North Carolina Early Childhood Foundation
Board Meeting Agenda
September 20, 2021, 1:00 – 3:00 PM
Zoom Link Meeting ID: 862 4102 5828

NCECF’s mission is to marshal North Carolina’s great people, ideas, and achievements to ensure equitable access to opportunity and success for every child by the end of third grade.

1:00 PM.......... Welcome, Call to Order, and Establish Quorum – Action
Introduce Lindsay Saunders

1:05 PM.......... Approve Consent Agenda – Action
Attachment A 2021 Board Meeting Minutes
Attachment A1 2021 Executive Committee Minutes
Attachment A2 2021 Governance Committee Minutes
Attachment A3 2021 Finance Committee Minutes
Attachment A4 2021 Racial Equity Committee Minutes
Attachment A5 2021 Philanthropy Committee Minutes
Attachment A6 2021 Executive Director’s Report

1:10 PM.......... Parent and Community Engagement in EC - Presentation
Dr. Govan-Hunt

1:40 PM.......... Governance Committee – Update
Governance Committee

2:00 PM.......... Racial Equity Committee – Discussion
Racial Equity Committee

2:15 PM.......... Executive Committee – Action
Attachment B Approve Committee Charter – Action
Chair and Vice-Chair Succession Update – Discussion

2:40 PM.......... Finance Committee - Action
Attachment C Approve August Financial Reports – Action
Attachment C Financial Report Updates

Adjourn
North Carolina Early Childhood Foundation
Board Meeting Minutes
June 21, 2021, 1:00 – 3:00 pm

DRAFT MINUTES

Board Members Present: Easter Maynard, Chair; Patti Gillenwater, Vice Chair; Peggy Wang, Treasurer; Peggy Carter, Sherry Franklin, Munro Richardson, Harold Sellars, Nation Hahn, Rashidah Lopez-Morgan, Tracey Greene-Washington, Jennifer Vu
Members Absent: Sheresa Blanchard, Matty Lazo-Chadderton, Hal Kaplan, Eric Bracy, Banu Valladares
Others Present: Muffy Grant, Kaylan Sloane, Lisa Finaldi, Sumera Syed

Welcome, Call to Order and Establish Quorum
Easter Maynard welcomes everyone and calls the meeting to order at 1:02 pm. Attendance was taken and a quorum was established.

Approve Consent Agenda
A motion to approve the consent agenda was duly made and passes unanimously.

Family Forward NC
Lisa updates the Board about Family Forward NC (FFNC) licensing and certification developments.

The FFNC trademark was recently granted, an important step as FFNC moves to offer materials as intellectual property (similar to First 2000 Days licensing). With the help of staff, consultants, and legal counsel, FFNC is developing a licensed material package to be purchased by states or organizations who are looking to support or supplement their work, with a half day training (virtual) and one on one consultation available as well. NCECF has much research, knowledge, and background on what employers want and need and would like to offer these strategies and experiences to others, while creating an internal revenue stream to support the work. We have received interest from 20 states/communities thus far.

The FFNC Certification previously developed has been on pause due to Covid. However, we are now looking at building out the Certification again. NCECF will be working with an advisory council and consultants to further determine Certification levels, fees, and process. Certification provides employers public recognition for offering family friendly workplaces, a support network, use of the FFNC logo, and motivation to evaluate and enhance workplace benefits. The availability of a FFNC Certification will hopefully increase family friendly workplaces in the state and improve employer accountability.

Audit Committee
Kim Jessup Ripberger and Tina Smith from Bernard Robinson & Company present the 2020 Audited Financial Statements. BRC has several offices throughout the state and has worked with a lot of non-profits in their firm. Tina presents the Governance letter as required by auditing standards. There were no difficulties in the audit and there were no significant deficiencies in internal controls. The Form 990 has been completed and ready to e-file upon signature.
Total Net Assets at the end of 2020 were $523,660. Total revenue in 2020 was $609,854 and total expenses in 2020 were $924,226. The Paycheck Protection Program loan of $82,017 is included in 2020 revenue, but was forgiven in March 2021. Cash flow indicates a decrease in cash of $216,636 by the end of 2020. Peggy asks about our allocations of Functional Expense in comparison to other not-for-profits. Tina estimates the 77% of expenses allocated to Program is a reasonable allocation and because expenses are recorded by class, they are easily tracked. BRC and staff have also been discussing claiming the Employee Retention Credit, which Kaylan and Muffy are currently working on determining eligibility for Quarter 1, 2021.

A motion to approve the audit was duly made and passes unanimously.

The Audit Committee Charter has been updated to reflect changes in the Fiscal Policies and Procedures and is reviewed with no questions. A motion to approve the updated Charter as proposed was duly made and passes unanimously.

**Governance Committee**

Muffy and Easter explain that the Board Chair and Vice Chair positions are up for new occupants at the end of 2021. Board members are welcome to express interest in serving as Board Chair or Vice Chair and can contact Muffy or Easter.

The Governance Committee has worked on forming the Board Buddy System to help support our newest members, especially during this virtual based time. Based on varying backgrounds and years served, the Governance Committee suggests the following pairings: Easter & Rashidah, Harold & Nation, Peggy W & Munro, Peggy C & Hal, and Patti & Sherry.

The goal for Board recruitment is for three more members to join for January 2022. Priority areas of recruitment include persons with legal expertise, in communications and marketing, are politically conservative, persons outside the Triad or from rural communities, representatives within the community college system, or parents of young children. We are reaching out to Kelli Ovies, a lawyer in IP law; Jamie Buxton, president of Durham Community College; Zach Barricklow, Wilkes County Community College; Deborah Cooper, Greensboro Chamber of Commerce; Wanda Yuhas, retired economic development professional from Pitt County; and Oscar Saavedra, PNC.

**Racial Equity Conversation**

Tracey and Sumera lead the conversation on explicitly acknowledging systemic racism. The RE Committee has been thinking about how can we be more explicit and how can NCECF build ‘muscles’ in service to equity? As a result, the Committee decided to use the work created by Sumera and have a full Board discussion in order to strategically align and prioritize the right areas moving forward.

