the Board shall vote to establish the Discretionary amount NCECF shall contribute to the employee 401k, in addition to the required Safe Harbor contribution of 3%."

In the past, NCECF has contributed a Discretionary amount to employee's 401k accounts at 4% of gross pay. This amount has been included in Line Item Personnel in the 2021 Proposed Budget at \$17,247.14 along with the required Safe Harbor amount of 3%, or \$12,935.35, totaling \$30,182.49.

**2021 Proposed Budget**

	GENERAL OPERATING FUNDS	INITIATIVE FUNDS	TOTAL
<b>Revenue</b>			
<i>Grants/Contracts</i>			
Family Forward NC (NCIOM)		50,000	50,000
Funds in Development	-		-
General Operating <sup>1</sup>	119,230		480,809
Family Forward NC <sup>2</sup>		361,579	
Rebuild Stronger <sup>3</sup>		186,870	186,870
Pathways (DHHS) <sup>4</sup>		40,000	40,000
Total Funds in Development	119,230	588,449	707,679
<i>Total Grants/Contracts</i>	119,230	638,449	757,679
<i>Sponsorship</i>			-
<i>Board Member Donations</i>	10,000	-	10,000
<i>Other Donations &amp; Honorariums</i>	10,000	-	10,000
<i>Interest</i>	500	-	500
<b>Total Revenue</b>	<b>139,730</b>	<b>638,449</b>	<b>778,179</b>
<b>Carry Forward Funds<sup>5</sup></b>			
<i>Blue Cross Blue Shield of NC (Family Forward NC)</i>	-	16,650	16,650
<i>ChildTrust Foundation (Rebuild Stronger)</i>	-	21,977	21,977
<i>Invest Early NC (Social Emotional Health)</i>	-	73,973	73,973
<i>The Duke Endowment (Pathways)</i>	-	19,904	19,904
<i>Triangle Community Foundation (CGLR)</i>	-	5,000	5,000
<i>Z Smith Reynolds (Rebuild Stronger )</i>	-	26,977	26,977
<i>Z Smith Reynolds</i>	185,851	-	185,851
<b>Total Carry Forward</b>	<b>185,851</b>	<b>164,482</b>	<b>350,332</b>
<b>TOTAL REVENUE and CARRY FORWARD FUNDS</b>	<b>325,581</b>	<b>802,931</b>	<b>1,128,512</b>
<b>Expenses</b>			
<i>Personnel<sup>6</sup></i>	289,428	241,616	531,044
<i>Contracted Services<sup>7</sup></i>	32,653	372,725	405,378
<i>Supplies and Materials</i>	-	100	100
<i>Travel and Lodging</i>	-	-	-
<i>Meeting Expenses</i>	2,700	-	2,700
<i>Property and Equipment<sup>8</sup></i>	-	14,365	14,365
<i>Rent</i>	-	6,000	6,000
<i>Insurance</i>	-	2,900	2,900
<i>Memberships, Dues, and Subscriptions<sup>9</sup></i>	-	9,365	9,365
<i>Professional Development</i>	-	6,000	6,000
<i>Advertising<sup>10</sup></i>	-	36,000	36,000
<i>Printing and Copying</i>	-	3,500	3,500
<i>Postage and Shipping</i>	-	600	600
<i>Depreciation</i>	-	1,100	1,100
<i>Licenses, Fees, and Permits</i>	-	1,361	1,361
<i>Grants to Others<sup>11</sup></i>	-	105,000	105,000
<i>Charitable Contributions</i>	800	-	800
<i>Miscellaneous<sup>12</sup></i>	-	2,300	2,300
<b>TOTAL EXPENSES</b>	<b>325,581</b>	<b>802,931</b>	<b>1,128,512</b>
<b>NET INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Income without Carry Forward Funds</b>	<b>(185,851)</b>	<b>(164,482)</b>	<b>(350,333)</b>

