FINANCIAL STATEMENT AUDIT REPORT OF SCOTLAND COUNTY PARTNERSHIP FOR CHILDREN AND FAMILIES, INC.
LAURINBURG, NORTH CAROLINA FOR THE YEAR ENDED JUNE 30, 2002

PERFORMED UNDER CONTRACT WITH THE NORTH CAROLINA OFFICE OF STATE AUDITOR RALPH CAMPBELL, JR.

FINANCIAL STATEMENT AUDIT REPORT OF

SCOTLAND COUNTY PARTNERSHIP FOR CHILDREN AND FAMILIES, INC.

LAURINBURG, NORTH CAROLINA

FOR THE YEAR ENDED JUNE 30, 2002

BOARD OF DIRECTORS

DENISE WALTON, CHAIRPERSON

ADMINISTRATIVE OFFICER

ANITA RIOJAS-MAYERS, EXECUTIVE DIRECTOR



STATE OF NORTH CAROLINA

Office of the State Auditor

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AUDITOR'S TRANSMITTAL

The Honorable Michael F. Easley, Governor The General Assembly of North Carolina Board of Directors, Scotland County Partnership for Children and Families, Inc.

This report presents the results of the financial statement audit of the Scotland County Partnership for Children and Families, Inc. for the year ended June 30, 2002. Crisp Hughes Evans LLP performed the audit under contract with the Office of the State Auditor, and their report is submitted herewith.

The audit of the Scotland County Partnership for Children and Families, Inc. was made in conjunction with the Early Childhood Initiatives (Smart Start) program authorized by G.S. 143B-168.10-.16. This statute created the North Carolina Partnership for Children, Inc. and required the implementation of local partnerships. The Scotland County Partnership for Children and Families, Inc. is one of these local partnerships. As such, the Scotland County Partnership for Children and Families, Inc. is a private nonprofit 501(c)(3) organization and is required by G.S. 143B-168.14 to have an annual financial and compliance audit conducted by the State Auditor. The State Auditor's authority to perform or coordinate all audit functions for state government is set forth in Article 5 of Chapter 147 of the North Carolina General Statutes.

The significant Smart Start expansion authorized in the 1998 fiscal year almost doubled the related audit burden placed on the Office of the State Auditor. Therefore, the General Assembly, in its 1998-99 Expansion Budget, gave recognition to the resources needed to provide the audit oversight required by statute. Those resources incorporated a combination of permanent positions and contract funding to make the Smart Start audit effort self-sustaining.

North Carolina General Statutes require the State Auditor to make audit reports available to the public. Copies of all audit reports issued by the Office of the State Auditor may be obtained through one of the options listed in the back of this report.

Ralph Campbell, Jr.

app Campbell, J.

State Auditor

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INDEPENDENT AUDITORS' REPORT

Board of Directors Scotland County Partnership for Children and Families, Inc. Laurinburg, North Carolina

We have audited the accompanying Statement of Receipts, Expenditures, and Net Assets--Regulatory Basis of the Scotland County Partnership for Children and Families, Inc. (Scotland Partnership) as of June 30, 2002, and the related Statement of Functional Expenditures--Regulatory Basis for the year then ended. These financial statements are the responsibility of the Scotland Partnership's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatements. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

As described in Note 1, the accompanying financial statements were prepared on the regulatory basis of accounting as prescribed by the North Carolina Partnership for Children, Inc., which is a comprehensive basis of accounting other than accounting principles generally accepted in the United States of America.

In our opinion, the financial statements referred to above present fairly, in all material respects, the net assets of the Scotland County Partnership for Children and Families, Inc. as of June 30, 2002, and the results of its operations for the year then ended, on the basis of accounting described in Note 1.

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INDEPENDENT AUDITORS' REPORT (CONCLUDED)

In accordance with *Government Auditing Standards*, we have also issued our report dated April 16, 2003 on our consideration of the Scotland Partnership's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grants. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with the independent auditors' report in considering the results of our audit.