RE work began in 2013 when NCECF created and declared an equity statement. Since then, the Organizational Equity Officer staff position was created in 2020 and the Organizational Equity Assessment was completed by staff and Board members in September 2020. From this, the Equity Action Plan was drafted. However, there was a wide range of answers to the Assessment, so there is need to figure out why and propose new areas of reflection. In the 2021-2023 NCECF Strategic Plan, equity is incorporated into the Vision and Mission and is found throughout NCECF’s work. Some examples include providing opportunities for RE trainings/discussions for our Campaign for Grade Level Reading communities, incorporating and lifting up equity in our social media communications, and within the Early Well Initiative.
Board level work means being able to see, name, and promote awareness around racial equity in order to take action and maintain accountability. This work is calling to be more explicit, but the Board should strategically decide how to address and include partners, donors, and the public in the process.

Suggestions and questions proposed on how to get to this point:
- in order to have a successful Assessment, all members should be in the same conversations to know what the Assessment is on (moving RE conversations to full Board instead of within the RE Committee)
- the definition or understanding of the Assessment questions can really influence an answer
- proximity to RE internal processes between staff and Board members influences an answer (inform Board members of internal processes before next Assessment)
- continuing Board conversations around specific RE pain points
- provide questions for Board facilitated conversations before the discussion in order to give time for reflection
- the Assessment question, “Board can articulate the costs of failing to address barriers to opportunity and embedded racial inequities”, resulted in varied answers. This could be used as a starting point of conversation.
- should we hold a larger conversation in a meeting separate from a typical Board meeting?
- provide a list of questions, priorities, and ideas pulled from the Assessment results; time to process answers in preparation for a meeting
- hire a facilitator for an equity meeting in order for Board members to act as members versus as a professional in the field
- list of actions the Board can take (like influencing, advocacy, or aggregating data)
- how do our actions weaken the relationship between race and outcomes? How will we know that our actions are influencing racial equity in a positive way?

Executive Committee
The Board Treasurer’s term expired May 2021 and Peggy is graciously willing to serve another term. A motion to approve the appointment of Peggy Wang to a second term as Treasurer was duly made and passes unanimously. Term will be May 1, 2021 to May 1, 2023.

Finance Committee
Peggy reports financial updates since the last meeting in March. The PPP loan taken in 2020 was received SBA forgiveness in March 2021. Grant updates include a $170,000 two-year general operating grant from ChildTrust Foundation; the Bank of America $300,000 grant was declined; and very recently, the Blue Cross Blue Shield of NC Foundation $600,000 was granted. Cash flow is carefully watched for 90-days cash on hand, but in the case of no further revenue, cash will be with the 90-day period around November.

A motion to approve the April Financial Statements was duly made and passes unanimously.

The Finance Committee Charter has been updated to reflect changes in the Fiscal Policies and Procedures and is reviewed with no questions. A motion to approve the Finance Committee Charter was duly made and passes unanimously.

Other updates:
- NCECF and the Black Child Development Institute-Charlotte has been selected for an interview for the Alliance for Early Childhood’s ChildCare NEXT grant on June 29th. We would serve as the fiscal agent for the state and hope to find out if we are chosen as one of five states by the end of July.
• The Marketing and Communications Leader position closes end of day today and we’ve received excellent applications from candidates thus far.
• The NC Senate just released a budget with additional tax breaks, so additional pressure on where to use the money may be needed.

Future Meetings
The next Board Meeting will be held September 20th, 1:00 – 3:00 pm.

Adjournment
The meeting adjourned at 3:00 pm.

[Executive Session – Executive Director’s Evaluation]

Minutes Submitted by:

__________________________________________
Banu Valladares
North Carolina Early Childhood Foundation
Executive Committee Minutes
September 2, 2021, 10:30 am - 11:30 am

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

**Members Absent:** Peggy Carter

**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 June 4, 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 June 4, 2021 Committee meeting was made and seconded unanimously.

**Chair and Vice-Chair**
Muffy Grant gave an update about possible board members that she will approach to serve as chair of the board. She will provide a follow-up to the Committee after her scheduled meeting with potential board chairs in an email. If all potential board members decline to serve, there is a possibility for extending the term of the current chair and vice-chair.

The Committee reviewed the Executive Committee charters. Updates in the charter include:
- “elected for terms not to exceed two-year terms two consecutive two-year terms” to “elected for two consecutive two-year terms”
- Confirm if the responsibility: “Oversee and lead the selection of Board Officers” overlaps with the Governance Committee
  - *Update: The Governance Committee no longer “oversees and leads the selection of Board Officers” as listed in their updated committee charters approved on March 25, 2021. The Executive Committee will be responsible for: “oversee and lead the selection of Board Officers.”*

**Agenda for the Board Meeting**
Muffy shared that Dr. Govan-Hunt will present on early care and education at the September board meeting. The Governance Committee are in talks with Margaret Annunziata and Kelli Ovies and will determine in the upcoming weeks if they are ready to present both candidates for a vote of approval to the full Board at the September meeting. The Racial Equity Committee will propose a larger conversation at the board level (with a facilitator) to grapple with questions (listed below) and for the staff to continue to move strategic priority areas of the work forward on the ground level, while providing updates to the committee and full board.

- What do we mean by racial equity and how far are we willing to go?
- How can we be an ally in this space? How do we show up?
- How do we build consensus and map out where we are headed?
- What is our responsibility as a board member to hold certain values?
- How do we have courageous conversations?

**Adjournment**
Having no further business, the meeting was adjourned at 11:30 am.
Minutes submitted by:

___________________________________
Banu Valladares, Secretary
North Carolina Early Childhood Foundation  
Governance, Nominating & Human Resources Committee Agenda  
August 10, 2021 10:30 – 11:30

DRAFT MINUTES

Members Present: Sheresa Blanchard, Sherry Franklin, Patti Gillenwater
Member(s) Absent: Nation Hahn
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 August 10, 2021. Sheresa Blanchard called the meeting to order and a quorum was established.

Approve Minutes from May 18, 2021 Meeting
A motion to approve the minutes from the May 18, 2021 Committee meeting was duly made and approved by a unanimous vote. Information on how to connect with a buddy can be found here.

Buddy System
Committee members requested a reminder email gets sent out to reconnect with their buddies prior to the September board meeting.

