A Message from NCCJ – Understanding Racism Workshop
December 8, 1:00-2:30 pm

Friends,

I look forward to being with you all next week! Our intentions for our session on Understanding Racism are to:

- Define Racism, its various forms and provide foundational education on the impact of Racism in our society.
- Discuss interpersonal, cultural, and systemic examples of racism and explore how their cumulative impact informs the lived experiences and personal perspectives of folks in a United States context.
- Envision next steps for exploring topics of Race, Identity, and intersectionality as a community.

[Important Logistics]: The UNDERSTANDING RACISM workshop will be held, Wednesday, December, 8 from 1-2:30pm. Here is a ZOOM link to join the meeting at your convenience.

Please note that much of this session will be done in breakout rooms, so if you can be available and have your camera on during the session as much as possible, it would be greatly appreciated.

[Expectations]
How to show up: I expect many feelings, emotions and questions and welcome it all. Authenticity and sharing space will be key for us as we work through the learning, analysis and feelings together.

Pre-Workshop Reminders: Please have a journal and pen ready. Doodlers, art supplies, cups of tea, snacks, full meals, pets and lovely backgrounds are welcome.

[Pre-Work]
Before the meeting, consider a free write in response to one (or more) of the following prompts:

- When the topic of Race comes up in conversation at work, I feel...
- When the topic of Race comes up in conversation in my personal life, I feel...
- When I hear the term Racism, I typically think about...

Thank you all again and I look forward to holding space with you next Wednesday at 1:30pm!

Metta (Loving Kindness),
Michael Robinson (he/him) | Program Director, NCCJ | 336.272.0359 x 170
North Carolina Early Childhood Foundation
Board Meeting Agenda
December 8, 2021, 2:30 – 3:30 PM

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.

[1:00-2:30 ........ Board Meeting Begins after Understanding Racism Workshop]

2:30 PM .......... Welcome, Call to Order, Establish Quorum, Call to Give – Action

Easter Maynard

2:35 PM .......... Approve Consent Agenda – Action

Attachment A 2021 Executive Director’s Report
Attachment A1 2021 Board Meeting Minutes
Attachment A2 2021 Executive Committee Minutes
Attachment A3 2021 Governance Committee Minutes
Attachment A4 2021 Finance Committee Minutes
Attachment A5 2021 Racial Equity Committee Minutes
Attachment A6 2021 Philanthropy Committee Minutes

Easter Maynard

2:40 PM .......... Executive Committee – Action

Attachment B Approve Election of Officers
Attachment B1 Approve Election of Board Members with Expiring Terms

Easter Maynard

2:55 PM .......... Finance Committee – Action

Attachment C Approve October Financial Reports
Attachment C1 Approve Amendment to the Fiscal Policies and Procedures
2022 Draft Budget Progress

Peggy Wang

3:10 PM .......... Family Forward NC Certification – Update

Lisa Finaldi

3:25 PM .......... Honor Board Members for Service and What’s to Come in 2022

Muffy Grant

Adjourn
December 8, 2021
BOARD OF DIRECTORS MEETING: Executive Director’s Report

LETTER FROM THE EXECUTIVE DIRECTOR

Fearless Leaders,

I asked my four-year-old to tell me what she thinks her mama and work friends do and then draw a picture. She said, “You and your friends try to make life good for kids and families. I hear boy voices on your Zooms sometimes, but I don’t know how to draw them.”

The wisdom from babes is honest and true. We at NCECF are so fortunate to work with our partners, collaborators, and friends in the pursuit of better for all NC kids. As 2021 comes to a close, we at NCECF want to thank you for all of the many ways you have supported us, our work, and our mission.

We are on the precipice of monumental opportunities for young kiddos and their families. To keep up with the pace of developments at federal, state, and local levels we need your help to keep our tanks full for the road ahead.

We strongly encourage all board members to make a gift of any amount to the NC Early Childhood Foundation as board member participation in our annual giving program is a powerful endorsement of our Institute and a critical component of many corporate and foundation grant applications. You can make your annual gift using this QR CODE. Thank you as always for your support!

Please consider a gift to NCECF today!
Wishing you a joyful holiday season. May we plant seeds of hope, abundance, and friendships that support “making life good for kids and families” as we prepare for 2022.

Big gratitude, 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 and Media:** NCECF staff published eight blogs since the last board meeting. Highlights include:

- NCECF Releases 2020 Impact Report: A Year of Intentional Listening, Data-Driven Action, and Stories of Change
- What’s Happening with Leandro and How Its Funding Will Impact Your Community
- Nikole Hannah-Jones Kicks Off Color Education Summit Emphasizing Investment in Public Education as a Communal Good
- What Does Educational Justice Look Like in Early Care and Education?
- Child Care: America’s Ticket to Economic Recovery
- Children’s Experts: Investing in our State’s Future Starts with Children Not Corporations
- Early Childhood Data Development In the Works
- What Aiming High Did for San Antonio’s Pre-K 4 SA
- Saying Goodbye—and Hello—to NCECF Board Members

**Media Hits**

- NC Policy Watch. 9.20.21. Children’s experts: Investing in our state’s future starts with children not corporations
- Triangle Business Journal. 10.6.21. How this Triangle seafood restaurant beat the labor shortage – and retains workers
- EdNC. 11.10.21. Perspective | What does educational justice look like in early care and education?

**Website traffic:** From September through November, the website had 5,560 visitors to the site. The highest number of visitors were from North Carolina (Raleigh, Durham, Charlotte areas), followed by Illinois and Montana. The most visited pages include Covid-19 State Guidance and Information on Early Childhood, NCECF main page, First 2000 Days Initiative, What’s Happening with Leandro

**1. NC Campaign for Grade-Level Reading (NC CGLR):** We hosted two bimonthly calls for NC Campaign community leads and partners in September and November. Nearly all of our 13 communities are represented. In addition to communities sharing their work, we feature a speaker working at the state level or someone who can provide insight and inspiration on topics we are focused on for the year.

On our September call, Durham CGLR partner Book Harvest shared the research findings of its Book Babies program. Among the findings, parent-child reading habits improved as a result of the program and children who were assessed in Spanish had stronger early literacy skills than control groups. We also heard findings from Read Charlotte’s data analysis in Mecklenburg County including a comparison of college and career readiness and participation data for students in five districts disaggregated by race and economic disadvantage. Declines were shown for all groups, including white students. Community
leaders from Pitt and Wayne counties talked about their book distribution and tutoring programs to support shared learning among NC CGLR communities.