Our audit was made for the purpose of forming an opinion on the basic financial statements of the Scotland County Partnership for Children and Families, Inc. taken as a whole. The accompanying supplementary schedules are presented for purposes of additional analysis and are not a required part of the basic financial statements. The information in these schedules has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

This report is intended solely for the information and use of the management of the partnership, the North Carolina Partnership for Children, Inc., the Governor, and the General Assembly and is not intended to be, and should not be, used by anyone other than these specified parties.

April 16, 2003

Crisp Hughes Evans LLP

SCOTLAND COUNTY PARTNERSHIP FOR CHILDREN AND FAMILIES, INC. STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS--REGULATORY BASIS FOR THE YEAR ENDED JUNE 30, 2002 EXHIBIT A

	Unrestricted Funds		Temporarily	
	Smart Start Fund	Other Funds	Restricted Funds	Total Funds
Receipts:				
State Awards (Less Refunds of \$24,981)	\$ 496,406	\$ 31,882	\$ -	\$ 528,288
Federal Awards	-	3,581	-	3,581
Private Contributions	-	7,399	7,549	14,948
Interest and Investment Earnings	-	263	-	263
Sales Tax Refunds	<u>-</u>	5,837	_	5,837
Total Receipts	496,406	48,962	7,549	552,917
Net Assets Released from Restrictions:				
Satisfaction of Program Restrictions	_	11,766	<u>(11,766</u>)	
	<u>496,406</u>	60,728	<u>(4,217)</u>	552,917
Expenditures: Programs:				
Child Care and Education Quality	178,864	1,344	_	180,208
Child Care and Education Quarty Child Care and Education Affordability	11,722	1,544	_	11,722
Health and Safety	21,609	8,896	_	30,505
Family Support	65,462	45,768	_	111,230
Support:	05,102	15,700		111,230
Management and General	120,662	12,333	_	132,995
Program Evaluation	45,838	-	_	45,838
Program Coordination	59,123	1,101	_	60,224
Other:	, -	, -		,
Sales Tax Paid	_	4,315	-	4,315
Total Expenditures	503,280	73,757		577,037
Excess of Receipts Under Expenditures	(6,874)	(13,029)	(4,217)	(24,120)
Net Assets at Beginning of Year	24,570	4,297	12,452	41,319
Net Assets at End of Year	\$ <u>17,696</u>	\$ <u>(8,732</u>)	\$ <u>8,235</u>	\$ <u>17,199</u>
Net Assets Consisted of:				
Petty Cash	\$ -	\$ 200	\$ -	\$ 200
Cash on Deposit	9,917	(8,932)	8,235	9,220
Refunds Due from Contractors	7,779		_	7,779
	\$ <u>17,696</u>	\$ <u>(8,732)</u>	\$ <u>8,235</u>	\$ <u>17,199</u>

The accompanying notes are an integral part of these statements.

SCOTLAND COUNTY PARTNERSHIP FOR CHILDREN AND FAMILIES, INC. STATEMENT OF FUNCTIONAL EXPENDITURES--REGULATORY BASIS FOR THE YEAR ENDED JUNE 30, 2002