Action Item:
• Sumera Syed will include in the next correspondence with board members to reconnect with their buddy.

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.

Recruitment priorities include:
• Corporate background
• Fundraising background
• Legal expertise
• Communications/Marketing Background
• Politically conservative
• Western & Eastern parts of the state
• From rural communities or experience working with rural populations
• NC Community College System
• Parents of young children

Muffy Grant provided an update on the current prospect list:
• A meeting with Nation Hahn has been set for August 13 to identify community college presidents and vice-presidents that reside in the western part of the state.
• Oscar Saavedra does not have the capacity at the moment to serve on the board.
• Staff members are interested in pursuing Carlos Sanchez (information is located in the ‘Removed from List’ tab in Attachment B-1) and plan to make an ask to join the board soon.
• Kelli Ovies has expressed interest in joining the board and an ask will be made soon.

Some recommendations made for future recruitment include:
• Research best practices for inclusive board recruitment (e.g. race, geography, gender)
• Consider broadening board member outreach (e.g. newsletter, Boardsi)
• Create a ranking spreadsheet based on the priority areas and review the categories on an annual basis
• Keep the committee informed if the priority areas are changed or if an opportunity emerges for a new connection that is not on the recruitment spreadsheet.

Action Items:
• Extend offer to Kelli and Carlos to join the board.
• Muffy will reach out to Sharon Hirsch about PCANC’s experience with Boardsi.
• Muffy will present the community college recommendations to the Committee.
• Sumera will remove Oscar from the Recruitment spreadsheet and add Carlos.
• Sheresha will check-in with Ariel Ford or Kristi Sugg for recommendations for community college executives that have experience with businesses related to childcare and family friendly policies.

Employee Handbook Update
Sumera informed the Committee about minor updates that have been made to the Employee handbook. Notable changes to the Handbook:
• Using an equity lens throughout the entire Handbook. This includes:
  o gender inclusive language to ensure that all employees feel included in the handbook
  o adding equity in our core values to ensure that we keep racial equity at the forefront of our work (ex: addition of NCECF’S Equity Policy: A Commitment to Racial Equity and updated mission and vision statement based on the 2021-2023 strategic plan.
  o institution of a floating holiday – this policy recognizes the religious and cultural diversity of our staff and ensures they have access to celebrations/traditions/volunteer opportunities that are important to them without needing to use PTO.
• Life/Work Balance: clarification of remote work, other work location(s), and expectations when working remotely
• Addition/clarification of employee expense reimbursements and use of credit cards to reflect changes made in the 2020 Fiscal Policies & Procedures
• Addition of an Emergency Preparedness section outlining expectations of employees during health, environmental, or other external emergencies

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

Minutes submitted by:

___________________________________
Sheresa Blanchard, Committee Chair
North Carolina Early Childhood Foundation  
Finance Committee Minutes  
September 7, 2021, 12:00 PM via Zoom

Members Present: Peggy Wang, Banu Valladares, Harold Sellars, Easter Maynard  
Others in Attendance: Muffy Grant, Kaylan Sloane

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 September 7, 2021, at 12:00 pm. Peggy Wang called the meeting to order and a quorum was established.

Approve Minutes from Last Meeting - Action  
A motion to approve the June 7, 2021, minutes was made and passes unanimously.

New Financial Report Format - Discussion  
Committee members reviewed changes to the presentation of the Financial Reports. The new format is based upon the discussion at the June Finance meeting. The Summary Page is now the first page of the reports and presents helpful and easy to access financial information for Board members. The Committee discusses the benefits of showing charts and graphs, the Revenue Forecast, the Cash Forecast, how to distinguish between accrual and cash presentation, and what clarifications need to be added.

Action Item:  
- Kaylan will make suggested edits to the Financial Reports for the August Board meeting.

July Financial Statements - Action  
The Committee reviewed the July Financial Statements and Kaylan updates members on revenue changes that have occurred since July 31. The Committee considers including a General Operating/Initiative Budget vs. Actual report in Committee meetings, but not presenting this detailed information at Board meetings.

A motion was made to approve the July Financial Statements and passes unanimously.

The Committee decided to include August Financial Statements in the Board packet for the September 20th meeting and Kaylan will email the August reports to the Finance Committee for review prior to the Board meeting.

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

Minutes submitted by:

___________________________________  
Peggy Wang, Committee Chair
North Carolina Early Childhood Foundation
Racial Equity Committee Minutes
August 10, 2021 10:30 AM via Zoom

Members Present: Tracey Greene-Washington, Rashidah Lopez Morgan, Peggy Wang
Members Absent: Patti Gillenwater, Harold Sellars
Others in Attendance: Muffy Grant, 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 August 10, 2021 at 10:30 am. Tracey Greene-Washington called the meeting to order and a quorum was established.

Approve Minutes from June 2, 2021 Meeting
A motion to approve the minutes as written from the June 2, 2021 Committee meeting was made and passed unanimously.

Board Meeting Debrief
The Committee began the discussion by debriefing about the racial equity section at the June board meeting. Committee members noted some of the following observations:

- Discomfort in the discussion with board members regarding the self-assessment data-which took the form of silence or limited feedback in order to provide “meaning making” of the data to support the overarching goals of staff/board alignment of data and consensus regarding the best strategic levers to focus on moving forward;
- Significantly more feedback was provided from board members that identified as BIPOC as opposed to those that identified as white;
- That ratio and composition of new board members versus seasoned board members had shifted dramatically in recent years and that the majority of the board had not participated in the initial racial equity training with Counterpart Consulting-resulting in the board potentially having varying foundational knowledge about the history of this work.

The Committee discussed the importance of this conversation and desire for a broader discussion at the board level to discuss NCECF’s role, risk, and strategic positioning in this space/work to support the overarching goals in the early childhood system. The committee desired to support a broader board discussion that could enable the board to build consensus regarding what it would look like and what would be needed in order to champion this work and provide internal/external allyship and solidarity with staff moving forward. The Committee noted that this discussion could potentially provide an opportunity to level-set and revisit why this work needs to be done. What is our why and what is the role of the board in this work.

Final Recommendation: To propose a larger conversation at the board level (with a facilitator) to grapple with these questions and for the staff to continue to move strategic priority areas of the work forward on the ground level, while providing updates to the committee and full board.