For our final call of 2021, Naomi Hodges, Coalition Coordinator at Every Child NC provided an update on the Leandro case and how communities can support local advocacy for the plan and equitable funding in public education to be budgeted for by the state. We also reviewed the results of our NC CGLR Community Survey and sought feedback from community leads to support planning for 2022. The survey allows us to understand NC CGLR community priorities for the upcoming year, learn how we can support them in their efforts, and receive feedback on how NCECF is doing as the state lead.

Our blog “What Does Education Justice Look Like in Early Care and Education?”, featuring a conversation with community advocate Kate Godwin at our NC CGLR Winter Meeting, was published as a Perspective piece by Education NC.

2. Every Student Succeeds Act (ESSA): The ESSA Wizards continue to meet monthly. This group consists of DPI, DCDEE, HeadStart, SmartStart, NCECF, and the superintendent’s association representation. We are working with Danielle Ewen of EdCounsel to support regional meetings in 2022.

3. Family Forward NC (FFNC):

NC Department of Commerce
The NC Department of Commerce’s First in Talent economic development strategic plan continues to open new doors for Family Forward NC. In addition to being a recommended resource in the plan, during a recent NCWorks conference, the new Secretary of Commerce, Machelle Baker Sanders the CEO of the Economic Development Partnership of NC, Chris Chung, discussed family-friendly workplaces and recommended our initiative as a resource. They also discussed child care and NC Pre-K as part of a comprehensive economic development plan. Now it’s about turning talk into action.

In addition, we are working with the Executive Director of Economic Development for Department of Commerce to explore new opportunities to support small businesses becoming family-friendly workplaces.

How to Build a Family Forward Community
We are actively engaged with out-of-state organizations to sell How to Build a Family-Forward Community licenses. Launched in July, we have already sold one license to the Missoula Economic Partnership. We anticipate selling a second to the Pennsylvania Governor’s Early Learning Investment Commission and are in conversation with others.

Certification
Our Advisory Council for our family-friendly certification model is in place and have met twice this fall. We have a great mix of advisors from the Asheville Area Chamber of Commerce to the Economic Development Partnership of NC, the Rural Center’s Corner Square Community Capital, a restaurant owner and more! They are very engaged and are contributing to creating a successful model for family-friendly certification in NC.

Our consultants, the Performentor HR team, have been reviewing other certification models in the country; created the initial application questions for employer certification; and are currently drafting options for the tier structure including fees; options for verification; and opportunities for value add.
services for certified employers. We are considering how the model can promote equity, ensuring there are no barriers to the model that will deter underrepresented businesses from participating.

Case Studies
Coastal Credit Union - updated post pandemic
Automated Solutions - manufacturer in Caldwell County

Presentations
Rocky Mount Chamber of Commerce
Triangle Chapter of NAWBO
State Leads for the National Campaign for Grade-Level Reading

4. NC Pathways to Grade-Level Reading: Early Childhood Data Advisory Council: NCECF facilitated a quarterly meeting of the NC Early Childhood Data Advisory Council (ECDAC) on September 15 as a part of our PDG-funded work. The meeting included updates to the NC Early Childhood Integrated Data Systems (ECIDS), an intro to DCDEE’s new data dashboard and COVID-19 data stories, NC DPI Office of Early Learning’s process for NC Early Learning Inventory standards setting, child care data development workgroup progress, and other areas. Read a summary blog post here. Thirty-five people attended including members of the NC ECIDS Governance Council invited by DCDEE. We are currently preparing for our next meeting on December 15 with DCDEE and DPI partners. The NC ECIDS Governance Council will continue to join us.

Pathways Action Map: NCECF is continuing to add new initiatives to the Pathways Action Map, which we plan to release a portion of in early 2022. Ten new initiatives have been added in the past month. We have been listening to partners’ feedback and suggestions for the Map to inform its development. People are supportive and see value in the tool. They also express limited time to contribute and a desire to learn and see more about the Map to better understand how it will be used. We are adjusting our work accordingly. We have been sharing our Pathways Action Map engagement page along with various forms of outreach (e.g., presentations, individual meetings) to support engagement. We are looking for opportunities to add capacity to support its development and use.

5. Rebuilding Child Care: The first in person retreat of the Care and Learning (CandL) Family and Community Engagement Team took place on 11/9 in Winston-Salem. This group represents the Leadership Team (and larger stakeholder group) that formed this past spring. CandL Family and Community Engagement Team will conduct a nine month listening tour across the state. NCECF will serve as the communications lead for this work and help convene with our partners NC Child and Black Child Development Institute-Charlotte.

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. NCECF has been working to gather outstanding documents from workgroup facilitators to ensure everything is in place to start developing the policy agenda in 2022. An NCECF staff member attended the ZERO TO THREE virtual conference to stay abreast of policy and equity work happening nationally in this area.

State Organizations, Boards, Commissions, and Councils
Leandro: The past month included major wins for the Leandro case with Judge Lee ordering $1.7 billion to fund the first two years of the Leandro plan to meet our constitutional obligation that every NC child
has access to a sound, basic education. This comes after funding for Leandro was omitted in proposed state budget plans by the NC General Assembly. NCECF has continued to participate as a Every Child NC coalition partner. Read our blog post here, written prior to the court order, highlighting two impact analysis tools created by Every Child NC to support local advocacy and planning, including NC Campaign for Grade-Level Reading community efforts. The court ordered funding will help to support important early education and K-12 education strategies in our state, several of which are also prioritized by Pathways. These areas have been significantly underfunded since the Leandro case first started in 1994 and years prior, leaving many NC children behind for far too long. It’s uncertain how the process will continue with potential appeals and barriers, but we’re hopeful.

**Governor’s Early Childhood Advisory Council:** This group has yet to convene since December 2019. There are some changes within the DHHS Secretary’s Office as it relates to project management on the ECAP and therefore, we should expect some additional news in early 2022.