**2021 Proposed Budget Notes**

- 1 - Potential donors/funds for General Operating include the Paycheck Protection Program, Blue Cross Blue Shield Foundation, ChildTrust Foundation, & Bank of America.
- 2 - Potential donors for Family Forward NC include Bank of America, Pacific West Bank, and AT&T.
- 3 - Potential donors for Rebuild Stronger include Invest Early NC donors, BCBS Foundation, and The Alliance for Early Childhood.
- 4 - Potential Pathways funds include NC Dpt of Health & Human Services (RFA to be released in March) and The Duke Endowment.
- 5 - Carry Forward funds are funds that were granted in previous years with an unspent balance as of 12/31/2020 or funds that were designated specifically for use in 2021.
- 6 - Personnel includes wages and benefits for 4 40 hr/wk employees and 2 30 hr/wk employees.
- 7 - Contracted Services are budgeted across funds to carry out work such as initiative specific support, graphic design, audit services, legal counsel, and IT Maintenance and hosting.
- 8 - Property & Equipment includes hardware and software subscriptions and licenses.
- 9 - Memberships/Subscriptions include journals, newspapers, nonprofit and NC affiliated chambers, and the NC Public News Service.
- 10 - Majority of Advertising expense is for Family Forward NC (pending funding before expending).
- 11 - Grants to Others includes costs within the Social Emotional Health, Family Forward NC, and Rebuild Stronger budgets for group data input, engagement from families and organizations, and small business bridge grants.
- 12 - Miscellaneous includes monthly telephone service and unexpected expenses.

## Revenue Forecast

NCECF is currently engaging with the donors below. The chart shows the amount and likelihood of receipt of funds as of March 9, with coding: **green = granted**, **yellow = expected or proposals submitted**, **orange = actively seeking**. As we apply for new funds, and if acceptable to the funder, we are shaping grant applications to encompass all costs of NCECF, both general operating and initiative specific.

Donor	Likelihood of Receipt				Purpose
	25%	50%	75%	100%	
Carry Forward Funds <sup>1</sup>				\$350,332	GenOp/Initiative
NC Institute of Medicine				\$50,000	Family Forward NC
Board Member Donations			\$10,000		GenOp/Initiative
Individual & Other Donations, Misc.			\$10,500		GenOp/Initiative
Blue Cross Blue Shield Foundation			\$150,000		GenOp/Initiative
ChildTrust Foundation			\$85,000		GenOp/Initiative
NC Dpt of Health & Human Services			\$40,000		Pathways
Pacific West Bank			\$10,000		Family Forward NC
Paycheck Protection Program Round 2 <sup>2</sup>			\$100,961		GenOp/Initiative
Bank of America Foundation		\$100,000			GenOp/Initiative
Invest Early NC		\$186,870			Rebuild Stronger
The Duke Endowment		xx			Pathways
Belk Foundation		\$30,000			Initiative
AT&T	xx				Family Forward NC
The Alliance for Early Childhood	xx				Rebuild Stronger
	-	<b>\$316,870</b>	<b>\$406,461</b>	<b>\$400,332</b>	<b>Total: \$1,213,663</b>

### 1 - Carry Forward Funds - \$350,332

The budget includes funds that were received or granted prior to 2021. These funds carry forward since they were either unspent in the previous year(s) or the funds are reserved for use in 2021 according to the grant.

The following funds carry forward for use in 2021:

- General Operating Funds: \$185,851 (Z Smith Reynolds)
- The Duke Endowment: \$19,904 to support Pathways
- Blue Cross Blue Shield of NC: \$16,650 to support Family Forward NC
- Triangle Community Foundation: \$5,000 to support the Triangle Campaign for Grade Level Reading
- Invest Early NC: \$73,973 to support the Social Emotional Health Initiative (Blue Cross Blue Shield Foundation, The Cemala Foundation, John Rex Endowment, Joseph Bryan Foundation, and ChildTrust Foundation)
- Z Smith Reynolds: \$26,977 to support Rebuild Stronger
- ChildTrust Foundation: \$21,977 to support Rebuild Stronger