[Rashidah and Muffy left the meeting]

Data Collection
One of the goals for the NCECF Equity Action Plan is to analyze demographic data so that it will create a baseline of what we currently have, and help us see what makes sense to update and what will have the most impact internally and externally. Collecting data is about more than just numbers: It is an opportunity to listen and have an accurate representation of the individuals that are the backbone of NCECF. Another use for data collection is for an accurate identity portrayal for grant applications and reporting.

Committee members were in support of answering any demographic-related questions/surveys that are in service to being more strategic and aligned in our DEI work. This will help recognize the gaps and blind spots on our Board.

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

Minutes submitted by:

___________________________________
Tracey Greene-Washington
Missed Sections: None

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 August 23, 2021 at 10:00 am. Peggy Carter 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.

Review Board Giving and Grant Applications
Muffy Grant provided an update on Board Giving – currently, one board member has donated in 2021. The annual appeal for the board is scheduled to go out in late October or early November with the goal to increase giving from the previous year.

NCECF applied to Z Smith Reynolds for their three-year systemic change grant which will provide continuous funding for the Pathways to Grade Level Reading Initiative. A site visit is scheduled for later September.

For future funding, committee members recommended reaching out to People’s Bank, Fifth Third Bank, Ameris Bank (Charlotte), emerging companies at NC State’s campus like Bandwidth, keeping track of companies moving to NC on the NC Department of Commerce and the Economic Development Partnership of North Carolina’s websites.

Annual Report and Year-End Appeal
The annual report is scheduled for release at the end of September and will serve as a precursor to the year-end appeal. Committee members brainstormed ideas around a year-end appeal:

- Consider sending out multiple appeals a year
- Allow people to opt-in to appeals in the mail
- Consider making an ask for support in all communications to the public
- Share how donors’ dollars will be used
- Meet folks where they are (checks, online giving, interactive, small video)

Committee members were introduced to the newest member of NCECF, Lindsay Saunders. Lindsay’s bio can be found [here](#).

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

Minutes submitted by:
___________________________________Peggy Carter, Committee Chair
September 20, 2021
BOARD OF DIRECTORS MEETING: Executive Director’s Report

LETTER FROM THE EXECUTIVE DIRECTOR
Check out Muffy’s three minute video giving a high-level overview of the third quarter at NCECF.

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 and Media
- EarlyWell Update: Better When I’m Dancing
- Making the Case – Racial Equity at NC Early Childhood Foundation
- Marketing and Communications Leader Joins NC Early Childhood Foundation
- American Families Plan Can Be a Win for Children and Families, Our Economy and Our Future
- What’s in the NC Budget Proposals for Young Children and Families?
- NCECF Board Members Make Waves on the State and National Level
- NC Child Blog -- NC Employers Offering More Family-Friendly Benefits, But Parents Still Need Child Care
- Public News Service -- More NC Employers See Public Health Benefits of Paid Leave (also featured in the Charlotte Post)
- WRAL -- More workers are leaving their jobs for family-friendly work options
- Case Study - a Place at the Table
- Prevent Child Abuse NC: Policies that Promote Economic Security Help Reduce Child Abuse and Neglect
- Supporting Parents of Color in the Workplace through Family-Friendly Policies

Website traffic
From June through September, the website had 7600 visitors to the site.
The highest number of visitors were from from North Carolina (Raleigh, Durham, Charlotte areas), followed by Oregon and Virginia.
- The most popular resource link for June was: Summer Learning Toolkit
- The most popular resource link for July and August were: Early Childhood Data Sources

1. NC Campaign for Grade-Level Reading (NC CGLR)
NCECF planned and facilitated the NC CGLR Summer Meeting for community leads and partners. The meeting focused on the topic of transition to kindergarten during the COVID-19 pandemic. The agenda included a discussion with state leaders from NC DPI’s Office of Early Learning, learning from two parents of rising kindergarteners, small group discussion, and a conversation with a community advocate on leading with a racial equity lens. Thirty-five people attended from 11 counties.
We also hosted a GLR Week webinar panel discussion with four literacy partners involved with Durham’s CGLR about their family leadership and engagement efforts. Forty people attended.

2. Every Student Succeeds Act (ESSA):
The ESSA Wizards group has resumed meeting monthly. This group is convened by Carla Gravitte of the SERV Center at UNC-G. We are currently working to connect with the first ESSA early learning cohort to prioritize two strategies:

1. Encourage communities to use COVID relief funds for early learning
2. Encourage communities to collaborate - DCDEE and DPI - to support transitions when planning for funding

We plan to coordinate a meeting with the original cohort, inviting new NCPCs and school districts, with TA from Education Counsel in late fall 2021.

3. Family Forward NC (FFNC):
The NC Department of Commerce recently released its Economic Development Strategic Plan, calling for investment in children and working families as a way to build a more prosperous and resilient economy. The plan, First in Talent, recommends the continued expansion of NC Pre-K and increased child care subsidies for working parents. As part of the Governor’s continued effort to engage employers about the value of family-friendly workplaces, the plan recommends family-friendly workplace policies as important support for working parents and the health and well-being of young children. Family Forward NC also is recognized in the plan as a resource for employers. Since the inception of Family Forward NC, we have worked with local economic development agencies, the Economic Development Partnership of NC and the NC Economic Development Association to demonstrate that family-friendly workplaces are essential to a strong economy. Read our blog and also our interview with the NC Economic Development Partnership CEO, Chris Chung.

How to Build a Family Forward Community – We have completed FFNC materials to license to out-of-state organizations. At our recent webinar to share information about the program, 22 participants from seven states attended. Since that time, we have had follow up meetings with five states and are in process of selling a license to the Missoula Economic Partnership and anticipate more before the end of the year. We are also offering a virtual half-day training to out-of-state organizations planning to launch family-friendly workplace initiatives.