**B-3rd Interagency Council:** The first meeting of the B3 council occurred in mid-September. The subcommittees of that group have met twice since that initial meeting. Muffy is representing NCECF on the Family Engagement sub-committee which is chaired by Alexandra Morris of DCDEE. The committee plans to report to the council it’s recommendations on the Family Engagement Framework at the December 8 quarterly meeting.

**North Carolina Preschool Development Grant (PDG):** Co-led by the NC DHHS, the NC DPI, and NCECF, the NC 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 has been contracted by NC DHHS’ DCDEE to lead the ECDAC and other data-related efforts (e.g., Pathways Data Dashboard updates) through the PDG. A NCECF staff member serves on the PDG NC B-5 Needs Assessment Advisory Council, which has been meeting regularly this fall. Learn more under Pathways.

**Major Administrative Activities:** In an effort to be more efficient with our funds, we downsized our membership from corporate package to two individual memberships at the co-work space, Raleigh Founded. In doing so, we saved about $3000 and have actually gained more conference room hours availability. We still maintain a rented storage space for our supplies and to use as a hub to drop mail.

Lindsay Saunders and her husband, Musole, welcomed a healthy baby boy, Brooks, on October 24th - Zambian Independence Day - in a special nod to his father’s homeland. They are all adjusting to life as a family of three. We look forward to welcoming Lindsay back part-time after the holiday break in early January.

**Funding Proposals and Opportunities:**

**ZSR:** NCECF was recently awarded $300K from ZSR over three years ($100K per year X three years) for state-level systemic change.

**The Duke Endowment:** Mary and Muffy met with Meka Sales and Todd Darymple of TDE on 11/15. They put for a proposal for data collection capacity on our team at $75K per year for three years. TDE indicated a decision would be made before our meeting in December.
**DPH RPE:** We are finalizing a scope of work and contract with DPH Rape Prevention division to support FFNC through training family crisis and rape centers across the state while also working towards certification.

**Truist:** The grant cycle opens in January for the March deadline. We plan to ask for $300K over three years for General Operating Support with a focus on FFNC.

**Individual Giving:**

<table>
<thead>
<tr>
<th>Board Giving</th>
<th>Amount</th>
<th>Number of Board members who donated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021 YTD</td>
<td>$7,350</td>
<td>5 out of 16 (31%)</td>
</tr>
<tr>
<td>2020</td>
<td>$8,920 ($8,350 resulted from 2020 Annual Appeal)</td>
<td>11 out of 14 (79%)</td>
</tr>
<tr>
<td>2019</td>
<td>$17,350</td>
<td>10 out of 18 (56%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Individual Giving</th>
<th>Amount</th>
<th>Number of Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021 YTD</td>
<td>$3,235</td>
<td>14</td>
</tr>
<tr>
<td>2020</td>
<td>$9,618 ($5,363 resulted from 2020 Annual Appeal)</td>
<td>19</td>
</tr>
<tr>
<td>2019</td>
<td>$1,649</td>
<td>11</td>
</tr>
</tbody>
</table>
North Carolina Early Childhood Foundation
NCECF Board Meeting Minutes
June 21, 2021, 1:00 – 3:00 PM

DRAFT MINUTES

Board Members Present: Peggy Wang, Patti Gillenwater, Easter Maynard, Sherry Franklin, Nation Hahn, Peggy Carter, Harold Sellars, Matty Lazo-Chadderton, Rashidah Morgan-Lopez, Banu Valladares
Members Absent: Hal Kaplan, Jennifer Vu, Munro Richardson, Tracey Greene-Washington, Sheresa Blanchard, Eric Bracy
Others Present: Muffy Grant, Kaylan Sloane, Sumera Syed, Lindsay Saunders, Dr. Devonya Govan-Hunt

Welcome, Call to Order and Establish Quorum
Easter Maynard welcomes everyone and calls the meeting to order at 1:04 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.

Parent and Community Engagement in Early Childhood
Muffy gives an overview of the ongoing Rebuild work. The Rebuild group, from grassroots to grasstop participants, have been working together to think about what a transformed early childcare and education system could look like. The group hopes to learn from families and those most impacted by systemic barriers as related to childcare and education. Muffy introduces Rebuild co-lead Dr. Devonya Govan-Hunt, who speaks about authentic community and family engagement.

What does authentic, meaningful, and equitable family, child, and community centered engagement look like?

Transformative Family & Community Engagement:

- “Unity is strength, division is weakness” – African proverb
- Equity should be embedded in everyone’s thought process, policies, and procedures
- Is the engagement process Inclusive, Individualized, Integrated, and Impactful? – National PTA
- Parents are the assets:
  - Parents know best what their children need; they know their reality
  - Parents learn best when they are involved in the process and decision making
  - Parents will make the best choices for children with information, resources, and support
- Focus on a strength-based approach: everyone brings something to the table, acknowledging value and meaning that each person can contribute, connecting with a parent from their perspective and reality no matter their background or struggles
• To build trust: show up authentically, take time, learn from and with the community, nobody wants to be told what to do, listen to the people we serve and meet them where they are versus imposing our methods and structure out of convenience or habit

Governance Committee
Sherry Franklin covers Board recruitment, including potential candidates for 2022:
  o Kelli Ovies: Lawyer specializing in trademarks, copyright, and intellectual property; currently with Womble Bond Dickinson and previously with Forrest Firm. Kelli’s recruitment priority areas are corporate background and legal expertise, and she has expressed interest in serving.
  o Margaret Annunziata: President of Isothermal Community College, previously at Davidson-Davie Community College; has spent decades in the early childhood world and understands the important role community colleges play in future childcare and preschool teachers; expressed interest in the Racial Equity Committee. Margaret’s recruitment priority areas are rural and community college representation, and she has expressed interest in serving.
  o Carlos Sanchez: Banu is connecting NCECF to Carlos and we are determining his capacity at this time to serve on either the Board or on the Advisory Council for Family Forward.

