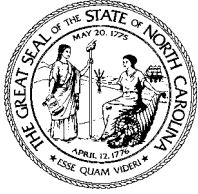


PERFORMANCE AUDIT
Of the
NORTH CAROLINA PARTNERSHIP FOR CHILDREN, INC.
And the
SMART START PROGRAM

OFFICE OF THE STATE AUDITOR
RALPH CAMPBELL, JR.
STATE AUDITOR

APRIL 2003



Ralph Campbell, Jr.
State Auditor

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April 9, 2003

The Honorable Michael F. Easley, Governor
Mr. Ashley Thrift, Chair
North Carolina Partnership for Children, Inc.
Ms. Karen Ponder, Executive Director
North Carolina Partnership for Children, Inc.
Members, Board of Directors
North Carolina Partnership for Children, Inc.
Members of the North Carolina General Assembly

Ladies and Gentlemen:

We are pleased to submit this performance audit of the *North Carolina Partnership for Children, Inc. and the Smart Start Program*.

This report consists of an executive summary and findings and recommendations that contain program overview information. The objectives of the audit were to: 1) identify the sources of funding and determine how funds are spent, 2) evaluate the effectiveness of program administration, oversight, and monitoring, 3) assess the effectiveness of the program assessment function, and 4) evaluate the implementation of the program and the provision of direct services, and identify duplication. The Executive Director of the North Carolina Partnership for Children, Inc. has reviewed a draft copy of this report. Her written comments are included as Appendix H, page 145.

We wish to express our appreciation to Chairman Thrift, members of the Board and Ms. Ponder and her staff, as well as local Board Chairs and local partnerships' staff, for the courtesy, cooperation, and assistance provided us during this effort.

Respectfully submitted,

A handwritten signature in black ink that reads "Ralph Campbell, Jr." in a cursive script.

Ralph Campbell, Jr.
State Auditor



North Carolina Partnership for Children Office

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Day-care Classroom Showing Storage Bins for Each Child

EXECUTIVE SUMMARY

Program Description

The North Carolina Smart Start program is an early childhood initiative designed to ensure that young children begin school healthy and ready to succeed. The program is intended to bring government and business together to improve the lives of children and families. Smart Start, a public-private initiative, provides early care and education funding to all of the State's 100 counties. Session Law 93—321 called for a state-level partnership to provide funding and technical assistance (North Carolina Partnership for Children, Inc.) and county-level partnerships that would design and implement programs and services to meet local needs. Currently, 82 local partnerships are established throughout the State to administer funding and programs. The North Carolina Partnership for Children, Inc. and local partnerships are classified as 501(c)(3) non-profit organizations. Since these partnerships are not State entities, they are not required to follow regulations used by State agencies for purchasing, contracting and other functions. They are only required to follow regulations explicitly written into the General Statutes for the Smart Start program.

Audit Scope and Methodology

This performance audit of the North Carolina Partnership for Children, Inc. (NCPC) and the Smart Start Program was undertaken by the State Auditor under the authority granted by General Statute 147-64.6. The scope of the audit included operations of both the State Partnership (NCPC) and the local partnerships. The magnitude and complexity of the program required that the Office of the State Auditor procure outside expertise to assist with the determination of the effectiveness of the program. However, the State's budget crisis forced the cancellation of the request for this assistance. As a result, the scope of the audit was narrowed to focus mainly on the State Partnership, its oversight responsibilities, the provision of services, and oversight at the local partnerships. However, the audit did include compilation of data at the local level.

Conclusions in Brief

Objective 1: Funding and Expenditures
--

State appropriations are the primary funding source for Smart Start. In fact, 95% of all Smart Start funding derives from the State. In total, the State has appropriated \$1.1 billion for the program since its inception in 1993 through fiscal year 2001-02. The majority of Smart Start funds are spent on either direct services or contracts and grants to direct service providers. In general, expenditures at the 16 partnerships visited were reasonable and necessary, complied with regulations, and related to program objectives. However, we identified some unreasonable or unnecessary expenditures that may be indicative of systemic problems. Other expenditures questioned were prohibited by legislation. The General Assembly should consider requiring the Smart Start Program to follow State budgeting regulations.

EXECUTIVE SUMMARY

**Objective 2:
Program
Administration
and Oversight**

Local partnerships generally gave the State Partnership high marks for providing effective assistance and timely responses. Further, the executive directors noted improvement in that assistance in recent years. Surveys of Executive Directors and Local Board Chairs indicated that local partnerships had concerns regarding funding allocations, legislative requirements, and Board composition. The needs assessment, strategic planning process, and approved activities were well documented at the local partnerships. However, the strategic planning review and approval documentation at the State Partnership was not readily available and was unorganized and incomplete. Board minutes at both the State and the local partnerships were not consistently signed and dated and, in some cases, did not contain adequate documentation. We also noted some concerns with quorums, attendance, and mandated memberships. While job descriptions indicated the need for extensive travel by State Partnership monitoring and technical assistance staff, the actual travel for direct monitoring and assistance was considerably less. Finally, we noted a lack of follow-up by the State Partnership on corrective action taken by local partnerships regarding monitoring issues. The State Partnership should increase its administrative oversight and monitoring activities.

**Objective 3:
Program
Assessment**

The University of North Carolina's Frank Porter Graham Child Development Institute was selected by the General Assembly to develop and implement an evaluation plan for Smart Start programs. The Institute's staff conduct annual evaluations of Smart Start programs. However, the lack of participant-specific data for the program limits Smart Start's ability to demonstrate both the short-term and long-term program outcomes. The Smart Start evaluation program currently conducted by the Frank Porter Graham Child Development Institute should be reviewed and validated by an independent source since the Institute has been involved in the Smart Start program since its inception. The General Assembly should appropriate funding for an independent study on the effectiveness of the Smart Start program that would be a follow up to this report.

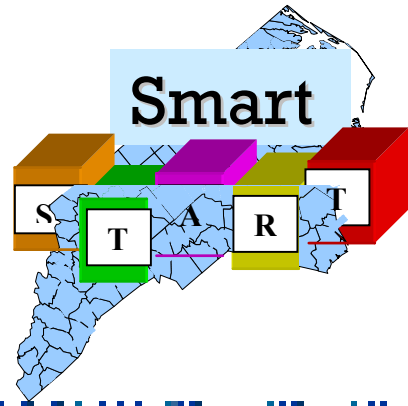
**Objective 4:
Program
Implementation
and Provision
of Direct
Services**

Local partnerships determine needs and devise programs to address those needs, whether through direct services to children and families or through contracts and grants to direct service providers. The State Partnership approves the annual strategic plan of each local partnership's Board before services are rendered. The local partnerships effectively assessed local needs and developed strategic plans to address those needs. In general, the approved activities relate to Smart Start's mission, goals, and objectives. However, some approved activities may have only a marginal relationship to the primary mission of the program even though they address an identified need at the local level. The State Partnership and the locals should ensure that all approved activities closely relate to the program objectives. A number of the activities at the local level were the same as those offered through the new More at Four program. In fact, 43% of the More at Four grants, representing 63% of the grant funds, were to local partnerships. Based on similarities between the Smart Start and More at Four programs, the two should be combined to improve coordination of services, accountability of programs, and reduce administrative costs and confusion / competition between the programs.