Webinars and Workshops

330 employers participated in three FFNC programs:

- NC Injury-Free Academy (UNC/NCDHHS) with Automated Solutions in Caldwell Co.
- Strategic Twin Counties Education Partnership (Nash-Edgecombe)
- FFNC – How to Build a Family Forward Community (multi-state)

4. NC Pathways to Grade-Level Reading

Early Childhood Data Advisory Council: This summer, NCECF facilitated two workgroup meetings to discuss and develop a plan for NC to obtain two child care measures prioritized in the NC Early Childhood Data Development Strategy: 1) Children under age six receiving child care subsidies,
disaggregated by race/ethnicity, income, and age of child. The workgroup included stakeholders from DCDEE, Child Care Resource and Referral, Inc, NC Child, UNC, Carolina Demography, and others. Their work and other items will be discussed at the next Early Childhood Data Advisory Council meeting, which NCECF will lead in mid-September as a part of our PDG-funded work.

Pathways Action Map: NCECF is continuing to do individual and group outreach for the Pathways Action Map, gather information on initiatives, and upload them to the website. We hosted three information sessions over the summer and updated our Pathways Action Map webpage to support ongoing engagement and feedback.

5. Rebuilding Child Care:
NC made it the final round for the Child Care NEXT funding opportunity around building a policy agenda and campaign in transforming child care. We were not selected in the final round. The states selected are: Oregon, Louisiana, New York, Virginia, Colorado.

While disappointed, it has allowed the emerging leadership team to slow down and take a more intentional family and community centered approach. There is a nascent brain trust in nature being convened by NCECF, Black Child Development Institute-Charlotte, and NC Child. We have developed four phases of the work that we will present to the larger stakeholder group in September.

We have funding support to continue to convene this work and interest in investing additional funds as it moves forward.

6. EarlyWell Initiative
NCECF is partnering with NC Child on a multi-year initiative to create a robust social-emotional health ecosystem for infants, toddlers, and young children, which will implement Expectation 4 of the Pathways Action Framework. Since the last Board meeting, EarlyWell has completed a major phase of its work which included 12 workgroups prioritizing about 30 policy and system recommendations to build and strengthen the ecosystem. The recommendations will be incorporated into an action plan, developed by NC Child, to be implemented over the next 8-10 years. Read an update on EarlyWell’s work on our blog. NCECF’s role included providing support for family leaders and incorporating racial equity into the workgroups with contracted services from Empowered Parents in Community (EPiC), developing the toolkit used by the workgroup facilitators, administering stipends, planning/facilitating leadership and steering committee meetings, and providing feedback on templates with NC Child.

State Organizations, Boards, Commissions, and Councils

Leandro:
Unfortunately, the NCGA did not include funding for Leandro in their budget proposals. There is a lot of advocacy happening as a result of these glaring omissions, led powerfully by the Every Child NC coalition, which is convened by the NC Justice Center. The NC Justice Center created this helpful analysis including the Leandro provisions which are more not incorporated in either budget proposal here.

Governor’s Early Childhood Advisory Council:
Since this Council is designated to Department of Health and Human Services (DHHS), there has been a pause during the pandemic as DHHS has been all hands on deck for mitigation efforts. We are hopeful
that this group will reconvene in 2022, once the Governor’s Early Childhood Action Plan is tweaked through the PDG grant in response to a post-COVID landscape.

**B-3rd Interagency Council:**
Ariel Ford just invited Muffy to serve on the Family Engagement working group of the Birth-to-three. The meeting will occur in the fourth quarter.

**North Carolina Preschool Development Grant (PDG):**
Co-led by the NC Department of Health and Human Services, the NC Department of Public Instruction, and the NC Early Childhood Foundation, the Early Childhood Data Advisory Council (ECDAC) was formed to provide strategic direction to improve the quality and scope of early childhood data collection. Consisting of state agencies, researchers, and other early childhood data stakeholders, the ECDAC supports widespread analysis and use of early childhood data by policymakers and across systems-level decision-makers. NCECF signed our official contract with NC DHHS’ Division of Child Development and Early Education in August 2021 to fund our work with the ECDAC and other data-related efforts through the PDG. See more information under Pathways.

**Major Administrative Activities:**
We welcomed Lindsay Saunders in mid-August as our new Marketing and Communications Leader. Lindsay has hit the ground running. She has developed tools and populated data to analyze our social media presence and is beginning to flesh out a communications strategy. She has been enthusiastic, a self starter, and intellectually curious in all of the work that we do and that of our close partners. We are so pleased to have her share her time and talents with us!

**Funding Proposals and Opportunities**
**ZSR:** In 2021, we completed the third year of the three year State Level Systems Change (SLSC) general operating funding from ZSR. We have applied for another three years, asking for $150K in total to help build capacity in both our racial equity work and potential staff support in policy analysis. The funding decision will be made at their November board meeting with funding dispersed in January.

**Truist Foundation:** The Truist Foundation has announced their funding priorities moving forward. Economic mobility is one which clearly aligns with Family Forward NC. We plan to apply when the portal opens in January 2022 for a large (100K+) grant.

**Individual Giving:** We have raised about $2,200 to date with our end of year appeal coming up in October/November. Hoping to exceed our goal of $11K.

**Media Hits**
BOARD MEETING: SEPTEMBER 20, 2021
ACTION ITEM: APPROVE EXECUTIVE COMMITTEE CHARTER

DISCUSSION ITEM
The Executive Committee currently does not have a charter document. Below is a draft version of the charter developed by the Executive Committee for approval.

Clarification points from the September 2nd Executive Committee Meeting:
• II. Members - “elected for terms not to exceed two-year terms two consecutive two-year terms” change to “elected for two consecutive two-year terms”
• IV. Responsibilities - Confirm if the responsibility: “Oversee and lead the selection of Board Officers” conflicts with the Governance Committee.
  o *Clarification: The Governance Committee no longer “oversees and leads the selection of Board Officers” as listed in their updated committee charters approved on March 25, 2021. The Executive Committee will be responsible for: “oversee and lead the selection of Board Officers.”

ACTION ITEM
Executive Committee will review the suggested changes above and vote for approval. If approved, the Executive Committee will present the charter to the rest of the board for approval.

The North Carolina Early Childhood Foundation (NCECF)
Executive Committee Charter

I. Purpose
The Executive Committee is a standing committee of the Board of Directors. The Committee’s purpose is to organize the agenda for the board meeting, conduct the annual performance review of the Executive Director, and deal with other advisory matters established by this Charter.