Racial Equity Committee
Sumera covers items staff has recently accomplished on the racial equity journey:
  o Updated Employee Handbook to include gender inclusive and equitable language and added the RE statement
  o The floating holiday approved last year allows for culture inclusivity
  o Updated mission and vision statement in our Strategic Plan and are working on a public communication strategy
  o Included gender inclusive language and the salary range in the recent Marketing & Communications job posting, as well as making sure the job posting was shared with people of color within the marketing space

Staff is working on:
  o Collecting demographic information from staff and Board members to help with accurate data when representing NCECF in grant proposals and general reporting
  o Creating a written policy regarding general collection of demographic data (of staff, board, contractors, etc)
  o Creating a Minority-owned, Woman-owned, or Emerging Small Business (MWESB) written policy
  o Creating a written policy regarding RE when recruiting and hiring new staff
  o A training by the NCCJ in November for staff and Board so we are able to align on why we are on the RE journey and where we can go together around RE when representing NCECF

Executive Committee

Executive Committee Charter
Upon the initial creation of the NCECF Board and Committees, an Executive Committee Charter had been overlooked. Staff and the Committee have now created a Charter and are presenting it to the Board for approval.

A motion to approve the Executive Committee Charter was duly made and passes unanimously.

Chair and Vice-Chair Succession Update
A reminder of the Board Buddy system was sent to Board members recently and there have been a few connections. There has also been guiding communication from the current Chair and Vice-Chair to their potential successors in 2022.
Finance Committee

August Financial Reports

Peggy presents the August Financial Reports. The reports show a new summary page consisting of graphs and charts to display Year-to-date Net Income and Net Assets, how (general operating or initiative) and when the assets may be used (current year or future years), a revenue forecast, a cash forecast, and a historical perspective of revenue, expenses, and assets.

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

Employee Retention Credit (ERC)

The ERC is a payroll credit that was last updated with the passing of the Consolidated Appropriations Act of 2021 as part of Covid-19 federal relief funds. Upon encouragement from last year’s auditors, staff determined eligibility for the ERC and submitted form 941x to the IRS in July, claiming a refund of $42,000.

A motion to affirm the actions taken by staff to apply for the Employee Retention Credit refund was duly made and passes unanimously.

Adjourned at 2:20 pm.
North Carolina Early Childhood Foundation
Executive Committee Minutes
November 16, 2021, 10:30 am - 11:30 am

Members Present: Easter Maynard, Peggy Carter, Patti Gillenwater, Munro Richardson, Banu Valladares, Peggy Wang
Members Absent: Sheresa Blanchard, Tracey Greene-Washington
Others in Attendance: Muffy Grant, Sumera Syed

Welcome, Call to Order and Establish Quorum
The Executive Committee of the Board of Directors (Board) of the North Carolina Early Childhood Foundation (NCECF) met on November 16, 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 September 2, 2021 Committee meeting was made and seconded unanimously.

Election of Officers
Committee members discussed Patti Gillenwater take on the role of Board Chair for two years and Rashidah Lopez Morgan as Vice-Chair. Patti left the meeting as the committee discussed the proposed candidates. Committee members were supportive of this proposal and felt that it would make and easy transition to keep the continuity of the Vice-Chair becoming in the Chair. Patti entered back into the meeting and said she was planning to meet will all board members individually before the end of the year to ask questions around engagement, committee structure, and alignment.

Election of Board Members with Expiring
Banu Valladares and Eric Bracy are up for re-election at the end of this year. Banu expressed interest in serving another term on the board. Muffy will reach out to Eric before the board meeting to see if he is interested in serving another term.

Action Item:
- Muffy will reach out to Eric about serving another term on the board.

Review Board Meeting Agenda
Muffy Grant reviewed the board meeting agenda for the December meeting. She shared that there will be a QR code provided during the meeting so that board members can donate during the meeting.

Adjournment
Having no further business, the meeting was adjourned at 11:15 am.

Minutes submitted by:

___________________________________
Banu Valladares, Secretary
North Carolina Early Childhood Foundation
Governance, Nominating & Human Resources Committee Agenda
November 30, 2021 2:00 – 3:00

DRAFT MINUTES

Members Present: Sherry Franklin, Patti Gillenwater, Nation Hahn, Easter Maynard
Member(s) Absent: Sheresa Blanchard
Others in Attendance: Lisa Finaldi, Muffy Grant, Sumera Syed

Welcome, Call to Order and Establish Quorum
The Governance Committee of the Board of Directors (Board) of the North Carolina Early Childhood Foundation (NCECF) met November 30, 2021. Patti Gillenwater called the meeting to order and a quorum was established.

Approve Minutes from August 10, 2021 Meeting
A motion to approve the minutes from the August 10, 2021 Committee meeting was duly made and approved by a unanimous vote.

New Board Member Prospect List and Priorities
Some updates provided to the Committee:

- Sheresa Blanchard and Tracey Greene-Washington will transition off the board at the end of 2021
- Pending the vote at the December board meeting, Patti will serve as the next Chair and Rashidah Lopez Morgan will serve as Vice-Chair
- Margaret Annunziata and Kelli Ovies were successfully recruited to the board and will begin their first term in January 2022.

Patti asked for feedback on what the Board and Committee want to accomplish in 2022:

- Consider pausing new board member recruitment and focus on developing and engaging current board members.
- Bringing a racial equity lens to all parts of the work such as an equity statement board members could sign off on (e.g. Nation Hahn’s shared EdNC’s: Being in healthy, positive, and equitable relationships with residents, leaders, organizations, and communities is critical for impactful partnerships and to support systems level change. It requires hard conversations about difficult issues, creation of intentional space, interrupting false narratives, choosing to not be complicit in issues or practices that perpetuate inequities, good intent without a hidden agenda, and the resistance to render individuals invisible or villains when issues get uncomfortable and hard).
- Creating an equitable process for electing board and committee chairs (e.g. Raleigh City Farm, EdNC’s shared governance with a rotation of board chair every four months)
- Board structure aligned with new strategic plan
- Holding a Board planning meeting in January to align the board with the organizational strategic plan. How does the role of the board and recruitment of board members support the strategic plan and identify gaps to inform future recruitment.
- Shift what the board can do for Racial Equity Committee
  - Consider a co-chairs approach for the Racial Equity Committee
  - How is racial equity embedded in the work?
  - Need a commitment to DEI from new board member recruitment
  - Equity statement – board members could sign it?
- Send out a board performance survey mid-year
- Increase board engagement with In-person meeting or hybrid meetings (weather and Covid permitting)
- Increase board engagement with interactive board meetings (e.g. Opening zoom room fifteen minutes early, breakout rooms)

**Adjournment**
Having no further business, the meeting was adjourned at 3:00 PM.

Minutes submitted by:

___________________________________
Patti Gillenwater on behalf of Sheresa Blanchard, Committee Chair
North Carolina Early Childhood Foundation  
Finance Committee Minutes  
November 22, 2021, 1:00 PM via Zoom

Members Present: Peggy Wang, Banu Valladares 
Members Absent: 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 November 22, 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 September 7, 2021 minutes was made and passes unanimously.