### 2 – Upon approval of the Board



# Financial Statements

February 2021

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### 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 Sloane  
 March 2, 2021

Statement of Financial Position  
As of February 28, 2021

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	\$226,350
Accounts Receivable	\$224,923 <sup>1</sup>
Other Current Assets	
13002 Prepaid Insurance	1,524
13005 Other Prepaid Expenses	645
<b>Total Other Current Assets</b>	<b>\$2,169</b>
<b>Total Current Assets</b>	<b>\$453,442</b>
Fixed Assets	\$3,638
<b>TOTAL ASSETS</b>	<b>\$457,080</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	\$5,000
Credit Cards	\$2,245
Other Current Liabilities	
22100 Payroll Liabilities	22,259
22200 Payroll Tax Liabilities	6,337
<b>Total Other Current Liabilities</b>	<b>\$28,597</b>
<b>Total Current Liabilities</b>	<b>\$35,842</b>
<b>Total Liabilities</b>	<b>\$35,842</b>
Equity	
Jan 1, 2021 Beginning Net Assets (unaudited)	524,223
YTD Increase/Decrease in Net Assets	-102,986
<b>February 28, 2021 Ending Net Assets</b>	<b>\$421,238</b>

1- Accounts Receivable includes Social Emotional Health grants and NCIOM December-February revenue.

Budget vs Actuals  
January - February, 2021

	ACTUAL	BUDGET	% OF BUDGET	
<b>Income</b>				
40000 Revenue				
41000 Grants				
Family Forward		361,579		
General Operating		119,230		
Pathways		40,000		
Rebuild Stronger		186,870		
<b>Total 41000 Grants</b>		<b>707,679</b>		
42000 Contracts				
Family Forward-NCIOM	9,958	50,000	20.00 %	1
<b>Total 42000 Contracts</b>	<b>9,958</b>	<b>50,000</b>	<b>20.00 %</b>	
44000 Other Donations, Interest, Miscellaneous	89	1,500	6.00 %	
44100 Board Member Donations		10,000		
44200 Individual Donations	87	8,000	1.00 %	
44600 Interest Earned	4	500	1.00 %	
46100 Honorariums		500		
<b>Total 40000 Revenue</b>	<b>10,137</b>	<b>778,179</b>	<b>1.00 %</b>	
49500 Carry Forward from PY				
Blue Cross Blue Shield	16,650	16,650	100.00 %	
Duke Endowment	19,904	19,904	100.00 %	
Rebuild Stronger	48,955	48,955	100.00 %	
Social Emotional Health	73,973	73,973	100.00 %	
Triangle Community Foundation	5,000	5,000	100.00 %	
Z Smith Reynolds	185,851	185,851	100.00 %	
<b>Total 49500 Carry Forward from PY</b>	<b>350,332</b>	<b>350,333</b>	<b>100.00 %</b>	2
<b>Total Income</b>	<b>\$360,470</b>	<b>\$1,128,512</b>	<b>32.00 %</b>	
<b>Expenses</b>				
51000 Personnel Costs	92,676	531,044	17.00 %	
52000 Contracted Services	14,116	405,378	3.00 %	
53000 Supplies and Materials		100		
54000 Meeting Expenses		2,700		
56000 Property & Equipment	1,130	14,365	8.00 %	
57701 Rent Expense	1,000	6,000	17.00 %	
57710 Insurance	476	2,900	16.00 %	
57720 Memberships, Dues and Subscriptions	189	9,365	2.00 %	
57730 Professional Development and Training	55	6,000	1.00 %	
57740 Advertising	2,400	36,000	7.00 %	
57750 Printing and Copying		3,500		
57760 Postage and Shipping		600		
57770 Depreciation Expense	174	1,100	16.00 %	
57780 Licenses, Fees and Permits	109	1,361	8.00 %	
57790 Grants to Others		105,000		
57801 Charitable Contributions	500	800	63.00 %	3
57810 Other Expenses	300	2,300	13.00 %	
<b>Total Expenses</b>	<b>\$113,123</b>	<b>\$1,128,512</b>	<b>10.00 %</b>	
<b>NET OPERATING INCOME</b>	<b>\$247,347</b>	<b>\$ -0</b>		
Use of Carry Forward Funds	-350,332			4
<b>NET INCOME</b>	<b>\$ -102,986</b>			5