EXECUTIVE SUMMARY

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SUMMARY OF MAJOR FINDINGS and RECOMMENDATIONS
FROM THE PERFORMANCE AUDIT OF
"North Carolina Partnership for Children, Inc. and the Smart Start Program"
Issued April 2003



MAJOR CONCLUSIONS:

1. Funding and Expenditures

State appropriations are primary funding source = 95%

2. Program Administration

Locals document needs assessment, strategic planning

3. Program Implementation

Lack participant-specific data for program assessment

MAJOR RECOMMENDATIONS:

1

Follow prudent business practices for expenditures.

2

NCPC needs to increase oversight, monitoring.

3

Ensure approved activities closely relate to mission.

- a) Tie expenditures to mission
 - ☐ Use State cost principles
 - ☐ Promote school readiness, health
- b) Limit number of conference attendees
 - ☐ Justify expenditure
 - ☐ Share knowledge
- c) Comply with legislation
 - ☐ Require repayment for unallowed expenditures
 - ☐ Reduce future allocations

- a) Maintain centralized files for locals
 - ☐ Strategic plans
 - ☐ Monitoring reports
- b) Increase on-site visits
 - ☐ Follow-up monitoring reports
 - ☐ Document corrective action
- c) Fill NCPC Board vacancies
- d) Adopt, enforce Board attendance policies—NCPC, Locals
- e) Document, sign, date Board minutes—NCPC, Locals

- a) Conduct independent review of program assessment
 - ☐ Develop participant-specific database
- b) Assure activities have direct relationship to mission
 - ☐ Serve only participants within target group
- c) More at Four overlaps Smart Start
 - ☐ Combine programs

AGENCY RESPONSE:

NCPC will develop standardized cost principles.

NCPC will establish formal procedures for follow-up.

Smart Start focus narrowed to assure best results.



OFFICE OF THE STATE AUDITOR

Ralph Campbell, Jr.
State Auditor

April 2003

AUDIT OBJECTIVES, SCOPE, AND METHODOLOGY

North Carolina General Statute 147-64.6 empowers the State Auditor with authority to conduct performance audits of any State agency or program. Performance audits are reviews of activities and operations to determine whether resources are being used economically, efficiently, and effectively.

This performance audit of the Smart Start program, encompassing the North Carolina Partnership for Children, Inc. (NCPC) and the 81¹ local partnerships, was undertaken at the discretion of the State Auditor. Legislators and others raised questions regarding appropriations and use of State funds in local Smart Start programs. As a result, the State Auditor believed a review of the program to determine its effectiveness and compliance with applicable regulations was appropriate. Specific objectives were to:

- Identify the sources of funding for the Smart Start programs and determine how the funds were spent.
- Evaluate the effectiveness of program administration, including the level of oversight provided by NCPC and the local Boards, as well as the effectiveness of monitoring activities.
- Assess the effectiveness of the program assessment function relative to the intent of the program, provision of direct services, and effectiveness of the program.
- Evaluate the implementation of the program, compare the provision of direct services to the intent of the program, and determine whether Smart Start is duplicated by other programs.

The original scope of the audit included operations of both NCPC and the local partnerships. The magnitude and complexity of the program required that the Office of the State Auditor procure outside expertise to assist with the determination of the effectiveness of the program. However, the State's budget crisis forced the cancellation of the request for this assistance. As a result, the scope of the audit was narrowed to focus mainly on NCPC, its oversight responsibilities, the provision of services and oversight at the local partnerships, and compilation of data at the local level.

We conducted the fieldwork during the period October 2001 through December 2002. To achieve the audit objectives, we employed various auditing techniques that adhere to the generally accepted auditing standards as promulgated in *Government Auditing Standards* issued by the Comptroller General of the United States. These techniques included:

- Review of existing General Statutes and the North Carolina Administrative Code as they related to NCPC and the Smart Start program.
- Analysis of policies and procedures of the Smart Start program, NCPC, and 16 local partnerships² visited.

¹ As of July 1, 2002, the Jones-Carteret Partnership for Children was split into two separate partnerships. As a result, there are now 82 local partnerships. Throughout this report, we will refer to 81 local partnerships as existed prior to this change unless otherwise noted.

² We selected a sample of 16 local partnerships based on achieving a mix of geographic location, funding amounts, year of initial Smart Start funding, and urban/rural demographics. See Table 3, page 13 for a list of the local partnerships visited.

AUDIT OBJECTIVES, SCOPE, AND METHODOLOGY

- Interviews with members of NCPC staff and NCPC Board members.
- Review of internal and external reports on NCPC and the Smart Start program.
- Examination of organizational charts and job descriptions at NCPC.
- Compilation of funding and expenditure data for NCPC and the local partnerships.
- Survey of local partnership executive directors and Board chairs.
- Analysis of a sample of purchase orders and contracts at NCPC.
- Examination of a sample of travel expenditures for NCPC personnel.
- Review and analysis of NCPC Board meeting minutes.
- Review of strategic planning documents submitted by local partnerships for review by NCPC.
- Review of fiscal and programmatic monitoring reports.
- Site visits to 16 local partnerships to determine level and type of NCPC oversight.
- Interviews with the local partnership executive directors, local Board chairs, and other pertinent staff at the local partnerships visited.
- Examination of samples of expenditures, travel, capital projects, Board minutes, and outcome reports of the local partnerships visited.
- Analysis of all travel expenditures, compilation of all approved activities, and review of Board membership composition for all 81 partnerships.

This report contains the results of the audit as well as specific recommendations aimed at improving the operations of the Smart Start program, NCPC, and the local partnerships in terms of economy, efficiency, and effectiveness. Because of the test nature and other inherent limitations of an audit, together with the limitations of any system of internal and management controls, this audit would not necessarily disclose all weaknesses in the system or lack of compliance. Also, projection of any of the results contained in this report to future periods is subject to the risk that procedures may become inadequate due to changes in conditions and/or personnel, or that the effectiveness of the design and operation of policies and procedures may deteriorate.