Amendment to Fiscal Policies & Procedures - Action  
The Amendment, under section I.D.2., was retitled to “Governmental Relief Programs” and is to address situations when NCECF is eligible to apply for unusual relief or assistance, such as the Paycheck Protection Program or the Employee Retention Tax Credit, as provided by government bodies.

A motion was made to approve the Amendment as stated below and passes unanimously. However, the amendment will be shared with the absent members (Harold and Easter) via email and open for their comments.

“If an opportunity to receive financial relief from a government entity (Federal, state, or local) arises, the Finance Committee shall first review and approve application, and second, notify and conduct a 5-day comment period for Board members. If Board majority has no objections after the 5-day period, the Executive Director is authorized to submit application for relief.”

October Financial Statements – Action  
Members discuss cash flow. Cash is currently below the 90-day reserve in November (under $210,000). Upcoming cash to be received in November and December consists of Board and individual donations (~$10,000), PDG ($3,000) and NCIOM ($12,500) reimbursements, and possibly the ERC ($42,000). There is a gap of incoming cash from January to February, until late March-April when Early Well year 3 grant is received ($70,000 restricted) and April-May when Blue Cross Blue Shield and ChildTrust year 2 is received. There is also new revenue that we may receive from January-April from ZSR, DHHS Rape Education Prevention, a Family Forward contract with Pennsylvania, and The Duke Endowment, although nothing is official as of yet.

Muffy points out the changes in funding in the past couple years: the unusual availability of government assistance (PPP Loans and tax credits) and the changing direction of NCECF’s previous funders, the Belk Foundation and the Oak Foundation. With the Build Back Better legislation, there will be a large influx of money coming down federally and a need for intermediate organizations. In the meantime, Muffy and Kaylan have discussed a contingency plan to narrow expenses, as needed according to grants and cash flow. NCECF has already decreased rent cost at Raleigh Founded as of Dec 1 and is also soliciting donations this time of year.
A motion was made to approve the October Financial Statements and passes unanimously.

**2022 Draft Budget - Discussion**
Because only two members are present, the Committee decides to push the budget discussion to the first meeting of 2022.

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

Minutes submitted by:

___________________________________
Peggy Wang, Committee Chair
North Carolina Early Childhood Foundation
Racial Equity Committee Minutes
November 9, 2021 1:00 PM via Zoom

Members Present: Tracey Greene-Washington, Peggy Wang, Patti Gillenwater, Harold Sellars
Members Absent: Rashidah Lopez Morgan
Others in Attendance: Marian Earls, Sumera Syed

Welcome, Call to Order, and Establish Quorum
The Racial Equity Committee of the Board of Directors (Board) of the North Carolina Early Childhood Foundation (NCECF) met on November 9, 2021 at 1:00 pm. Tracey Greene-Washington called the meeting to order and a quorum was established.

Approve Minutes from August 10, 2021 Meeting
A motion to approve the minutes as written from the August 10, 2021 Committee meeting was made and passed unanimously.

Understanding Racism Workshop
NCECF is scheduled to have an Understanding Racism Workshop with NCCJ on December 8th prior to the board meeting. Currently seven board members have said that they are attending the training. The committee brainstormed ways to increase engagement by sending personal emails and calls to fellow board members to attend the training.

Action Item:
• Sumera Syed will draft the invitation to attend the workshop and send it for review to the rest of the Committee.

Adjournment
Having no further business, the meeting was adjourned at 2:00 PM

Minutes submitted by:

___________________________________
Tracey Greene-Washington
North Carolina Early Childhood Foundation
Philanthropy Committee Minutes
November 16, 2021 9:30 AM via Zoom

Members Present: Peggy Carter, Easter Maynard, Matty Lazo-Chadderton
Members Absent: Hal Kaplan, Jennifer Vu
Others in Attendance: Muffy Grant, Lindsay Saunders, Sumera Syed

Welcome, Call to Order, and Establish Quorum
The Philanthropy Committee of the Board of Directors (Board) of the North Carolina Early Childhood Foundation (NCECF) met on November 16, 2021 at 9:30 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.

Fundraising to Date
Muffy Grant shared that appeal letters will be mailed out later this week. The letter will be mailed out to all board members, prospective donors and current donors. Currently, only one board member has donated so far this year. Muffy will check on a donation from Triangle Community Foundation that should have been received on October 11th. There is a QR code listed on the appeal to make it easier for people to donate.

For individual giving, NCECF has raised $470.72 and the amount is expected to increase due to the appeal and giving Tuesday e-blast.

Action Item:
• Muffy will share a short script with Easter Maynard to say at the upcoming board meeting to encourage board members to donate. Muffy will draft a follow-up email for Easter to send to board members.

Philanthropy Committee Name in 2022
Muffy Grant suggested changing the name of the Philanthropy Committee to fall under a broader umbrella such as connecting to donors, connecting with organizations that we can be contracted to do our work, learn about interesting innovations happening across the state. The Committee liked Community Relations Committee (deeper connection to the community, more inclusive, stronger systems-building approach) and will update the charter language accordingly.

Adjournment
Having no further business, the meeting was adjourned at 10:15 AM

Minutes submitted by:
___________________________________Peggy Carter, Committee Chair
BOARD OF DIRECTORS MEETING: December 8, 2021  
ACTION ITEM: Election of New Board Officers

BACKGROUND:
According to the North Carolina Early Childhood Foundation’s bylaws, “There shall be five officers of the board, consisting of a chair, past chair, vice-chair, secretary, and treasurer who shall be elected for two consecutive two-year terms. Their duties are as follows:

I. **Chair of the Board.** The Chair of the Board shall preside at meetings of NCECF’s Board of Directors and the Executive Committee.