II. Members
The Executive Committee shall consist of the elective officers and the chairs of any standing committees of the Board of Directors. The Chair of the Board of Directors shall serve as a Chair of the Committee. The term for the Chair of the Executive Committee is the same length as their term as Chair of the Board: elected for two consecutive two-year terms.

III. Operations
The Executive Committee shall meet prior to each board meeting 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 Executive Committee shall have and may exercise when the Board of Directors is not in session all the powers of the Board that may be lawfully delegated, provided that the Committee shall not make final determinations of policy. Primary duties and responsibilities of the Committee are:

1. Provide strategic direction for NCECF.
2. Organize the agenda for the Board meeting.
3. Conduct annual Executive Director’s performance evaluation.
4. Serve as a liaison between the Executive Director and the rest of the Board.
5. Facilitate the hiring process for the Executive Director.
6. Oversee and lead the selection of Board Officers.
7. Regularly review and make changes to the charter of the Committee.

*Adopted by the Board September 20, 2021.*
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 on Sept 9, 2021
NCECF Financial Summary

As of August 31, 2021

<table>
<thead>
<tr>
<th>Net Income YTD</th>
<th>Net Assets YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021 YTD New Revenue = $956,144</td>
<td>Net Assets Jan 1, 2021 = $523,660</td>
</tr>
<tr>
<td>2021 YTD Expenses = $471,360</td>
<td>Net Income YTD = $484,784</td>
</tr>
<tr>
<td>= $484,784</td>
<td>= $1,008,444</td>
</tr>
</tbody>
</table>

How can we use Assets?
- Initiative Specific Funds
- General Operating Funds

When can we use Assets?
- Current Year
- Future Years

REVENUE FORECAST

<table>
<thead>
<tr>
<th>Donor</th>
<th>green = funds granted</th>
<th>yellow = proposals submitted or funds expected</th>
<th>orange = actively seeking funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carry Forward Funds</td>
<td>$150,332</td>
<td>$600,000</td>
<td>SenOp/Initiative</td>
</tr>
<tr>
<td>Blue Cross and Blue Shield of NC Foundation</td>
<td>$170,000</td>
<td>$80,000</td>
<td>May 2021, 2022, 2023</td>
</tr>
<tr>
<td>ChildTrust Foundation</td>
<td>$10,000</td>
<td>$144,000</td>
<td>Rebuild</td>
</tr>
<tr>
<td>NC Child</td>
<td>$10,000</td>
<td>$50,000</td>
<td>April 2021, 2022</td>
</tr>
<tr>
<td>NC Opt of Health &amp; Human Services</td>
<td>$10,000</td>
<td>$10,000</td>
<td>Oct 2021 Monthly</td>
</tr>
<tr>
<td>NC Institute of Medicine</td>
<td>$10,000</td>
<td>$10,000</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Pacific West Bank</td>
<td>$10,000</td>
<td>$100,961</td>
<td>July 2021</td>
</tr>
<tr>
<td>Paycheck Protection Program Second Draw</td>
<td>$10,000</td>
<td>$10,000</td>
<td>March 2021</td>
</tr>
<tr>
<td>Board Member Donations</td>
<td>$42,000</td>
<td>$45,000</td>
<td>Q4 2021</td>
</tr>
<tr>
<td>Employee Retention Tax Credit</td>
<td>$10,000</td>
<td>$10,000</td>
<td>Q2 2022</td>
</tr>
<tr>
<td>Individual &amp; Other Donations, Misc.</td>
<td>$10,000</td>
<td>$10,000</td>
<td>Varies</td>
</tr>
<tr>
<td>2. Smith Reynolds Foundation</td>
<td>$25,000</td>
<td>$25,000</td>
<td>Q4 2021</td>
</tr>
<tr>
<td>B&amp;T/Truist Foundation</td>
<td>$10,000</td>
<td>$10,000</td>
<td>Q4 2021</td>
</tr>
<tr>
<td>The Duke Endowment</td>
<td>$10,000</td>
<td>$10,000</td>
<td>Q2 2022</td>
</tr>
<tr>
<td>AT&amp;T</td>
<td>$10,000</td>
<td>$10,000</td>
<td>Initiative</td>
</tr>
<tr>
<td>Burt Foundation</td>
<td>$10,000</td>
<td>$10,000</td>
<td>2022</td>
</tr>
</tbody>
</table>

Total | $55,000 | $512,500 | $1,435,293 |

Footnotes:
1. Funds in the Grand column are booked on an accrual basis and according to the type of contribution. Therefore, funds in this column may not yet appear as revenue in the Cash Forecast or in the Budget vs Actual report.
2. Indicates a multi-year award.
3. Award from Pacific West Bank is a one year grant with expected multi-year commitment after 2021.

CASH FORECAST

- As of August 31, if no additional revenue is received for the remainder of the year, NCECF will dip under the 90-day cash reserve ($210,000) in December.

FINANCIAL HISTORY

- Revenue
- Expenses
- Net Assets

As of 2013 to 2021:
- Financial history chart showing changes in revenue, expenses, and net assets over the years.
# Statement of Financial Position

**As of August 31, 2021**

## ASSETS

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Bank Accounts</td>
<td>$365,767</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>$674,339</td>
</tr>
<tr>
<td><strong>Total Other Current Assets</strong></td>
<td>$2,514</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$1,042,620</td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>$2,640</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$1,045,260</td>
</tr>
</tbody>
</table>

## LIABILITIES AND EQUITY

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>$7,483</td>
</tr>
<tr>
<td>Credit Cards</td>
<td>$3,248</td>
</tr>
<tr>
<td><strong>Total Other Current Liabilities</strong></td>
<td>$26,085</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>$36,817</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$36,817</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
</tr>
<tr>
<td>January 1, 2021 Beginning Net Assets</td>
<td>523,660</td>
</tr>
<tr>
<td>YTD Net Increase/Decrease</td>
<td>484,783</td>
</tr>
<tr>
<td><strong>August 31, 2021 Ending Net Assets</strong></td>
<td>$1,008,443</td>
</tr>
</tbody>
</table>

---

1 - Accounts Receivable includes grants for Early Well 2022-2023 and multi-year GenOp grants from ChildTrust Foundation and Blue Cross and Blue Shield of NC Foundation.
## Budget vs Actuals with End of Year Projections