FINDINGS AND RECOMMENDATIONS

PROGRAM OVERVIEW: The North Carolina Smart Start program is a nationally-recognized and award-winning early childhood initiative designed to ensure that young children enter school healthy and ready to succeed. (See Appendix G, page 141 for program accomplishments). The mission of the Smart Start program is “. . . to foster collaboration and systemic change through local Smart Start partnerships to ensure that children, ages 0 to 5, enter school healthy and ready to learn . . .”¹ Smart Start is a public-private initiative that provides early care and education funding to all of the State’s 100 counties. The program is intended to bring government and business together to improve the lives of children and families. As such, each local partnership is required to document a minimum of 10% of its total Smart Start allocation for each fiscal year in cash or in-kind contributions. This required match allows cash (75%) and in-kind contributions (25%), including volunteer hours to count towards the total.

In 1992 former Governor James B. Hunt, Jr. established a task force to examine the problem of children entering school unprepared to succeed. At that time, it was widely reported that North Carolina had high percentages of working mothers, insufficient child care regulations, poor quality of child care, and low SAT scores. Based on recommendations from Governor Hunt and the task force, the General Assembly passed legislation establishing Smart Start, an early childhood initiative, in 1993. (Session Law 93-321) The legislation called for a state-level partnership to provide funding and technical assistance (North Carolina Partnership for Children, Inc.) and county-level partnerships that would design and implement programs and services to meet local needs. Initially, 12 partnerships were formed in 1993, with expansion over the next five years to 81 partnerships covering all 100 NC counties. As of July 1, 2002, the Jones-Carteret Partnership for Children was split into two separate partnerships. As a result, there are now 82 local partnerships. Throughout this report, we will refer to 81 local partnerships as existed prior to this change unless otherwise noted.

Objective 1: To identify the sources of funding for the Smart Start programs and determine how the funds were spent.

Overview: The North Carolina Partnership for Children, Inc. (NCPC), the statewide non-profit organization, provides oversight², technical assistance for the local partnerships, and sets statewide goals for the early childhood programs and services funded by Smart Start. Technical assistance to local partnerships includes program development, administration, organizational development, communication, fiscal management, technology, contracts management, and fund-raising. NCPC establishes some policies and procedures in these areas that the local partnerships must follow.

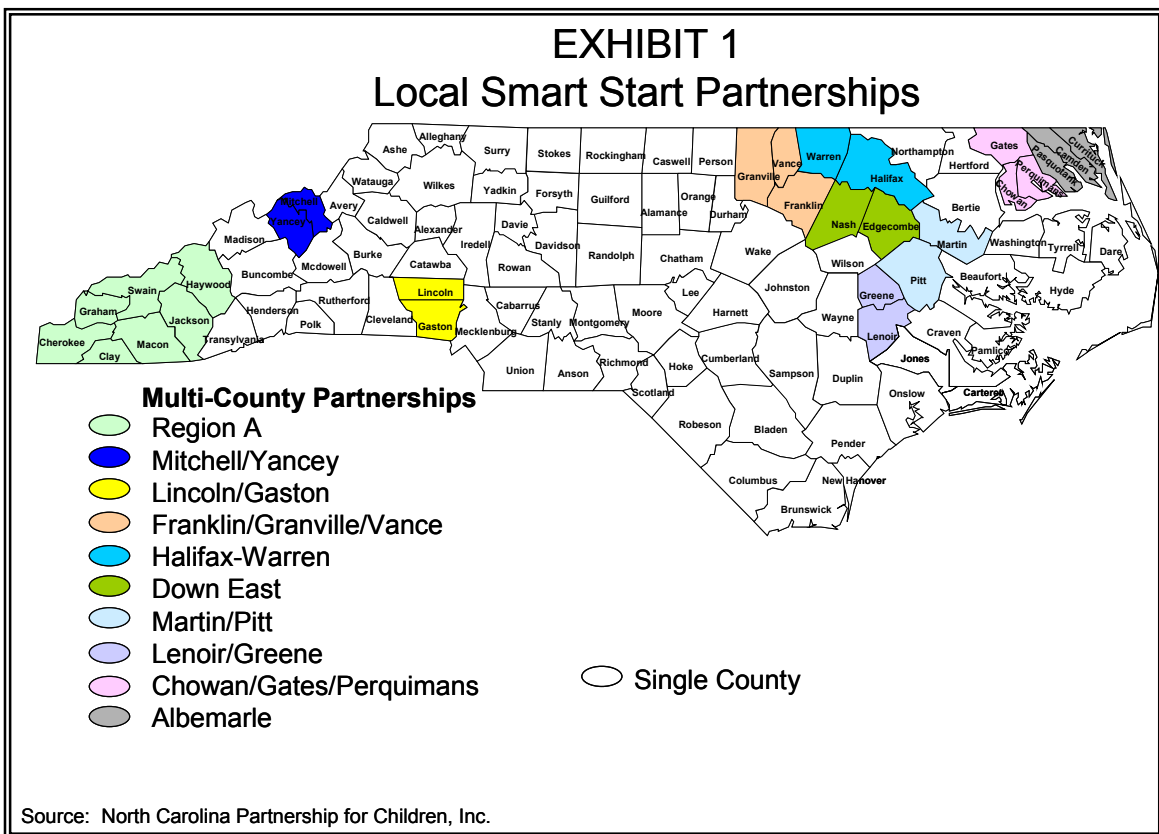
¹ <http://www.smartstart-nc.org>.

² Initially, oversight responsibilities were located within the Department of Health and Human Services, Division of Child Development. Based on recommendations from a performance audit contracted by the General Assembly, these Smart Start responsibilities were shifted to NCPC in 1997.

FINDINGS AND RECOMMENDATIONS

NCPC approves the annual strategic plan of each local partnership's Board before services are rendered.