II. **Immediate Past Chair of the Board.** Upon completion of term as Chair, this person shall hold the office of immediate Past Chair. In absence of the Chair and Vice-Chair, it shall be the duty of the Past Chair to perform the duties and responsibilities of the Chair.

III. **Vice Chair of the Board.** The Vice Chair of the Board shall exercise the functions of the Chair in his or her absence. They also will serve as the Chair-Elect and become the Chair after a two-year period.

IV. **Secretary.** The Secretary shall be responsible for the keeping of minutes of all meetings of the Board of Directors and Executive Committee, and for the performance of all duties normally pertaining to the Office of Secretary.

V. **Treasurer.** The Treasurer shall be responsible for advising the Board of Directors and the Executive Committee on fiscal matters.

The terms for the current chair (Easter Maynard) and vice-chair (Patti Gillenwater) will end on December 31, 2021.

The Executive Committee has confirmed interest with the following candidates:

- Patti Gillenwater – Board Chair (1/1/22 – 12/31/23)
- Rashidah Lopez-Morgan – Vice-Chair (1/1/22 – 12/31/23)
- Easter Maynard – Past Chair (1/1/22 – 12/31/23)

**ACTION:**
Approve the following slate of candidates:

- Patti Gillenwater – Board Chair
- Rashidah Lopez-Morgan – Vice-Chair
- Easter Maynard – Past Chair
NCECF BOARD OF DIRECTORS MEETING: December 8, 2021
ACTION ITEM: Election of Board Members with Terms Expiring at the End of 2021

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

ISSUE:
There are two Board members that are up for renewal to serve their second term (until 12/31/2024):

- Eric Bracy
- Banu Valladares

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

- Eric Bracy
- Banu Valladares
Financial Summary

Statement of Financial Position

Budget vs Actual with End of Year Projections

Profit and Loss Comparison to Prior Year

Statement of Cash Flows

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 Nov 5, 2021
NCECF Financial Summary
As of October 31, 2021

<table>
<thead>
<tr>
<th>Net Income YTD</th>
<th>Net Assets YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021 YTD New Revenue</td>
<td>+$969,116</td>
</tr>
<tr>
<td>2022 YTD Expenses</td>
<td>−$164,441</td>
</tr>
<tr>
<td>+$734,675</td>
<td></td>
</tr>
</tbody>
</table>

| YTD NET INCOME & NET ASSETS | 2021 YTD Net Income | +$354,675 |
|-----------------------------|-------------------|
| Net Assets Jan 1, 2021 | $523,660 |
| Net Income YTD | +$354,675 |
| = $878,335 |

How can we use Assets?

- Initiative Specific Funds
- General Operating Funds

How can we use Assets?

- $136,703, 16%
- $741,631, 84%

REVENUE FORECAST (updated 11/29/2021)

<table>
<thead>
<tr>
<th>Donor</th>
<th>Likelihood of Funding</th>
<th>Purpose</th>
<th>Deposit Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carry Forward Funds</td>
<td>50%</td>
<td>$350,332</td>
<td>GenOp/Initiative</td>
</tr>
<tr>
<td>Blue Cross and Blue Shield of NC Foundation</td>
<td>50%</td>
<td>$600,000</td>
<td>May 2021, 2022, 2023</td>
</tr>
<tr>
<td>ChildTrust Foundation</td>
<td>75%</td>
<td>$170,000</td>
<td>April 2021, 2022</td>
</tr>
<tr>
<td>NC Child</td>
<td>50%</td>
<td>$10,000</td>
<td>February</td>
</tr>
<tr>
<td>NC Dept of Health &amp; Human Services: PDD</td>
<td>75%</td>
<td>$144,000</td>
<td>Pathways Oct 2021 &amp; monthly</td>
</tr>
<tr>
<td>NC Institute of Medicine</td>
<td>50%</td>
<td>$50,000</td>
<td>Family Forward Quarterly</td>
</tr>
<tr>
<td>Pacific West Bank</td>
<td>25%</td>
<td>$20,000</td>
<td>Family Forward July 2021</td>
</tr>
<tr>
<td>Paycheck Protection Program Second Loan</td>
<td>25%</td>
<td>$100,961</td>
<td>GenOp March 2021</td>
</tr>
<tr>
<td>Z. Smith Reynolds Foundation</td>
<td>75%</td>
<td>$300,000</td>
<td>GenOp Jan 2022, 2023, 2024</td>
</tr>
<tr>
<td>Board Member Donations</td>
<td>50%</td>
<td>$15,000</td>
<td>GenOp Q1 2022</td>
</tr>
<tr>
<td>Employees Retention Tax Credit</td>
<td>75%</td>
<td>$42,000</td>
<td>GenOp Q2 2022</td>
</tr>
<tr>
<td>Individual &amp; Other Donations, Misc.</td>
<td>75%</td>
<td>$8,000</td>
<td>GenOp January 2022</td>
</tr>
<tr>
<td>NC Dept. Of Health &amp; Human Services: RPE</td>
<td>50%</td>
<td>$40,000</td>
<td>Family Forward Q2 2022</td>
</tr>
<tr>
<td>FA Early Learning Investment Commission</td>
<td>25%</td>
<td>$30,000</td>
<td>Family Forward Q1 2022</td>
</tr>
</tbody>
</table>

| The Duke Endowment | 25% | $215,000 | GenOp 2022, 2023, 2024 |
| Trust Foundation | 50% | $100,000 | GenOp 2022 |
| Prizker Family Foundation | 25% | $20,000 | GenOp 2022 |
| Dogwood Health Trust | 25% | xx | GenOp/FFNC 2022 |
| Invest Early NC | 75% | xx | GenOp 2022 |
| Oak Foundation | 25% | xx | GenOp 2022 |
| The Anonymous Trust | 25% | xx | GenOp 2022 |
| Wells Fargo | 25% | xx | GenOp/FFNC 2022 |

| Total | $450,000 | $125,000 | $1,741,643 |

Footnotes
- Grand Total: $2,231,643
- Grand Total: $2,231,643
- 1. Funds in the "Grantor" column are booked on an accrual basis and according to the type of contribution, and 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 for $106,000 or more.