## Budget vs Actuals

## Notes

**2021 Budget not yet approved by the Board.**

1 - NCIOM January and February invoice

2 - 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 received or booked prior to 2021 upon notification of a grant award. \$350,322 of funds carried forward and is allotted for expenditure in 2021.

3 - Charitable Contributions: support/sponsorship for Prevent Child Abuse NC and NC Child events

4 - Carry Forward funds must be backed out to determine actual Net Income for current month, but remain a part of our Total Net Assets.

5 - Net Income based upon new revenue received (\$10,137) and YTD expenses ( \$113,123) is -\$102,986.

Profit and Loss Comparison to Prior Year  
January - February, 2021

	JAN - FEB, 2021	JAN - FEB, 2020 (PY)	% CHANGE
<b>Income</b>			
40000 Revenue	10,137	35,535	71.00 %
49500 Carry Forward from PY	350,332	698,954	-50.00 %
<b>Total Income</b>	<b>\$360,470</b>	<b>\$734,489</b>	<b>-51.00 %</b>
<b>Expenses</b>			
51000 Personnel Costs	92,676	85,373	9.00 %
52000 Contracted Services	14,116	59,560	-76.00 %
53000 Supplies and Materials		296	-100.00 %
54000 Meeting Expenses		5,318	-100.00 %
55000 Travel and Lodging		116	-100.00 %
56000 Property & Equipment	1,130	1,013	12.00 %
57701 Rent Expense	1,000	2,520	-60.00 %
57710 Insurance	476	469	2.00 %
57720 Memberships, Dues and Subscriptions			
57730 Professional Development and Training	55	1,964	-97.00 %
57740 Advertising	2,400		
57750 Printing and Copying		927	-100.00 %
57760 Postage and Shipping		94	-100.00 %
57770 Depreciation Expense	174	152	14.00 %
57780 Licenses, Fees and Permits	109	34	217.00 % 1
57801 Charitable Contributions	500	40	1,150.00 % 2
57810 Other Expenses	300	394	-24.00 %
<b>Total Expenses</b>	<b>\$113,123</b>	<b>\$158,441</b>	<b>-29.00 %</b>
<b>NET OPERATING INCOME</b>	<b>\$247,347</b>	<b>\$576,047</b>	<b>-57.00 %</b>
Use of Carry Forward Funds	-350,332	-698,954	50.00 %
<b>NET INCOME</b>	<b>\$ -102,986</b>	<b>\$ -122,907</b>	<b>16.00 %</b>

1 - Includes the additional monthly fee for the office storage unit in 2021.

2 - Charitable Contributions: support/sponsorship for Prevent Child Abuse NC and NC Child events in 2021

Statement of Cash Flows  
February 2021

	TOTAL
<b>OPERATING ACTIVITIES</b>	
Net Income	-43,163
Adjustments to reconcile Net Income to Net Cash provided by operations:	
12001 Accounts Receivable	-9,958
13002 Prepaid Insurance	238
13005 Other Prepaid Expenses	129
15101 Fixed Assets:Accumulated Depreciation	87
21001 Accounts Payable (A/P)	469
21003 Credit Card Payables BB&T	893
22102 Payroll Liabilities:Accrued Paid Time Off (PTO)	2,311
22201 Payroll Tax Liabilities:Federal Tax Payable	-60
22202 Payroll Tax Liabilities:NC Tax Withholdings Payable	-14
22203 Payroll Tax Liabilities:NC State Unemployment Insurance Payable	418
<b>Total Adjustments to reconcile Net Income to Net Cash provided by operations:</b>	<b>-5,486</b>
<b>Net cash provided by operating activities</b>	<b>\$ -48,649</b>
<b>NET CASH INCREASE FOR PERIOD</b>	<b>\$ -48,649</b>
Cash at beginning of period	274,999
<b>CASH AT END OF PERIOD</b>	<b>\$226,350</b>