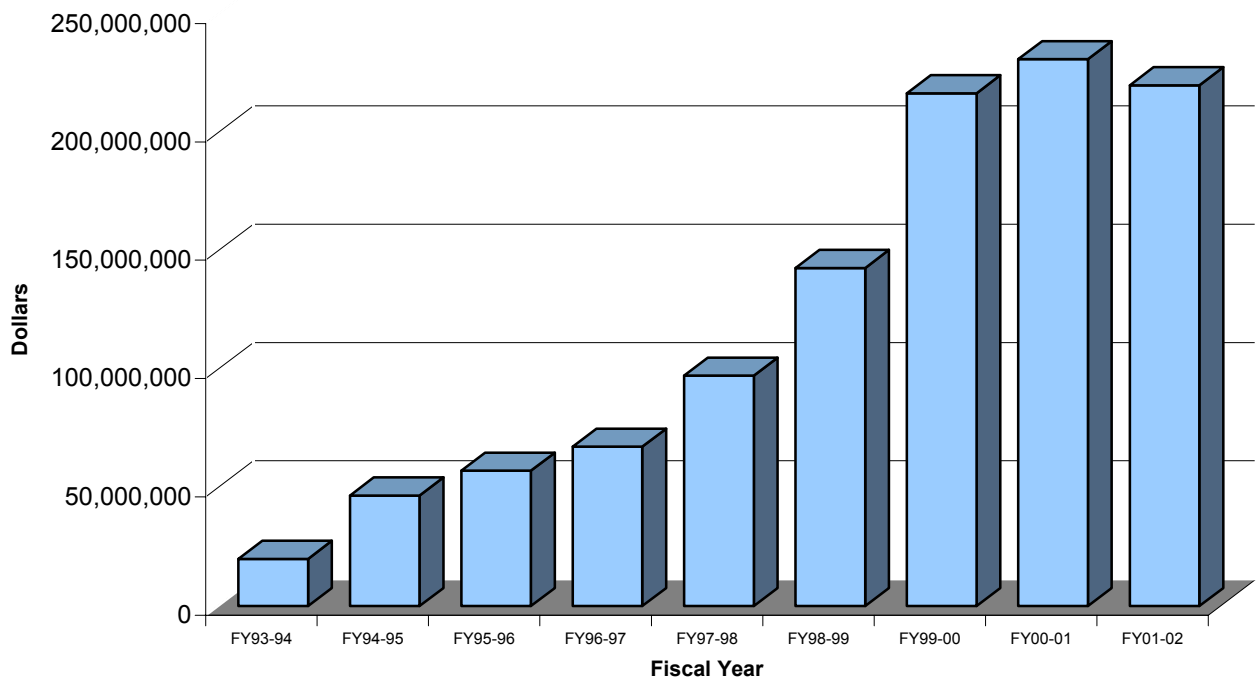
Smart Start funds are administered at the local level through non-profit organizations called **local partnerships**. Each local partnership has its own Board composed of members from the health, social services, mental health, and public school sectors, as well as local elected officials, religious leaders, business leaders, child care providers, and parents. Currently, 82 local partnerships are established throughout the state to administer funding and programs. (See Exhibit 1)



FINDINGS AND RECOMMENDATIONS

As the number of partnerships increased and programs expanded, Smart Start funding grew from \$20 million in fiscal year 1993-94 to \$220 million in fiscal year 2001-02. Exhibit 2 shows the total appropriated State funds for the Smart Start program as a whole. These amounts include direct allocations to NCPC and the local partnerships, child care subsidy payments on behalf of the local partnerships that were budgeted through the Department of Health and Human Services' Division of Child Development, funding for the Smart Start program evaluations conducted by Frank Porter Graham Child Development Institute (see page 31 for discussion), administrative costs at the Department of Health and Human Services, and costs associated with developing and implementing accounting and information technology services.

EXHIBIT 2
TOTAL APPROPRIATED STATE BUDGETS FOR SMART START PROGRAM
FOR FISCAL YEARS 1993 THROUGH 2002



Source: Department of Health and Human Services

FINDINGS AND RECOMMENDATIONS

Funding for Smart Start begins with appropriations from the General Assembly to the Department of Health and Human Services (DHHS). DHHS then contracts with NCPC to provide the Smart Start program. Through a complex funding formula, NCPC allocates the majority of these funds to the local partnerships through contracts and grants to provide services at the local level. Table 1 shows total revenues and expenditures for NCPC for the last five fiscal years. As shown in Exhibit 3, page 12, 97.59% of NCPC's five-year average revenues derive from State funds. However, NCPC also receives funds from Federal awards, private contributions, and interest earnings from investments.

TABLE 1 NCPC TOTAL REVENUES AND EXPENDITURES FY1997-98 THROUGH FY2001-02					
	FISCAL YEAR				
	2001-2002**	2000-2001	1999-2000	1998-1999	1997-1998
REVENUES					
State Awards	\$135,121,203	\$179,281,403	\$142,768,651	\$80,818,735	\$56,440,228
Federal Awards	115,123	385,298	300,116	124,297	220,963
Private Contributions	146,578	4,505,243	3,264,306	1,997,574	1,308,957
In-Kind Contributions	--	--	217,734	-	61,180
Interest Earnings	130,056	251,912	192,962	142,490	113,328
Other Income	162,291	897,959	26,106	101,226	11,865
TOTAL REVENUES	\$135,675,251	\$185,321,815	\$146,769,875	\$83,184,322	\$58,156,521
EXPENDITURES					
Personnel	\$ 3,392,114	\$ 3,270,173	\$ 2,732,779	\$ 1,738,619	\$ 1,376,629
Contracted Services	2,074,666	2,883,958	2,030,664	995,303	363,186
Supplies and Materials	32,283	100,634	449,233	141,997	73,106
Other Operating Expenses	648,030	1,079,172	855,504	570,021	352,926
Fixed Charges and Other Expenses	462,548	259,147	421,928	279,578	255,766
Property and Equipment Outlay	17,010	186,584	417,451	335,534	45,066
Services/Contracts/Grants	\$131,188,212	176,302,186	138,983,364	79,107,369	55,684,151
TOTAL EXPENDITURES	\$137,814,863	\$184,081,854	\$145,890,923	\$83,168,421	\$58,150,830
**=UNAUDITED amounts from General Ledger Trial Balance					
Source: NCPC Financial Statement Audit Reports					

The local partnerships must spend funds in accordance with their approved annual plans. Smart Start funds are to be used to improve the quality of child care, make child care more affordable and accessible, provide access to health services, and offer family support. Each partnership operates independently of the others with local Boards determining what programs will be offered and how services are rendered depending on the needs of the local area. However, the activities provided by each partnership are subject to NCPC's approval. Unlike the federal Head Start program which targets "at risk" children ages 3 and 4, all children from birth to age five and their families are eligible for Smart Start services.

FINDINGS AND RECOMMENDATIONS

Table 2 summarizes the total funds received and expended at the 81 local partnerships for the last five fiscal years. Appendices B-1 and B-2, pages 51 through 71, show the revenues and expenditures by local partnership for fiscal years 1997-98 through 2001-02. As shown in Exhibit 3, page 12, State appropriations accounted for 94.58% of total funding of the local partnerships for the five-year period. Services/contracts/grants compose 70% of local partnership expenditures, while personnel costs account for approximately 16% of total expenditures. In addition, DHHS entered into contracts with and made payments to service providers selected by the local partnerships for child care subsidies and the WAGES program (education-based salary supplements to early childhood teachers, directors, and family care providers). Total allocations for these programs were \$68,997,245 for fiscal year 2001-02, \$83,205,033 for fiscal year 2000-01, and \$58,960,075 for fiscal year 1999-2000. Since these funds flow directly from DHHS to the service providers, these amounts are not reflected in Table 2.