Previously forecasted revenue removed from list:
- 1. The Bank of America Foundation proposal for Family Forward ($100,000/year for 3 years) was declined in May.
- 2. Invest Early NC ($125,000), was replaced by The Alliance for Early Childhood proposal, but is still an opportunity in the future.
- 3. The Alliance for Early Childhood proposal for Rebuild/GenOp ($1,000,000 over 3 years) was declined in July.

CASH FORECAST

As of Oct 31, if no additional revenue is deposited for the remainder of the year, cash will dip below the 90-day reserve ($210,000) in November. Incoming cash includes confirmed and highly probable funds.

FINANCIAL HISTORY

- 2013
- 2014
- 2015
- 2016
- 2017
- 2018
- 2019
- 2020
- Jan-Oct 2021

- Revenue
- Expenses
- Net Assets

FOOTNOTES

1. Funds in the "Grantor" column are booked on an accrual basis and according to the type of contribution, and 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 for $106,000 or more.

Previously forecasted revenue removed from list:
1. The Bank of America Foundation proposal for Family Forward ($100,000/year for 3 years) was declined in May.
2. Invest Early NC ($125,000), was replaced by The Alliance for Early Childhood proposal, but is still an opportunity in the future.
3. The Alliance for Early Childhood proposal for Rebuild/GenOp ($1,000,000 over 3 years) was declined in July.
# Statement of Financial Position

**As of October 31, 2021**

| ASSETS | TOTAL |  
|---|---|---|
| **Current Assets** | |  
| Bank Accounts | $245,341 |  
| Accounts Receivable | $669,216 |  
| Other Current Assets | |  
| 13002 Prepaid Insurance | 2,349 |  
| 13005 Other Prepaid Expenses | 1,161 |  
| **Total Other Current Assets** | $3,510 |  
| **Total Current Assets** | $918,067 |  
| Fixed Assets | $2,488 |  
| **TOTAL ASSETS** | $920,555 |  

| LIABILITIES AND EQUITY |  
|---|---|---|
| **Liabilities** | |  
| Current Liabilities | |  
| Accounts Payable | $13,391 |  
| Credit Cards | $1,960 |  
| Other Current Liabilities | |  
| 22100 Payroll Liabilities | 21,328 |  
| 22200 Payroll Tax Liabilities | 5,541 |  
| **Total Other Current Liabilities** | $26,869 |  
| **Total Current Liabilities** | $42,219 |  
| **Total Liabilities** | $42,219 |  

| Equity | |  
|---|---|---|
| January 1, 2021 Beginning Net Assets | 523,660 |  
| YTD Net Increase/Decrease | 354,675 |  
| **October 31, 2021 Ending Net Assets** | $878,335 |  

---

1 - Accounts Receivable includes grants for Early Well 2022-2023, multi-year GenOp grants from ChildTrust Foundation and Blue Cross and Blue Shield of NC Foundation, and DHHS PDG Oct reimbursement.
## Budget vs Actuals with End of Year Projections (updated 11/22)

<table>
<thead>
<tr>
<th></th>
<th>Jan-Oct Actual</th>
<th>Nov-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>1</td>
</tr>
<tr>
<td>Pathways - PDG</td>
<td>$10,005</td>
<td>$5,000</td>
<td>$40,000</td>
<td>38%</td>
<td></td>
</tr>
<tr>
<td>Candl.</td>
<td>$0</td>
<td></td>
<td>$186,870</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Total Grants</td>
<td>$932,966</td>
<td>$5,000</td>
<td>$707,679</td>
<td>133%</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>Total Contracts</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>100%</td>
<td></td>
</tr>
<tr>
<td>Board Member Donations</td>
<td>$1,000</td>
<td>$15,000</td>
<td>$10,000</td>
<td>160%</td>
<td></td>
</tr>
<tr>
<td>Individual Donations</td>
<td>$475</td>
<td>$7,525</td>
<td>$8,000</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Interest Earned</td>
<td>$24</td>
<td>$32</td>
<td>$500</td>
<td>6%</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>Program Income</td>
<td>$1,750</td>
<td>$1,750</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$969,116</td>
<td>$45,337</td>
<td>$1,014,453</td>
<td>130%</td>
<td></td>
</tr>
<tr>
<td>Carry Forward from PY</td>
<td>$350,332</td>
<td></td>
<td>$350,333</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Total Income</td>
<td>$1,319,448</td>
<td>$45,337</td>
<td>$1,364,785</td>
<td>121%</td>
<td></td>
</tr>
</tbody>
</table>

| **Expenses**         |                |                   |               |          |                      |
| Personnel Costs      | $416,771       | $80,155           | $496,926      | 94%      |                      |
| Contracted Services  | $157,738       | $38,360           | $196,098      | 48%      |                      |
| Supplies and Materials | $25          | $25               | $50           | 50%      |                      |
| Meeting Expenses     | $1,215         | $50               | $1,265        | 47%      |                      |
| Travel & Lodging     | $56            | $150              | $206          |          |                      |
| Property & Equipment | $7,123         | $1,006            | $8,129        | 57%      |                      |
| Rent Expense         | $5,000         | $800              | $5,800        | 97%      |                      |
| Insurance            | $2,381         | $477              | $2,858        | 99%      |                      |
| Memberships, Dues and Subscriptions | $1,078 | $50 | $1,128 | 9% |                      |
| Professional Development and Training | $1,609 | $750 | $2,359 | 39% |                      |
| Advertising          | $2,400         | $100              | $2,500        | 7%       |                      |
| Printing and Copying | $450           | $450              | $3,500        | 13%      |                      |
| Postage and Shipping | $14            | $300              | $314          | 52%      |                      |
| Depreciation Expense | $761           | $152              | $913          | 83%      |                      |
| Licenses, Fees, and Permits | $1,274 | $209 | $1,483 | 10% |                      |
| Grants to Others     | $14,750        | $500              | $15,250       | 15%      |                      |
| Charitable Contributions | $500      | $500              | $800          | 63%      |                      |
| Other Expenses       | $1,746         | $430              | $2,176        | 95%      |                      |
| Total Expenses       | $614,441       | $123,109          | $737,550      | 65%      |                      |

| **Net Operating Income** | $705,007 | -$77,772 | $627,236 |
| **Use of Carry Forward Funds** | -$350,332 | -$350,332 |
| **Net Income**           | $354,675  | -$77,772 | $276,903 |

Jan 1, 2021 Net Assets: $523,660
Dec 31, 2021 Projected Net Assets: $800,563
1 - General Operating Actual: ChildTrust Foundation $170,000 for 2021-2022; Blue Cross and Blue Shield of NC Foundation $600,000 for 2021-2023; Paycheck Protection Program $100,961; Employee Retention Tax Credit $42,000.