EXHIBIT B

	Total	Personnel	Contracted Services	Supplies and Materials	Other Operating	Fixed Charges and Other	Property and Equipment Outlay	Services/ Contracts/ Grants
Smart Start Fund:								
Programs:								
Child Care and Education Quality	\$ 178,864	\$ 34,079	\$ 264	\$ 2,746	\$ 5,977	\$ 1,836	\$ 1,489	\$ 132,473
Child Care and Education Affordability	11,722	=	-	-	=	-	-	11,722
Health and Safety	21,609	4,948	711	113	368	439	-	15,030
Family Support	65,462	625	808	806	1,365	3,582	4,709	53,567
Support:								
Management and General	120,662	80,297	7,828	3,428	12,213	9,868	7,028	-
Program Evaluation	45,838	39,069	203	1,599	3,649	1,318	-	-
Program Coordination	59,123	42,964	284	3,737	9,162	2,745	231	-
Total Smart Start Fund Expenditures	\$ 503,280	\$ 201,982	\$ 10,098	\$ 12,429	\$ 32,734	\$ 19,788	\$ 13,457	\$ 212,792
Other Funds: Programs:								
Child Care and Education Quality	\$ 1,344	\$ -	\$ 300	\$ 338	\$ 180	\$ -	\$ -	\$ 526
Health and Safety	8,896	1,700	138	5,411	1,647	-	-	-
Family Support	45,768	22,656	950	3,947	4,764	964	5,304	7,183
Support:								
Management and General	12,333	-	12,000	121	212	-	-	-
Program Coordination	1,101	-	-	395	706	-	-	-
Other:								
Sales Tax Paid	4,315	-	-	4,315	-	-	-	-
Total Other Funds Expenditures	\$ 73,757	\$ 24,356	\$ 13,388	\$ 14,527	\$ 7,509	\$ 964	\$ 5,304	\$ 7,709

The accompanying notes are an integral part of these statements.

SCOTLAND COUNTY PARTNERSHIP FOR CHILDREN AND FAMILIES, INC. NOTES TO THE FINANCIAL STATEMENTS JUNE 30, 2002

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES

- A. Organization and Purpose The Scotland County Partnership for Children and Families, Inc. (Scotland Partnership) is a legally separate nonprofit organization incorporated on August 24, 1994. The Scotland Partnership was established to develop and provide, through public and private means, early childhood education and developmental services for children and families. The Scotland Partnership is tax-exempt as an organization described in Section 501(c)(3) of the Internal Revenue Code.
- **B.** Basis of Presentation The accompanying financial statements present all funds for which the Scotland Partnership's Board of Directors is responsible. In accordance with Statement of Financial Accounting Standards (SFAS) No. 117, "Financial Statements of Not-For-Profit Organizations," the accompanying financial statements present information according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. As permitted by this Statement, temporarily restricted contributions received and expended in the same year are reported as unrestricted receipts rather than as temporarily restricted receipts.

Contributions that are temporarily restricted and not expended within the year received are reported as an increase in temporarily restricted net assets. When the restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of receipts, expenditures, and net assets as net assets released from restrictions.

The Scotland Partnership did not have any permanently restricted net assets at June 30, 2002.

C. Basis of Accounting - The accompanying financial statements were prepared on the regulatory basis of accounting as prescribed by the North Carolina Partnership for Children, Inc. This basis differs from accounting principles generally accepted in the United States of America primarily because it recognizes long lived assets and other costs which benefit more than one period as expended in the year purchased; it recognizes revenue when received rather than when earned; and it recognizes expenditures when paid rather than when incurred.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

However, unexpended advances to contractors that revert back to the State are recognized as a reduction to expenditures and an increase to net assets

- **D.** Refunds Due From Contractors Refunds due from contractors represent the unexpended amount of advances to contractors at year-end that are to be refunded back to the State. As recoveries are collected, the receivable balance is reduced. Payments to the State for the recovered advances are recorded as a reduction to the state awards balance.
- **E.** Use of Estimates The financial statements include estimates and assumptions made by management for the allocation of joint costs. It is management's belief that these estimates are reasonable and fair.

NOTE 2 - DEPOSITS

All funds of the Scotland Partnership are deposited with one commercial bank and insured by the Federal Deposit Insurance Corporation (FDIC) up to \$100,000. Deposits over this amount subject the Scotland Partnership to a concentration of credit risk.

NOTE 3 - FUNDING FROM GRANT AWARDS

Smart Start Program - The Scotland Partnership's major source of revenue and support is from the State of North Carolina based on cost-reimbursement contracts with the North Carolina Partnership for Children, Inc. (NCPC) for the Smart Start Program. A significant reduction in the level of funding from the State could have an adverse effect on the operations of the Scotland Partnership and represents a concentration of credit risk as to the generation of revenue.