<table>
<thead>
<tr>
<th></th>
<th>Jan - Aug Actual</th>
<th>Sept - Dec Projected</th>
<th>Total</th>
<th>Budget</th>
<th>Total as % of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family Forward</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$361,579</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>General Operating</td>
<td>$912,961</td>
<td>$912,961</td>
<td>$119,230</td>
<td>766%</td>
<td></td>
</tr>
<tr>
<td>Pathways</td>
<td>$35,000</td>
<td>$35,000</td>
<td>$40,000</td>
<td>88%</td>
<td></td>
</tr>
<tr>
<td>Rebuild Stronger</td>
<td>$0</td>
<td>$186,870</td>
<td></td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Grants</strong></td>
<td>$922,961</td>
<td>$35,000</td>
<td>$957,961</td>
<td>135%</td>
<td></td>
</tr>
<tr>
<td>Contracts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family Forward-NCIOM</td>
<td>$32,196</td>
<td>$17,804</td>
<td>$50,000</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Contracts</strong></td>
<td>$32,196</td>
<td>$17,804</td>
<td>$50,000</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Other Donations, Interest, Miscellaneous</td>
<td>$105</td>
<td>$105</td>
<td>$1,500</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Board Member Donations</td>
<td>$16,000</td>
<td>$16,000</td>
<td>$10,000</td>
<td>160%</td>
<td></td>
</tr>
<tr>
<td>Individual Donations</td>
<td>$263</td>
<td>$7,737</td>
<td>$8,000</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Interest Earned</td>
<td>$19</td>
<td>$16</td>
<td>$35</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Honorariums</td>
<td>$600</td>
<td>$600</td>
<td>$500</td>
<td>120%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$956,144</td>
<td>$76,557</td>
<td>$1,032,701</td>
<td>133%</td>
<td></td>
</tr>
<tr>
<td>Carry Forward from PY</td>
<td>$350,332</td>
<td>$350,332</td>
<td>$350,333</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>$1,306,476</td>
<td>$1,383,033</td>
<td>$1,128,512</td>
<td>123%</td>
<td></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Costs</td>
<td>$328,002</td>
<td>$166,050</td>
<td>$494,052</td>
<td>93%</td>
<td></td>
</tr>
<tr>
<td>Contracted Services</td>
<td>$109,286</td>
<td>$116,568</td>
<td>$225,854</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>Supplies and Materials</td>
<td>$25</td>
<td>$25</td>
<td>$50</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Meeting Expenses</td>
<td>$1,200</td>
<td>$700</td>
<td>$1,900</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>Travel &amp; Lodging</td>
<td>$56</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property &amp; Equipment</td>
<td>$5,195</td>
<td>$5,062</td>
<td>$10,257</td>
<td>71%</td>
<td></td>
</tr>
<tr>
<td>Rent Expense</td>
<td>$4,000</td>
<td>$2,000</td>
<td>$6,000</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>$1,905</td>
<td>$1,191</td>
<td>$3,096</td>
<td>107%</td>
<td></td>
</tr>
<tr>
<td>Memberships, Dues and Subscriptions</td>
<td>$940</td>
<td>$2,884</td>
<td>$3,824</td>
<td>41%</td>
<td></td>
</tr>
<tr>
<td>Professional Development and Training</td>
<td>$611</td>
<td>$3,500</td>
<td>$4,111</td>
<td>69%</td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td>$2,400</td>
<td>$2,500</td>
<td>$4,900</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Printing and Copying</td>
<td>$14</td>
<td>$500</td>
<td>$3,500</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Postage and Shipping</td>
<td>$25</td>
<td>$250</td>
<td>$264</td>
<td>44%</td>
<td></td>
</tr>
<tr>
<td>Depreciation Expense</td>
<td>$608</td>
<td>$304</td>
<td>$912</td>
<td>83%</td>
<td></td>
</tr>
<tr>
<td>Licenses, Fees, and Permits</td>
<td>$956</td>
<td>$323</td>
<td>$1,279</td>
<td>94%</td>
<td></td>
</tr>
<tr>
<td>Grants to Others</td>
<td>$14,250</td>
<td>$1,400</td>
<td>$15,650</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Charitable Contributions</td>
<td>$500</td>
<td>$250</td>
<td>$750</td>
<td>94%</td>
<td></td>
</tr>
<tr>
<td>Other Expenses</td>
<td>$1,412</td>
<td>$1,110</td>
<td>$2,522</td>
<td>110%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$471,360</td>
<td>$304,618</td>
<td>$775,978</td>
<td>69%</td>
<td></td>
</tr>
<tr>
<td><strong>Net Operating Income</strong></td>
<td>$835,116</td>
<td>-$228,061</td>
<td>$607,056</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Use of Carry Forward Funds</td>
<td>-$350,332</td>
<td>-$350,332</td>
<td>-$350,332</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>$484,784</td>
<td>-$578,393</td>
<td>$256,723</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Jan 1, 2021 Net Assets</th>
<th>Dec 31, 2021 Projected Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Income</strong></td>
<td>$484,784</td>
<td>$780,383</td>
</tr>
</tbody>
</table>

Jan 1, 2021 Net Assets $523,660
Budget vs Actuals

Notes

1 - General Operating Actual: ChildTrust Foundation $170,000 2-year grant, 2021-2022; Blue Cross and Blue Shield of NC Foundation $600,000 3-year grant, 2021-2023; Paycheck Protection Program $100,961; Employee Retention Tax Credit $42,000.

2 - Pathways Projected: DHHS PDG grant monthly reimbursement revenue.

3 - Carry Forward amounts are included in order to show funds we are able to use in the current year. These are funds that were received or booked prior to 2021 upon notification of a grant award. $350,332 of funds carried forward and is allotted for expenditure in 2021.

4 - Professional Development Projected: Racial Equity Training, etc.

5 - Advertising budget is for Family Forward. Due to timing of funding, most advertising expenses are postponed to 2022.

6 - Grants to Others budget is for Early Well, Family Forward, and Rebuild. Early Well grants (stipends) issued April through August. Rebuild and Family Forward grants are postponed to 2022 because of timing of funding and initiative progress.