**Revenue Cash Flow Forecast**

	2021				TOTALS
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
BB&T Paycheck Protection Program	-	100,961	-	-	100,961
Blue Cross Blue Shield Foundation	-	190,000	-	-	230,000
Cemala Foundation	-	5,000	-	-	10,000
ChildTrust Foundation	110,000	10,000	-	-	220,000
John Rex Endowment	-	5,000	-	-	10,000
Joseph M Bryan Foundation of Greater Greensboro	-	5,000	-	-	10,000
NC Institute of Medicine	15,000	12,000	12,000	-	49,000
Pacific West Bank	-	10,000	-	-	10,000
The Winer Family Foundation	-	5,000	-	-	10,000
Z. Smith Reynolds Foundation	130,000	-	-	-	260,000
<b>TOTAL</b>	<b>255,000</b>	<b>342,961</b>	<b>12,000</b>	<b>-</b>	<b>909,961</b>

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

## Awards with Open Receivables

	Total Award	2019 Receipts	2020 Receipts	2021 Receipts	Total	2/28/2021 Receivable Balance
<b>GRANTS</b>						
Blue Cross Blue Shield NC Foundation (S.E.H. 2020-2023)	160,000	-	40,000	-	40,000	120,000
Cemala Foundation (S.E.H. 2020-2023)	20,000	-	5,000	-	5,000	15,000
ChildTrust Foundation (S.E.H. 2020-2023)	40,000	-	10,000	-	10,000	30,000
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
The Winer Family Foundation (S.E.H. 2020-2023)	20,000	-	5,000	-	5,000	15,000
<b>TOTAL GRANTS</b>	<b>280,000</b>	<b>-</b>	<b>70,000</b>	<b>-</b>	<b>70,000</b>	<b>210,000</b>
<b>CONTRACTS</b>						
NC Dpt of Public Health -NCIOM <sup>2</sup>	15,259				-	15,259
<b>TOTAL CONTRACTS</b>	<b>15,259</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>15,259</b>
<b>OTHER</b>						
Sales Tax for refund to NCECF	1,248	-	1,584		1,584	(335.84)
<b>OTHER TOTAL</b>	<b>1,248</b>	<b>-</b>	<b>1,584</b>		<b>1,584</b>	<b>(336)</b>
<b>GRAND TOTAL</b>	<b>296,507</b>	<b>-</b>	<b>71,584</b>		<b>71,584</b>	<b>224,923</b>
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. Contract runs September - August.						