Associated with these contracts, the Scotland Partnership is responsible for developing a comprehensive, collaborative, long-range plan of services to children and families for the service-delivery area. During the year, the Department of Health and Human Services (DHHS) entered into contracts with and made payments to service providers selected by the Scotland Partnership. These service provider contracts are not reflected on the accompanying financial statements. However, a summary of the service provider contracts entered into by DHHS is presented on Schedule 2 accompanying the financial statements.

The Scotland Partnership was awarded and has received \$520,976 under a current year Smart Start contract with NCPC. The unexpended balance of this contract is subject to reversion to the State. The Partnership has returned \$17,733 of this contract to the State based on financial status reports submitted to NCPC subsequent to June 30, 2002.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

The Partnership expects to receive continued funding through new Smart Start contracts with the State.

NOTE 4 - RELATED PARTY TRANSACTIONS

Service Provider Contracts with Board Member Organizations - The board members of the Scotland Partnership are representative of various organizations that benefit from actions taken by the Board. It is the policy of the Scotland Partnership that board members not be involved with decisions regarding organizations they represent. During the year, the Partnership entered into contracts with board member organizations for program activities as identified on Schedule 1 accompanying the financial statements. In addition, Schedule 2 identifies contracts entered into by DHHS with board member organizations for activities funded by the Partnership's Smart Start Allocation.

NOTE 5 - FUNCTIONAL EXPENDITURES

The costs of providing the various programs and activities have been summarized on a functional basis in the Statement of Receipts, Expenditures, and Net Assets-Regulatory Basis. Also, the Statement of Functional Expenditures--Regulatory Basis provides detail of the functional costs by their natural classification. Following are the services associated with the functional categories presented in the accompanying financial statements and the methods utilized to allocate joint cost:

A. Program Functions

Child Care and Education Quality - Used to account for service activities including quality enhancement (upgrade) grants, salary supplements, learning materials and teaching aids, and curriculum enhancement.

Child Care and Education Affordability - Activities including child care subsidy administration (DCD), child care cost supports (DCD), and subsidy.

Health and Safety - Used to account for service activities including child care health consultants/outreach nurses, child abuse and neglect, and special needs: early intervention services.

Family Support - Used to account for service activities including ongoing parenting education, general family support and teen parent/child program.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

B. Support Functions

Management and General - Expenditures that are not identifiable with a single program or fund-raising activity but are indispensable to the conduct of those activities and to an organization's existence, including expenditures for the overall direction of the organization, its general board activities, business management, general recordkeeping, budgeting, and related purposes.

Program Evaluation - Expenditures that are incurred to monitor the performance of service providers as to the delivery of services and adherence to the specific terms and conditions of the contracts.

Program Coordination - Expenditures that are incurred to coordinate the policies, procedures, and daily practices of service delivery. Also, costs associated with monitoring in-house and direct service provider activities.

C. Allocation of Joint Costs

Expenditures benefiting more than one purpose were allocated as follows:

Salaries and Benefits - Allocated based on actual time spent by employees for each function.

Other Costs - Other costs, including occupancy cost (rent, utilities, and maintenance) and communication costs (telephone), were allocated based on estimates of utilization such as square footage used and number of phones being used.

NOTE 6 - PENSION PLAN

The Scotland Partnership did not have a pension plan in place for its employees. However, each employee of the Scotland Partnership is provided, as part of the benefit package, an additional 18% of his/her salary to be applied to an individual retirement plan.