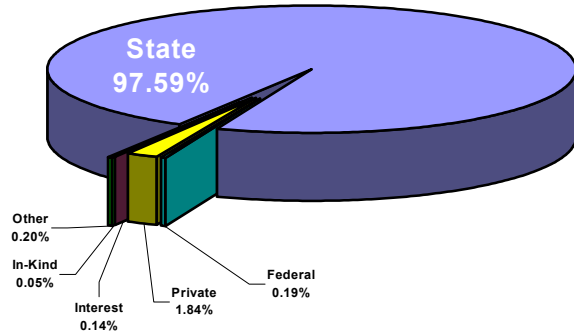
TABLE 2 SMART START LOCAL PARTNERSHIPS TOTAL REVENUES AND EXPENDITURES AT THE LOCAL PARTNERSHIPS FY1997-98 THROUGH FY2001-02 (excludes in-kind contributions)					
	FY2001-2002**	FY2000-2001	FY1999-2000	FY1998-1999	FY1997-1998
REVENUES					
State Awards	\$153,049,879	\$159,105,899	\$134,152,309	\$73,534,792	\$52,331,730
Federal Awards	1,988,609	2,074,663	1,349,743	985,628	778,254
Local Awards	190,656	182,158	180,898	328,691	198,195
Private Contributions	4,013,963	3,802,269	3,176,243	2,756,424	1,953,238
Special Fund Raising Events	126,219	42,899	51,462	47,891	50,016
Interest and Investment Earnings	371,505	810,148	583,890	197,651	197,919
Sales Tax Refunds	589,738	681,477	243,154	65,969	124,232
Other Receipts	1,287,328	1,757,099	452,784	547,753	631,136
TOTAL REVENUES	\$161,617,897	\$168,456,612	\$140,190,483	\$78,464,799	\$56,264,720
EXPENDITURES					
Personnel	\$ 29,584,221	\$ 25,783,663	\$ 17,674,499	\$11,416,612	\$ 8,628,957
Contracted Services	5,541,322	6,610,020	4,806,773	3,375,690	2,507,875
Supplies and Materials	2,830,572	4,116,125	3,706,654	1,755,905	1,152,293
Other Operating Expenses	4,817,088	5,891,308	4,454,188	2,898,533	1,339,627
Fixed Charges and Other Expenses	3,506,698	2,858,511	2,009,637	1,343,813	2,233,767
Property and Equipment Outlay	1,644,189	4,752,204	5,493,468	2,411,777	995,166
Services/Contracts/Grants	96,118,322	131,106,261	89,807,754	52,265,806	39,334,986
Participant Training Expense	277,766	222,599	153,555	96,973	-
TOTAL EXPENDITURES	\$144,320,178	\$181,340,691	\$128,106,528	\$75,565,109	\$56,192,671
** = UNAUDITED amounts from General Ledger Trial Balance					
Source: Financial statement audit reports for each partnership					

FINDINGS AND RECOMMENDATIONS

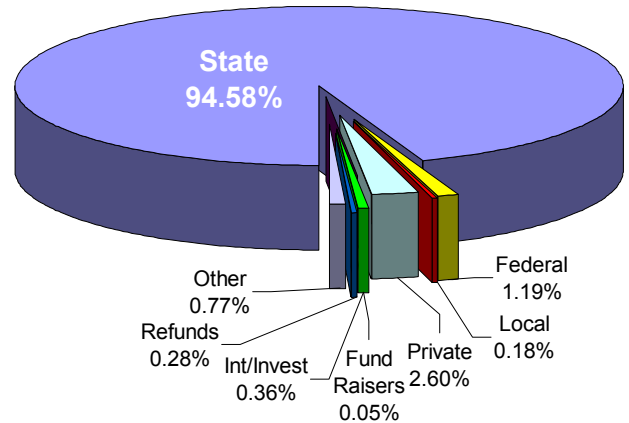
EXHIBIT 3

Average Revenues FY97-98 through FY01-02

NCPC

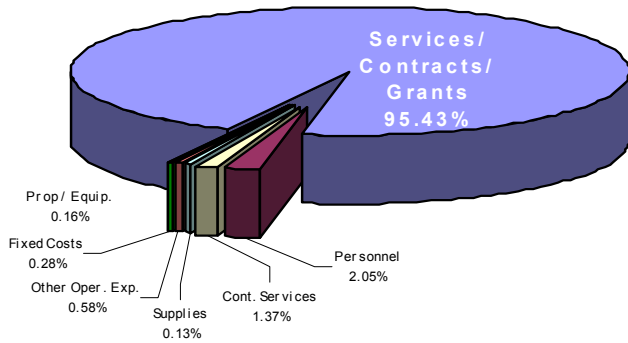


Local Partnerships

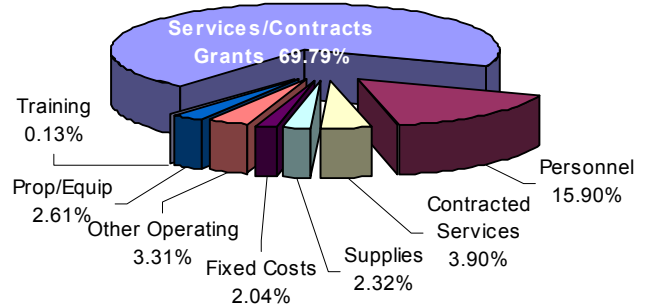


Average Expenditures FY97-98 through FY01-02

NCPC



Local Partnerships



Source: NCPC and Local Partnerships Financial Statement Audit Reports

FINDINGS AND RECOMMENDATIONS

Methodology: To examine the source of funds and how the funds were spent, we obtained financial audit reports for NCPC and the local partnerships for fiscal years 1993-94 through 2000-01 and the unaudited General Ledger Trial Balances for fiscal year

PARTNERSHIP NAME	PARTNERSHIP OFFICE LOCATION
Brunswick County Partnership for Children, Inc.	Shallotte
Burke County Partnership for Children, Inc.	Morganton
Children and Youth Partnership of Dare County	Nags Head
Children's Council of Watauga County, Inc.	Boone
Cumberland County Partnership for Children, Inc.	Fayetteville
Down East Partnership for Children	Rocky Mount
Guilford County Partnership for Children, Inc.	Greensboro
Hertford County Partnership for Children, Inc.	Murfreesboro
Martin-Pitt Partnership for Children, Inc.	Greenville
McDowell County Partnership for Children and Families, Inc.	Marion
Mecklenburg Partnership for Children	Charlotte
Region A Partnership for Children	Sylva
Stokes Partnership for Children	King
Wake County SmartStart	Raleigh
Wayne County Partnership for Children, Inc.	Goldsboro
Wilkes Community Partnership for Children	Wilkesboro
Source: Chosen by OSA to be representative of the mix of partnerships.	

