

**Wake County Smart Start
Board of Directors Meeting
December 7, 2022**

A meeting of the Wake County Smart Start (WCSS) Board of Directors was held on Wednesday, Dec 7, 2022, with WCSS Board Chair, Sherry Heuser presiding. The meeting was held via Zoom conference call.

Board members present: Nikia Coates, Heather Drennan, Matt Ellinwood, Susan Evans, Matt Glova, Sherry Heuser, Mickey Holt, Leslie Ann Jackson, Tonya Kangkolo, Catherine Lassiter, Catty Moore, Antonia Pedroza, Colleen Roache, Kimberly Shaw, Tonya Venable and Joe White

Board members absent: Christine Alvarado, Veronica Creech, Liz Hamner, Sharon Loza, Barbara Morales Burke Michael Wasilick and Katherine Williams

Staff members present: Gary Carr, Joan Crutchfield, Diana Fenves, Sasha Gomez, Gayle E. Headen, Alex Livas-Dlott, Bryce McClamroch, Carol Orji, Lynn Policastro and Nancy Peck

Guest present: Eileen Graf - NORC

Call to Order/Announcements

At 9:04 AM, Board Chair, Sherry Heuser recognized a quorum and called the meeting to order. She announced the meeting is being recorded for the purpose of accurate minutes taking and noted the presence of Eileen Graf, consultant for NORC and staff as non-board members in attendance. Ms. Heuser announced the "Mission Moment" regularly presented at this point in the agenda, will be incorporated later in discussion. Leslie Ann Jackson moved to adopt the agenda. Tonya Venable seconded the motion. Calling for a vote and with none opposed, the motion carried. (12-22-28)

The Board reviewed items on the consent agenda. Joe White moved to approve items on the consent agenda including minutes from the October 26, 2022 Board meeting and October 2022 financial reports. Catherine Lassiter seconded the motion. Calling for a vote and hearing no objection, the motion carried. (12-22-29)

Committee Reports

Advancement Committee

Advancement Committee Chair, Nikia Coates announced the WCSS Annual Appeal campaign is underway. She asked all present to watch for a letter in the mail and consider a donation to WCSS in their end-of-year giving plans. She also urged everyone to share the appeal along with their reasons for supporting WCSS within their circles of acquaintance and ask their connections to contribute.

Board Governance Committee

On behalf of Board Governance Committee Chair, Barbara Morales Burke who was unable to be present, Sherry Heuser said there were no action items coming from the committee. She said a recommendation for changes to a portion of WCSS By-laws will come before the Board at the February 2023 meeting.

Finance Committee

Finance Committee Chair, Joe White began his report with a series of committee recommendations for salary structure and merit wage increase listed on Attachment B.1, as a result of the comprehensive compensation study by the human resources consultant, Catapult. Mr. White summarized each of the recommendations There being no questions, the following recommendations were considered:

- A motion coming from Finance Committee was made to: adopt the proposed salary structure detailed on Attachment B.3 effective 7/1/2022 and maintaining the current employee benefit structure; approve retaining a consultant to establish a compensation structure for the Executive Director; approve adjustment of salary structure each fiscal year by the average merit increases for the industry/geographic area or by cost-of-living increases; approve the performance of a comprehensive salary review every 5 years; approve market adjustments for staff compensation based on the criterial detailed on Attachment B.1, approve recommendation that compensation for any staff to not exceed the maximum of their salary range; and approve using the remaining

DS


3/9/2023 | 11:04 PM EST
Initial _____ Date _____

budgeted salary increase pool after salary adjustment to provide merit increases to all eligible staff based on job performance for FYE 6/30/2022 based on WCSS merit increase guidelines. Calling for a vote, and hearing no objections, the vote was unanimous (12-22-30)

Joe White presented a Finance Committee recommendation for the use of reverted FY21-22 Smart Start funds and carryforward funds from the previous fiscal year. He noted that all currently funded Direct Service Providers were given the opportunity to request additional funding and that a final summary of expenditures will be reported to the Board after the end of the fiscal year. Mr. White called attention to a summary of available FY21-22 reverted and carryforward funds and a list of current estimated reallocations for activities requiring budget amendments on Attachment C.1. A motion by Finance Committee was made to authorize the allocation of Smart Start prior year reverted and carryforward funds to WCSS in-house and Direct Service Provider activities and for unexpended funds to be reverted to NCPC at year end. Calling for a vote and hearing no opposition, the motion carried. (12-22-31)

Joe White presented a committee recommendation for a one-time longevity payment to eligible staff to support staff retention. He commented that the source of funding for \$37,000 payments would largely come from Smart Start reverted funds with the remainder coming from NC PreK and other grant funds. Coming from Finance Committee, a motion was made to approve a one-time longevity payment to staff based on years of service as of December 31, 2021 as follows: greater than 1 but less than 5 years of service - \$750; 5 years but less than 10 years of service - \$1,250; 10 years but less than 15 years of service - \$1,750; 15 years but less than 20 years of service - \$2,250; 20 plus years of service - \$2,750. Calling for a vote and hearing all in favor, the vote to approve was passed. (12-22-32)

Chair's Report

Chair, Sherry Heuser stated she would not offer a report during this meeting.