NOTES TO THE FINANCIAL STATEMENTS (CONCLUDED)

NOTE 7 - RESTRICTIONS ON NET ASSETS

A. Temporarily Restricted Net Assets - Temporarily restricted net assets at June 30, 2002 are available for the following purposes:

Purpose	 Amount
Parents as Teachers Program	\$ 6,971
CJ Foundation for SIDS Grant	28
Resource Development Project	26
Reading is Fundamental	478
Evaluation	 732
	\$ 8,235

B. Net Assets Released From Donor Restrictions - Net assets were released from donor restrictions during the fiscal year ended June 30, 2002, by incurring expenditures satisfying the restricted purposes as follows:

Purpose	-	Amount
CJ Foundation for SIDS Grant	\$	3,896
CP&L/NCPC Private Grant for Dental and Vision		
Programs		2,500
Parents as Teachers Program		5,370
	\$	11,766

SCOTLAND COUNTY PARTNERSHIP FOR CHILDREN AND FAMILIES, INC. SCHEDULE OF CONTRACT AND GRANT EXPENDITURES--REGULATORY BASIS FOR THE YEAR ENDED JUNE 30, 2002

SCHEDULE 1

	Smart Start Fund		Other Funds						
Organization Name			Amount dvanced]	Refund Due		mount vanced	Refu Du	
American Red Cross		\$	14,077	\$	(2,192)	\$	-	\$	-
Child Care DirectorsITERS/ECRS/FDCERS	*		35,029	-	(1,546)		-		
Child Care DirectorsResource Lending Library Cooperative ExtensionParents as Teachers	*		48,665	-	(3,344)		7,183		
Scotland County Health Department-Child Care Health Consultant	*		15,030				7,165		
Scotland County Literacy CouncilBabies	*		24,764	1	(160)		_		_
Scotland County Literacy CouncilPACE	*		29,500		(537)		-		-
Smart Start Scholarship ProgramDepartment of Social Services	*		11,722		-		-		-
Enhancing Child Care Quality Grants to Various Day Care Providers			10,484		-		526		-
Individuals:									
Wage Supplements			31,300		-		-		-
		\$	220,571	\$	(7,779)	\$	7,709	\$	-

^{*} These organizations are represented on the Partnership's Board as described in Note 4 - Service Provider Contracts with Board Member Organizations.

SCOTLAND COUNTY PARTNERSHIP FOR CHILDREN AND FAMILIES, INC. SCHEDULE OF STATE LEVEL SERVICE PROVIDER CONTRACTS FOR THE YEAR ENDED JUNE 30, 2002 SCHEDULE 2

Organization Name		(DHHS Contracts
Scotland County Department of Social Services	*	\$	344,595

The information on this schedule provides a listing of service provider contracts entered into by either the Department of Health and Human Services (DHHS) or the North Carolina Partnership for Children, Inc. (NCPC) as described in Note 3 - Funding From Grant Awards.

^{*} These organizations are represented on the Partnership's Board as described in Note 4 - Service Provider Contracts with Board Member Organizations.

SCOTLAND COUNTY PARTNERSHIP FOR CHILDREN AND FAMILIES, INC. SCHEDULE OF FEDERAL AND STATE AWARDS--REGULATORY BASIS FOR THE YEAR ENDED JUNE 30, 2002

SCHEDULE 3

Federal/State Grantor/Pass-through Grantor/Program	Federal CFDA Number		Contract #	Receipts	Expenditures
Federal Awards:					
Department of Health and Human Services: Pass-through from the North Carolina Department of Health and Human Services:					
Division of Public Health:					
Temporary Assistance to Needy	02.550			Φ 2.501	Φ 5.670
Families	93.558		-	\$ 3,581	\$ <u>5,670</u>
State Awards: North Carolina Department of Health and Human Services: Division of Public Health:					
Teen Pregnancy Prevention Program	N/A		01093-02	20,293	32,126
North Carolina Department of Public Instruction: Children's Trust Fund	N/A		0800008649	(411)	-
North Carolina Department of Health and Human Services: Division of Child Development: Pass-through from the North Carolina Partnership for Children, Inc.: Early Childhood Initiatives Program					
(various prior years)	N/A	*	-	(1,451)	-
Early Childhood Initiatives Program (prior year) Early Childhood Initiatives Program	N/A	*	1-1-5-29-001	(23,119)	-
(current year)	N/A	*	1-12-5-29-001	520,976	503,280
Multi-County Accounting and contracting Grant	N/A		-	12,000	12,000
Total State Awards				528,288	547,406
Total Federal and State Awards				\$ <u>531,869</u>	\$ <u>553,076</u>

^{*} Programs with compliance requirements that have a direct and material effect on the financial statements.