**MULTI-YEAR AWARD CHART**  
**Awards shown by designated year of use and purpose.**

Grantor	Total Award	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Purpose
<b>Program Awards</b>								
Blue Cross and Blue Shield of NC	\$225,000		\$225,000					Family Forward NC
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
	\$25,000				\$25,000			Rebuild Stronger
Department of Health and Human Services (PDG)	\$312,842		\$245,755	\$67,087				NC Pathways to Grade-Level Reading
	\$120,000				\$40,000	\$40,000	\$40,000	NC Pathways to Grade-Level Reading
Department of Public Instruction	\$60,000	\$35,000	\$25,000					Every Student Succeeds Act
Invest Early NC	\$186,870				\$186,870.00			Rebuild Stronger
John Rex Endowment	\$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
NC Institute of Medicine	\$50,072		\$50,072					Family Forward NC
	\$50,002			\$50,002				Family Forward NC
	\$50,000				\$50,000			Family Forward NC
Pacific West Bank	\$10,000				\$10,000			Family Forward NC
Pritzker Children's Initiative	\$150,000	\$84,800	\$55,200	\$10,000				NC Pathways to Grade-Level Reading
The Duke Endowment	\$185,000		\$97,300	\$87,700				NC Pathways to Grade-Level Reading
The Oak Foundation	\$50,000	\$25,000	\$25,000					Campaign for Grade-Level Reading
The Winer Foundation	\$20,000			\$5,000	\$5,000	\$5,000	\$5,000	Social Emotional Health Initiative
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
Z Smith Reynolds Foundation	\$30,000				\$30,000			Rebuild Stronger
<b>Total Program Awards</b>	<b>\$1,891,912</b>	<b>\$191,926</b>	<b>\$723,327</b>	<b>\$339,789</b>	<b>\$416,870</b>	<b>\$110,000</b>	<b>\$110,000</b>	
<b>General Operating Awards</b>								
Blue Cross and Blue Shield of NC Foundation	\$450,000				\$150,000	\$150,000	\$150,000	General Operating
ChildTrust Foundation	\$170,000		\$85,000	\$85,000				General Operating
	\$170,000				\$85,000	\$85,000		General Operating
Paycheck Protection Program	\$182,978			\$82,017	\$100,961			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
Wells Fargo	\$10,000	\$10,000						General Operating
Z. Smith Reynolds	\$300,000		\$100,000	\$100,000	\$100,000			General Operating
<b>Total General Operating Awards</b>	<b>\$1,117,978</b>	<b>\$135,000</b>	<b>\$340,000</b>	<b>\$297,017</b>	<b>\$435,961</b>	<b>\$235,000</b>	<b>\$150,000</b>	
<b>Total Awards</b>	<b>\$3,009,890</b>	<b>\$326,926</b>	<b>\$1,063,327</b>	<b>\$636,806</b>	<b>\$852,831</b>	<b>\$345,000</b>	<b>\$260,000</b>	

**Paycheck Protection Program Second Draw Application**

**ACTION ITEM:**

The Finance & Executive Committees recommend the Board vote to approve acceptance, signature, and use of the Paycheck Protection Program Second Draw Loan.

**BACKGROUND:**

NCECF’s Fiscal Policies and Procedures state the Finance & Executive Committees shall approve and recommend to the Board the acceptance and use of the loan prior to NCECF signing loan papers.

In order to take advantage of the early application period open to small businesses, on March 4th the Finance & Executive Committees electronically voted and approved submission of the Paycheck Protection Program Second Draw Loan application. Staff submitted the application for \$100,961 through BB&T on March 8<sup>th</sup> based upon the following eligibility criteria.

1. a 25% decline in gross revenue when comparing 2019 and 2020 quarters
2. receiving and expending a PPP Round 1 loan
3. <300 employees

NCECF had a 25% decline or more in revenue from 2019 to 2020 in Q1, Q3, Q4, and annually overall.

	<b>2020 Revenue</b>	<b>2019 Revenue</b>	<b>Dollar Change</b>	<b>Percent Change</b>	<b>PPP#2 Eligible?</b>
<b>Q1</b>	316,526	474,304	(157,777)	-33%	Y
<b>Q2</b>	117,830	102,506	15,325	15%	N
<b>Q3</b>	5,734	102,243	(96,509)	-94%	Y
<b>Q4</b>	87,747*	141,637	(53,891)	-38%	Y
<b>Annual</b>	<b>527,837</b>	<b>820,690</b>	<b>(292,852)</b>	<b>-36%</b>	<b>Y</b>

\*Excludes PPP Round 1 loan amount of \$82,017.03 from gross receipts

If approved and granted, the PPP Second Draw funds have a 24-week expenditure period and will be used to help fund payroll expenses (wages, health insurance costs, employer 401k contributions).