2 - Program Income Actual: sale of Family Forward licensed materials

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

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

6 - 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.

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

8 - YTD:

$969,116 new revenue
- $614,441 less expenses
= $354,675 YTD Net Income

Projected End of Year Net Income: $276,903
# Profit and Loss Comparison to Prior Year

## January - October, 2021

<table>
<thead>
<tr>
<th>JAN - OCT, 2021</th>
<th>JAN - OCT, 2020 (PY)</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40000 Revenue</td>
<td>969,116</td>
<td>522,122</td>
</tr>
<tr>
<td>49500 Carry Forward from PY</td>
<td>350,332</td>
<td>698,954</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>$1,319,448</td>
<td>$1,221,077</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Expenses</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>51000 Personnel Costs</td>
<td>416,770</td>
<td>443,292</td>
</tr>
<tr>
<td>52000 Contracted Services</td>
<td>157,738</td>
<td>272,741</td>
</tr>
<tr>
<td>53000 Supplies and Materials</td>
<td>25</td>
<td>296</td>
</tr>
<tr>
<td>54000 Meeting Expenses</td>
<td>1,215</td>
<td>5,394</td>
</tr>
<tr>
<td>55000 Travel and Lodging</td>
<td>56</td>
<td>1,167</td>
</tr>
<tr>
<td>56000 Property &amp; Equipment</td>
<td>7,123</td>
<td>6,290</td>
</tr>
<tr>
<td>57701 Rent Expense</td>
<td>5,000</td>
<td>12,660</td>
</tr>
<tr>
<td>57710 Insurance</td>
<td>2,382</td>
<td>2,581</td>
</tr>
<tr>
<td>57720 Memberships, Dues and Subscriptions</td>
<td>1,078</td>
<td>7,539</td>
</tr>
<tr>
<td>57730 Professional Development and Training</td>
<td>1,609</td>
<td>2,258</td>
</tr>
<tr>
<td>57740 Advertising</td>
<td>2,400</td>
<td>934</td>
</tr>
<tr>
<td>57750 Printing and Copying</td>
<td>14</td>
<td>134</td>
</tr>
<tr>
<td>57760 Postage and Shipping</td>
<td>761</td>
<td>826</td>
</tr>
<tr>
<td>57770 Depreciation Expense</td>
<td>1,274</td>
<td>773</td>
</tr>
<tr>
<td>57780 Licenses, Fees and Permits</td>
<td>14,750</td>
<td>20,013</td>
</tr>
<tr>
<td>57790 Grants to Others</td>
<td>500</td>
<td>540</td>
</tr>
<tr>
<td>57801 Charitable Contributions</td>
<td>1,746</td>
<td>1,883</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$614,440</td>
<td>$779,321</td>
</tr>
</tbody>
</table>

**NET OPERATING INCOME**

| Use of Carry Forward Funds | -350,332 | -698,954 | 50.00 % |

**NET INCOME**

| $354,675 | $ -257,199 | 238.00 % |

---

1 - 2020 Revenue includes 2020-2023 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 and PDG reimbursement revenue, PPP#2, Employee Retention Tax Credit, and miscellaneous.

2 - 2021 Licenses, Fees, and Permits include Storage Unit monthly fees and job/RFA postings.

3 - 2020 and 2021 Grants to Others includes Early Well parent leader and facilitator stipends.

4 - 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).
### Statement of Cash Flows
#### January - October, 2021

<table>
<thead>
<tr>
<th>OPERATING ACTIVITIES</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Income</td>
<td>354,675</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>-292,851</td>
</tr>
<tr>
<td>13002 Prepaid Insurance</td>
<td>-348</td>
</tr>
<tr>
<td>13005 Other Prepaid Expenses</td>
<td>-258</td>
</tr>
<tr>
<td>15101 Fixed Assets:Accumulated Depreciation</td>
<td>761</td>
</tr>
<tr>
<td>21001 Accounts Payable (A/P)</td>
<td>-505</td>
</tr>
<tr>
<td>21003 Credit Card Payables BB&amp;T</td>
<td>687</td>
</tr>
<tr>
<td>22102 Payroll Liabilities:Accrued Paid Time Off (PTO)</td>
<td>3,718</td>
</tr>
<tr>
<td>22103 Payroll Liabilities:401K Retirement Plan Payable</td>
<td>-1</td>
</tr>
<tr>
<td>22106 Payroll Liabilities:Health Insurance</td>
<td>388</td>
</tr>
<tr>
<td>22201 Payroll Tax Liabilities:Federal Tax Payable</td>
<td>-226</td>
</tr>
<tr>
<td>22202 Payroll Tax Liabilities:NC Tax Withholdings Payable</td>
<td>29</td>
</tr>
<tr>
<td>22203 Payroll Tax Liabilities:NC State Unemployment Insurance Payable</td>
<td>38</td>
</tr>
<tr>
<td>Total Adjustments to reconcile Net Income to Net Cash provided by operations:</td>
<td>-288,569</td>
</tr>
</tbody>
</table>

Net cash provided by operating activities $66,106

NET CASH INCREASE FOR PERIOD $66,106

Cash at beginning of period 179,235

CASH AT END OF PERIOD $245,341
BOARD OF DIRECTORS MEETING: December 8, 2021
ACTION ITEM: Addition to the Fiscal Policies and Procedures

BACKGROUND:
The Finance Committee has approved the below language as an addition to the Fiscal Policies & Procedures, Section I.D. This section will address steps to take when NCECF has an opportunity to apply for government relief funds (like the Paycheck Protection Program or Employee Retention Tax Credit).

2. Governmental Relief Programs
   If an opportunity to receive financial relief from a government entity (Federal, state, or local) arises, the Finance Committee shall first review and approve application, and second, notify and conduct a 5-day comment period for Board members. If Board majority has no objections after the 5-day period, the Executive Director is authorized to submit application for relief.

ACTION:
Approve the addition to the Fiscal Policies & Procedures as presented.