2001-02. We analyzed these reports to determine sources of funding, expenditure patterns, and reported audit issues. At NCPC, we reviewed a sample of purchase orders and contracts, as well as a sample of travel reimbursements for staff from July 2000 through December 2001. To examine expenditures at the local partnerships, we visited 16 local partnerships (see Table 3) and examined a judgmental sample of expenditures, all direct service provider files, all out-of-state travel, and all capital projects / improvements for fiscal year 2001-02. We reviewed fiscal monitoring reports from NCPC for the partnerships visited. Finally, we obtained travel expenditures for all 81 local partnerships for fiscal year 2001-02.

Conclusions: State appropriations are the primary funding source for Smart Start. In fact, 95% of all Smart Start funding derives from the State. The majority of Smart Start funds are spent on either direct services or contracts

and grants to direct service providers. In general, expenditures at the 16 partnerships visited were reasonable and necessary, complied with regulations, and related to program objectives. However, we identified some unreasonable or unnecessary expenditures that may be indicative of systemic problems. Other expenditures questioned were prohibited by legislation.

FINDINGS—FUNDING AND EXPENDITURES

SOME LOCAL EXPENDITURES DID NOT APPEAR REASONABLE, NECESSARY, OR RELATED TO THE PROGRAM'S MISSION.

Smart Start is intended to be a “public-private partnership,” with legislation requiring that all Smart Start organizations meet a 10% match criteria. To achieve this standard, NCPC and the local partnerships are permitted to utilize volunteer hours as in-kind contributions. Annual financial audits of NCPC and the local partnerships indicate that the organizations are in compliance with matching requirements when the in-kind

FINDINGS AND RECOMMENDATIONS

contributions are taken into account. However, analysis of total revenues over the past five fiscal years (combined DHHS, NCPC, and local partnerships) shows that private contributions (excluding in-kind contributions) only provide 2.84% of total funding. State appropriations account for 94.96% of total Smart Start funds. Thus, in essence, Smart Start is a State-funded program.

Despite the amount of State funding, Smart Start partnerships are classified as 501(c)(3)³ non-profit organizations, not State government entities. The partnerships are only required to follow regulations as explicitly written into the General Statutes applying to the Smart Start program. Thus, NCPC and the local partnerships have developed their own policies and procedures for budgeting, accounting, purchasing, and personnel.

We reviewed and analyzed 919 expenditures judgmentally selected from fiscal year 2001-02 at the 16 local partnerships visited. In addition, we obtained and reviewed all direct service provider files for fiscal year 2001-02 at all 16 partnerships included in the sample. This review identified concerns regarding 79 expenditures (8.6%) totaling \$52,127, as shown in Table 4. Specifically, we question the reasonableness and necessity of these items. We are unclear as to how many of these expenditures provided a direct benefit to children birth to age 5 and how they are related to the mission and objectives of the program as described in legislation. Many of the concerns identified could be indicative of systemic problems throughout the Smart Start program.

TABLE 4 QUESTIONED LOCAL EXPENDITURES FROM SAMPLED PARTNERSHIPS		
ITEM QUESTIONED	AMOUNT QUESTIONED	
Programs, courses and performances:		
➤ Books aimed at helping parents find jobs.....	\$.....71.40	
➤ Items (booklets, CD-roms, and videos for a parenting skills activity) for which invoice indicated rush delivery to enable payment in current fiscal year1,743.00	
➤ Training videos for transportation provider dealing with workplace violence, employee morale, substance abuse, and compliance with American with Disabilities Act.....4,986.97	
Total-Programs, courses, and performances		\$ 6,801.37

(Table 4 continued on next page)

³ Tax-exempt organizations described in IRS Section 501(c)(3) of the tax code.

FINDINGS AND RECOMMENDATIONS

TABLE 4 (Continued)		
ITEM QUESTIONED	AMOUNT QUESTIONED	
Gifts and recognitions:		
➤ Plant for new intern dentist - welcome aboard gift.....	\$48.76	
➤ Decoration/door prizes for Shoot for the Stars recognition ceremony.....137.75	
➤ Plaques for Shoot for the Stars recognition ceremony participants.....380.42	
➤ Food for Shoot for the Stars program recognition.....559.12	
➤ T-Shirts for childcare providers for Shoot for the Stars program recognition...820.31	
➤ Plaque for former employee.....40.22	
➤ Plaque to honor company for financial donation to Smart Start.....26.45	
➤ Plaques and engraving on plaques for child care providers (3 instances).....1,966.50	
➤ Catered luncheon for child care providers.....1,527.80	
➤ Child care celebration banquet for child care workers.....1,510.28	
➤ Appreciation gifts (clocks) for Board members used as gifts to others.....264.40	
➤ Corsages for child care celebration banquet.....1,144.80	
➤ Donor award plaque.....15.98	
➤ Administrative Professional/Secretaries' Day luncheon for 3 support staff and 3 supervisors.....90.00	
➤ Gift certificates as incentives for families participating in studies.....400.00	
➤ Wal - Mart gift cards for staff/Board as a Christmas bonus.....1,100.00	
➤ Week of the Young Child - celebration dinner for child care providers.....997.68	
➤ Purchase of a serving bowl.....37.50	
Total - Gifts and recognitions		\$ 11,067.97
Payments for employees/ travel/subsistence reimbursements:		
➤ Preparation course for the Professional in Human Resources Certification exam.....	\$595.00	
➤ Flowers for employees, arrangements (4 instances).....271.30	
➤ Food/coffee to restock food cabinet at partnership for staff (6 instances); Sandwiches for staff for lunch.....1,415.11	
➤ Refills for planner (calendar) for employees (2 instances).....253.15	
➤ Employee's membership dues and/or exam fees in local civic, professional organizations (18 instances).....2,558.00	
➤ Tuition for 2001-2002 Leadership course for Executive Director as part of local Chamber of Commerce event.....450.00	
➤ Registration fee, meals, and lodging expenses for 2 staff members to attend local area Chamber of Conference 2001 Board Retreat.....685.38	
➤ Breakfasts for Partnership staff when not in travel status.....28.00	
➤ Meals for Executive Director when not in travel status (3 instances).....106.31	
➤ Mileage for Executive Director to attend the "Keep the Promise" political rally in Raleigh aimed at preventing budget cuts.....136.51	
Total - Payments for employees/ travel/subsistence reimbursements		\$ 6,498.76
Promotions:		
➤ Food for county study circle on racism meeting (2 instances).....	\$198.74	
➤ Food for legislative forum.....225.00	
➤ Rent of moonwalk carnival ride for Walk for Children event.....183.12	
Total - Promotions		\$ 606.86
Miscellaneous/Accounting:		
➤ Lack of supporting documentation (2 instances).....	\$220.00	
➤ Purchase of office supplies on last day of fiscal year (5 instances).....2,944.53	
➤ Dry cleaning of tablecloths and napkins (4 instances).....890.80	
➤ Lease payments for a color printer, total over five years, Board approved after the fact, not being used.....21,397.00	
➤ Non-refundable deposit for 55 passenger bus to carry early education advocates to Raleigh for political rally (deposit forfeited because not enough interest).....200.00	
➤ Payments for consulting for legislative forum.....1,500.00	
Total - Miscellaneous/Accounting		\$27,152.33
TOTAL QUESTIONED COSTS		\$52,127.29
Source: Compiled by OSA from Sample of Expenditures		