SCOTLAND COUNTY PARTNERSHIP FOR CHILDREN AND FAMILIES, INC. SCHEDULE OF PROPERTY AND EQUIPMENT FOR THE YEAR ENDED JUNE 30, 2002 SCHED

SCH	EDU	'LE	4
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Furniture and Non-Computer Equipment Computer Equipment/Printers	\$ 20,709 35,663
	 20,000
Total Property and Equipment	\$ 56,372

Note: The information on this schedule provides a summary of property and equipment with acquisition or donated cost of \$500 or more that were held by the Partnership at year-end. On the regulatory basis of accounting, these items are expensed in the year purchased.

SCOTLAND COUNTY PARTNERSHIP FOR CHILDREN AND FAMILIES, INC. SCHEDULE OF QUALIFYING MATCH (NON-GAAP) FOR THE YEAR ENDED JUNE 30, 2002 SCHEDULE 5

Match Provided at the Partnership Level:	
Cash In-Kind Goods and Services	\$ 14,948
	\$ <u>43,774</u>
Match Provided at the Contractor Level:	
Cash In-Kind Goods and Services	\$ 47,361 19,877
	\$ <u>67,238</u>

Note: This schedule is presented in accordance with the program match requirement as provided for by North Carolina Session Law 1999-237, Section 11.48(l). The law allows for volunteer services to be valued for match purposes, a concept that deviates from accounting principles generally accepted in the United States of America.



INDEPENDENT AUDITORS' REPORT ON COMPLIANCE AND ON INTERNAL CONTROL OVER FINANCIAL REPORTING BASED ON AN AUDIT OF THE FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

Board of Directors Scotland County Partnership for Children and Families, Inc. Laurinburg, North Carolina

We have audited the financial statements of the Scotland County Partnership for Children and Families, Inc. (Scotland Partnership) as of and for the year ended June 30, 2002, and have issued our report thereon dated April 16, 2003. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Compliance

As part of obtaining reasonable assurance about whether the Scotland Partnership's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grants, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under *Government Auditing Standards*.

Internal Control over Financial Reporting

In planning and performing our audit, we considered the Scotland Partnership's internal control over financial reporting in order to determine our auditing procedures for the purposes of expressing our opinion on the financial statements and not to provide assurance on the internal control over financial reporting. Our consideration of the internal control over financial reporting would not necessarily disclose all matters in the

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INDEPENDENT AUDITORS' REPORT ON COMPLIANCE AND ON INTERNAL CONTROL OVER FINANCIAL REPORTING BASED ON AN AUDIT OF THE FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS (CONCLUDED)

internal control over financial reporting that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over financial reporting and its operation that we consider to be material weaknesses.

This report is intended solely for the information and use of the management of the partnership, the North Carolina Partnership for Children, the Governor, and the General Assembly and is not intended to be, and should not be, used by anyone other than these specified parties.

April 16, 2003

Crisp Hughes Evans LLP

DISTRIBUTION OF AUDIT REPORT

In accordance with General Statutes 147-64.5 and 147-64.6(c)(14), copies of this report have been distributed to the public officials listed below. Additional copies are provided to other legislators, state officials, the press, and the general public upon request.

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The Honorable Beverly M. Perdue Lieutenant Governor of North Carolina

The Honorable Richard H. Moore
The Honorable Roy A. Cooper, III
Mr. David T. McCoy
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Ms. Carmen Hooker Odom Secretary, Department of Health and Human Services

Mr. Ashley Thrift Chairman, Board of Directors

North Carolina Partnership for Children, Inc.

Ms. Karen Ponder Executive Director

North Carolina Partnership for Children, Inc.

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