7 - Expenses were budgeted assuming full funding for the year, but are spent conservatively according to what actual funding allows, timing and award of grant applications, and annual donor cycles. This mainly impacted expenditures in Contracted Services and Grants to Others.

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

9 - YTD:
   $956,144 new revenue
   -$471,360 less expenses
   = $484,784 YTD Net Income

Projected End of Year Net Income: $256,723.
# Profit and Loss Comparison to Prior Year

**January - August, 2021**

<table>
<thead>
<tr>
<th></th>
<th>JAN - AUG, 2021</th>
<th>JAN - AUG, 2020 (PY)</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>956,144</td>
<td>440,063</td>
<td>117.00 %</td>
</tr>
<tr>
<td>Carry Forward from PY</td>
<td>350,332</td>
<td>698,954</td>
<td>-50.00 %</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$1,306,476</strong></td>
<td><strong>$1,139,018</strong></td>
<td><strong>15.00 %</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Costs</td>
<td>328,002</td>
<td>353,422</td>
<td>-7.00 %</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>109,286</td>
<td>245,461</td>
<td>-55.00 %</td>
</tr>
<tr>
<td>Supplies and Materials</td>
<td>25</td>
<td>296</td>
<td>-92.00 %</td>
</tr>
<tr>
<td>Meeting Expenses</td>
<td>1,200</td>
<td>5,394</td>
<td>-78.00 %</td>
</tr>
<tr>
<td>Travel and Lodging</td>
<td>56</td>
<td>1,167</td>
<td>-95.00 %</td>
</tr>
<tr>
<td>Property &amp; Equipment</td>
<td>5,195</td>
<td>4,334</td>
<td>20.00 %</td>
</tr>
<tr>
<td>Rent Expense</td>
<td>4,000</td>
<td>10,080</td>
<td>-60.00 %</td>
</tr>
<tr>
<td>Insurance</td>
<td>1,905</td>
<td>2,112</td>
<td>-10.00 %</td>
</tr>
<tr>
<td>Memberships, Dues and Subscriptions</td>
<td>940</td>
<td>7,356</td>
<td>-87.00 %</td>
</tr>
<tr>
<td>Professional Development and Training</td>
<td>611</td>
<td>2,059</td>
<td>-70.00 %</td>
</tr>
<tr>
<td>Advertising</td>
<td>2,400</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing and Copying</td>
<td></td>
<td>927</td>
<td>-100.00 %</td>
</tr>
<tr>
<td>Postage and Shipping</td>
<td>14</td>
<td>134</td>
<td>-89.00 %</td>
</tr>
<tr>
<td>Depreciation Expense</td>
<td>608</td>
<td>652</td>
<td>-7.00 %</td>
</tr>
<tr>
<td>Licenses, Fees and Permits</td>
<td>956</td>
<td>478</td>
<td>100.00 %</td>
</tr>
<tr>
<td>Grants to Others</td>
<td>14,250</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charitable Contributions</td>
<td>500</td>
<td>540</td>
<td>-7.00 %</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>1,411</td>
<td>1,506</td>
<td>-6.00 %</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$471,360</strong></td>
<td><strong>$635,919</strong></td>
<td><strong>-26.00 %</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NET OPERATING INCOME</strong></td>
<td><strong>$835,116</strong></td>
<td><strong>$503,099</strong></td>
<td><strong>66.00 %</strong></td>
</tr>
<tr>
<td>Use of Carry Forward Funds</td>
<td>-350,332</td>
<td>-698,954</td>
<td>50.00 %</td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td><strong>$484,783</strong></td>
<td><strong>$ -195,855</strong></td>
<td><strong>348.00 %</strong></td>
</tr>
</tbody>
</table>

1 - 2020 Revenue includes 2021-2024 Early Well grant, NCIOM Jan-Aug reimbursement revenue, Rebuild grant, and Pathways PDG grant. 2021 revenue includes 2-year ChildTrust Foundation grant, 3-year Blue Cross and Blue Shield of NC Foundation grant, NCIOM reimbursement revenue, PPP#, Employee Retention Tax Credit, and miscellaneous.

2 - 2021 Grants to Others includes Early Well parent leader and facilitator stipends.

3 - 2021 expenses are under-spent compared to 2020 at this point in time. This is due to a conservative spending approach in response to the amount and availability of funds (timing and award of grant applications and annual donor cycles).
<table>
<thead>
<tr>
<th>OPERATING ACTIVITIES</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Income</td>
<td>484,783</td>
</tr>
<tr>
<td>Adjustments to reconcile Net Income to Net Cash provided by operations:</td>
<td></td>
</tr>
<tr>
<td>12001 Accounts Receivable</td>
<td>-297,974</td>
</tr>
<tr>
<td>13002 Prepaid Insurance</td>
<td>905</td>
</tr>
<tr>
<td>13005 Other Prepaid Expenses</td>
<td>-516</td>
</tr>
<tr>
<td>15101 Fixed Assets:Accumulated Depreciation</td>
<td>608</td>
</tr>
<tr>
<td>21001 Accounts Payable (A/P)</td>
<td>-6,413</td>
</tr>
<tr>
<td>21003 Credit Card Payables BB&amp;T</td>
<td>1,975</td>
</tr>
<tr>
<td>22102 Payroll Liabilities:Accrued Paid Time Off (PTO)</td>
<td>3,171</td>
</tr>
<tr>
<td>22103 Payroll Liabilities:401K Retirement Plan Payable</td>
<td>-1</td>
</tr>
<tr>
<td>22201 Payroll Tax Liabilities:Federal Tax Payable</td>
<td>-30</td>
</tr>
<tr>
<td>22202 Payroll Tax Liabilities:NC Tax Withholdings Payable</td>
<td>-69</td>
</tr>
<tr>
<td>22203 Payroll Tax Liabilities:NC State Unemployment Insurance Payable</td>
<td>92</td>
</tr>
<tr>
<td><strong>Total Adjustments to reconcile Net Income to Net Cash provided by operations:</strong></td>
<td><strong>-298,252</strong></td>
</tr>
</tbody>
</table>

| Net cash provided by operating activities | **$186,532** |
| **NET CASH INCREASE FOR PERIOD** | **$186,532** |
| Cash at beginning of period | 179,235 |

| CASH AT END OF PERIOD | **$365,767** |