FINDINGS AND RECOMMENDATIONS

RECOMMENDATION

NCPC and the local partnerships should ensure that the State Smart Start resources are spent for activities, materials, and equipment that are closely aligned with the mission and objectives of the program. Specifically, the partnerships should ensure their policies and procedures follow prudent business practices. Since the Smart Start program is heavily dependent on State funding, the General Assembly should consider requiring the local partnerships and NCPC to adopt cost principles that are patterned after State policies. Such a change would improve controls over expenditures while reinforcing the tie with program objectives.

MULTIPLE STAFF MEMBERS ATTENDED THE SAME OUT-OF-STATE CONFERENCES.

We analyzed all out-of-state travel for fiscal year 2001-02 for the 16 partnerships visited and for a judgmental sample of NCPC employees for July 2000 through December 2001. Eight of the 16 partnerships visited (50%) had out-of-state travel during the period examined, as did NCPC. Review of out-of-state travel revealed 26 instances where two or more staff members attended the same out-of-state conferences. Because conferences often have multiple tracts, we excluded all trips attended by three or less staff from the same partnership. However, we identified \$42,391 for eight trips where four or more people from the same partnership attended, as listed in Table 5. While all conference topics were related to Smart Start's mission, we question the need for multiple attendees, especially during a period of restricted State funding.

TABLE 5 OUT-OF-STATE CONFERENCES WITH MULTIPLE ATTENDEES FROM SAMPLED PARTNERSHIPS AND NCPC			
LOCATION	# OF ATTENDEES	CONFERENCE PURPOSE	TOTAL COST OF TRIP
Minneapolis, MN	6	National Association of Family Child Care conference	\$ 6,888.36
Madison, WI	4	Center for Child Care Workforce Summer Institute	3,942.66
San Diego, CA	4	Zero to Three conference	3,124.32
Anaheim, CA	6	National Association for Education of Young Children Conference	3,505.00
Montgomery, AL	5	Alabama Home Sites	1,385.61
Boston, MA	10	ACRE (alternative child care delivery system)	5,531.36*
Washington, DC	7	National Leadership Conference	13,808.44*
Atlanta, GA	5	National Association for Education of Young Children Conference	4,205.67
TOTAL COST OF TRIPS ATTENDED BY MULTIPLE STAFF MEMBERS			\$42,391.42
* These trips were partially paid with private funds.			
Source: Travel Reimbursements and Supporting Documentation			

FINDINGS AND RECOMMENDATIONS

Twenty-five local partnerships incurred out-of-state travel costs during fiscal year 2001-02 totaling \$109,858 as shown in Table 6. NCPC incurred a total of \$36,935 in out-of-state travel from July 1, 2000 to December 31, 2001. Some out-of-state travel is reasonable and expected for both NCPC and the local partnerships. Based on the questions raised in the sample, all out-of-state travel should be monitored closely for adherence to program mission and limiting number of attendees.

TABLE 6 ALL PARTNERSHIPS WITH OUT-OF-STATE TRAVEL FOR FISCAL YEAR 2001-02		
NO.	PARTNERSHIP	OUT-OF-STATE
1	Albemarle Smart Start Partnership	\$ 2,930.62
2	Anson County Partnership for Children	174.42
3	Beaufort County Partnership for Children	1,473.61
4	Brunswick County Partnership for Children, Inc.	5,156.58
5	Smart Start of Buncombe County, Inc.	1,516.25
6	Partnership for Children of Cumberland County	17,514.64
7	Down East Partnership for Children	20,091.98
8	Durham's Partnership for Children, Inc.	4,656.00
9	Forsyth Early Childhood Partnership	8,091.28
10	Franklin-Granville-Vance Partnership for Children	1,408.24
11	Guilford County Partnership for Children	18,575.55
12	Halifax-Warren Smart Start Partnership for Children, Inc.	387.78
13	Hertford County Partnership for Children	1,600.95
14	Hyde County Partnership for Children	9.00
15	Partnership for Children of Johnston County	2,260.24
16	Lee County Partnership for Children	1,422.15
17	Lenoir/Greene Partnership for Children	3,125.95
18	Orange County Partnership for Young Children	85.00
19	Person County Partnership for Children	46.46
20	Randolph County Partnership for Children	1,582.99
21	Rowan Partnership for Children, Inc.	3,414.48
22	Scotland County Partnership for Children & Families	971.66
23	Stokes Partnership for Children, Inc.	2,169.03
24	Wake County Smart Start	10,611.73
25	Wayne County Partnership for Children, Inc.	580.96
Total:		\$109,857.55
Source: Local Partnerships, Unaudited		

RECOMMENDATION

NCPC and the local partnerships should limit the number of employees attending the same out-of-state conferences due to the costs. NCPC and the partnerships should institute a policy whereby staff attending will share information acquired with other partnership staff upon return.

FINDINGS AND RECOMMENDATIONS

SOME PARTNERSHIPS SPENT FUNDS ON CAPITAL PROJECTS AND PLAYGROUND EQUIPMENT DESPITE LEGISLATIVE RESTRICTIONS ON THOSE PURCHASES.