Executive Director's Report

Executive Director, Gayle E. Headen provided a detailed review of the strategic planning approach and timeline to provide context before an introduction of the draft Strategic Framework. She noted that for the first time in recent history, in addition to staff and board members, a panel of community partners comprised of funded and unfunded partners, community partners and families was included in the WCSS Strategic Planning team to provide community voice equal to that of board and staff, specifically offering their perspectives on WCSS's priorities of advancing Racial Equity, Family Engagement & Leadership and data-informed decision-making. Ms. Headen remarked the draft framework developed by the Strategic Planning team is intentionally designed to be responsive to needs voiced by the community and to share power by including community members in identifying solutions. She pointed out that unlike previous versions of the strategic plan, the proposed framework is not a static document but was designed to be adaptable and includes mechanisms to receive continuous input for informing response to evolving needs. Ms. Headen also informed the board that while the North Carolina Partnership for Children (NCPC) limits funding cycles to three years, it has no established requirements for local partnerships' strategic plans, thus a four year strategic plan is allowable and need not be coupled to the funding cycle.

Ms. Headen yielded the floor to Eileen Graf of NORC at the University of Chicago who presented a high level overview of how the proposed FY2023-24 – FY2026-27 Strategic Framework is grounded. Ms. Graf shared a brief outline of the framework structure, highlighting the key differences to prior strategic planning documents and the framework timeline, noting a focus on Year 1 and data-informed planning. She concluded the presentation with a review of next steps:

- finalizing the Strategic Framework
- meeting with core WCSS Strategic Planning Team members
- Conducting data gap analysis
- Development of logic models for results-based accountability

Following the presentation, Gayle Headen invited discussion. Sherry Heuser commented on the underlying tone of "growth by learning" that guided the development of the framework, drawing a comparison of the old static structure which didn't allow for data-informed decision making and adaptability over the course of three years. She thanked the Strategic Planning Team, board and staff as well as NORC for their efforts. Gayle Headen

acknowledged Board member, Leslie Ann Jackson for identifying approach of two separate teams: RFP Team and Strategic Planning Team and selection of the team members. She also gave special thanks to staff member, Alex Livas-Dlott and Bryce McClamroch for their leadership through the process. Catty Moore requested that the Board be provided with notes from Strategic Planning team meetings to increase understanding of how the framework evolved. Eileen Graf said NORC will work to issue a summary document. The Board also requested a copy of PowerPoint presentation shown at this meeting for further review. Following comments, Catty Moore moved to adopt the FY2023-2027 Strategic Framework. Tonya Kangkolo seconded the motion. Calling for a vote and hearing no opposition, the vote for adoption was unanimous. (12-22-33)

Gayle Headen presented a staff recommendation for a stand-alone funding cycle adjustment. She remarked this change to the funding timeline will allow a one-year gap to create a new action plan based on the Strategic Framework, develop community-driven outcomes, build capacity of community organizations to apply for funding, and begin the implementation of the new Strategic Framework. Heather Drennan moved to approve authorization of a 1-year Smart Start funding cycle for FY23-24 to be followed by a 3-year funding cycle for FY 24-27. Colleen Roache seconded the motion. Calling for a vote and all being in favor, the vote to approve was unanimous. (12-22-34)

Gayle Headen concluded her report by reviewing the updates for 2020-2023 Strategic Plan priorities as listed on the agenda and announced an RFP has been issued for a consultant to guide a participatory research project planned to commence in January, 2023 to develop community driven outcomes for the FY23-27 Strategic Framework.

Chair, Sherry Heuser thanked all present for their time and discussion. Ms. Headen also noted the next Board meeting will be on February 22, 2023. With no further business, Joe White moved to adjourn the meeting. Heather Drennan seconded the motion. Calling for a vote and hearing no objections, the meeting was adjourned at 10:06 am. (12-22-35)

DocuSigned by:

Leslie Ann Jackson

9F878EFED0574A8...
Secretary

3/9/2023 | 11:04 PM EST

Date