Legislation passed by the 2001 Session of the General Assembly [Session Law 2001-424, Section 21.75(d)(4)] specifically prohibited local partnerships from funding either capital improvements or playground equipment during fiscal year 2001-02. However, examination of a judgmental sample of expenditures from fiscal year 2001-02 for the 16 local partnerships visited revealed that 3 of the 16 partnerships paid for capital improvements. We identified \$38,839 of capital improvements for direct service providers and \$5,150 at local partnerships, for a total of \$43,989 in questioned expenditures as shown in Table 7. In addition, two of the fourteen released financial audit reports for fiscal year 2001-02 contained findings that local partnerships expended funds for capital improvements or playground equipment. Given the questions raised in the sample and these audit reports, NCPC should carefully review all capital expenditures for all local partnerships for fiscal year 2001-02 and future years as long as the legislation is in effect.

TABLE 7 QUESTIONED CAPITAL EXPENDITURES OF STATE FUNDS FOR LOCAL PARTNERSHIPS SAMPLED: FY2001-02	
CAPITAL IMPROVEMENTS FOR DIRECT SERVICE PROVIDERS	Questioned Amount
Kitchen renovation at child care center	\$20,000
Building a new child care center at a local church *	18,839
Total Capital Improvements For Direct Service Providers	\$38,839
CAPITAL IMPROVEMENTS AT LOCAL PARTNERSHIP OFFICES	
Installation of cabinets and shelves	5,150
TOTAL QUESTIONED CAPITAL IMPROVEMENTS	\$43,989
*Although prohibited by legislation, the partnership did receive approval from NCPC to fund this project. State Smart Start funds accounted for \$18,839 of the total \$79,000 for this project funded by the partnership.	
Source: Compiled by OSA from Sample of Expenditures	

RECOMMENDATION

The local partnerships should comply with legislation regarding expenditure of funds for capital improvements or playground projects. NCPC, in its oversight role, should immediately review all capital expenditures at all partnerships. NCPC should require repayment of unallowable costs or consider decreasing the allocation for any partnerships that violate legislative restrictions regarding expenditures of funds. In the future NCPC should approve only authorized capital improvements and purchases.

FINDINGS AND RECOMMENDATIONS

Objective 2: *To evaluate the effectiveness of program administration, including the level of oversight provided by NCPC and the local Boards, as well as the effectiveness of monitoring activities.*

Overview: The North Carolina Partnership for Children, Inc. (NCPC) has statewide responsibilities for program oversight, technical assistance, support, and setting statewide goals for the local Smart Start partnerships. NCPC is designated a 501(c)(3) non-profit organization operating under the direction of a 25 member Board of Directors (Board).

The NCPC Board is comprised of members representing state agencies, private business, education, non-profits, religious organizations, child care providers, and parents. Some of the Board members are mandated by the legislation (such as the Secretary of Health and Human Services, President of the Community College System, and State Superintendent of Public Instruction) with the remaining representatives being appointed by the Governor and General Assembly. Appointed Board members serve three-year terms and may succeed themselves. The Board provides general oversight of the program and develops policy for Smart Start programs and services. NCPC staff are responsible for monitoring the local partnerships' implementation of statewide policies approved by the Board. During the period of review, the Board was scheduled to meet every other month.⁴

Exhibit 4, page 20, depicts NCPC's organizational structure and staffing in place as of September 2002. NCPC has 53 permanent positions (see Table 8) in seven major departments as outlined below. Since NCPC is a non-profit organization and not a State agency, State personnel regulations do not apply. Rather, NCPC has the authority to hire, promote, or fire employees at will.

TABLE 8 NCPC BREAKDOWN OF POSITIONS AS OF SEPTEMBER 2002	
Section	Positions
Administration	6
Public Information	5
Development	4
National Technical Assistance Center	2*
Program and Planning	15
Finance	16
Human Resources	1
Information Technology	4
TOTAL	53
* Funded from private funds.	
Source: NCPC	

⁴ Board now meets four times a year (January, March, June, September) based on a May 10, 2002 decision.

Executive Director



The **Public Information Department** is responsible for managing the statewide promotion and external communication for Smart Start. The five employees in this department coordinate all media relations, promotional campaigns, publications, the Smart Start web site, and Smart.net (the internal network for Smart Start local partnerships and providers). In addition, the Public Information Department manages special events such as the annual Smart Start conference and outreach activities. Finally, the Policy Analyst acts as legislative liaison for NCPC.

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FINDINGS AND RECOMMENDATIONS

The **National Technical Assistance Center**, funded by private foundations, was established in 2001 to assist communities and states in the development and implementation of comprehensive community-based early childhood initiatives. The two employees provide a broad range of general and intensive technical assistance services to help other communities and states in establishing programs similar to Smart Start. Services provided include information and referral, resource materials, site visits, speakers, and videos.

The **Program and Planning Department** is responsible for administering the programmatic aspects of Smart Start. The Director oversees two units: Planning Services and Program Services. The nine *Planning Services Unit* employees are responsible for approval of annual strategic plans and activities submitted by local partnerships. Further, these regional planning consultants provide technical assistance and training to the local partnerships and monitor programmatic activities. The five *Program Services Unit* employees build the program capacity of local partnerships and facilitate the development and implementation of coordinated state-level service systems.

The **Finance Department** consists of 16 positions that manage the financial and business affairs of NCPC and the local partnerships. The NCPC *Fiscal Unit* is responsible for purchasing, accounts payable, accounts receivable, financial and management reporting, and general ledger accounting for NCPC. The *Financial Services Unit* performs fiscal monitoring of local partnerships and provides technical assistance and training to local partnerships in accounting and finance. The *Contract Services Unit* manages the contract function and provides technical assistance and training on contracts to the local partnerships.

The **Human Resources Department** is responsible for the administration of all personnel services and functions for NCPC. The Human Resource Director oversees employee relations, recruiting, compensation and benefits, performance management, workers' compensation, maintenance of employee records, and compliance with personnel regulations.

The **Information Technology Department** develops and manages the technology infrastructure for NCPC, the 30 Multi-Partnership Accounting and Contracting (MAC) sites, the Performance Based Incentive System (PBIS), and NCPC-provided services for local partnerships. The four Information Technology Department employees oversee the data, computer network, telecommunications, internal computing, and Internet systems. Further, they provide client support, Internet web hosting, e-mail, and application development services for local partnerships.

NCPC's basic mission is to provide leadership to local partnerships in achieving the vision of Smart Start. NCPC strives to ensure collaboration between state and local efforts while focusing on accessibility and inclusion of all children and families; building an infrastructure to improve child care quality, accessibility, and affordability; developing proactive and innovative approaches; and being a leader in the development of early childhood initiatives.

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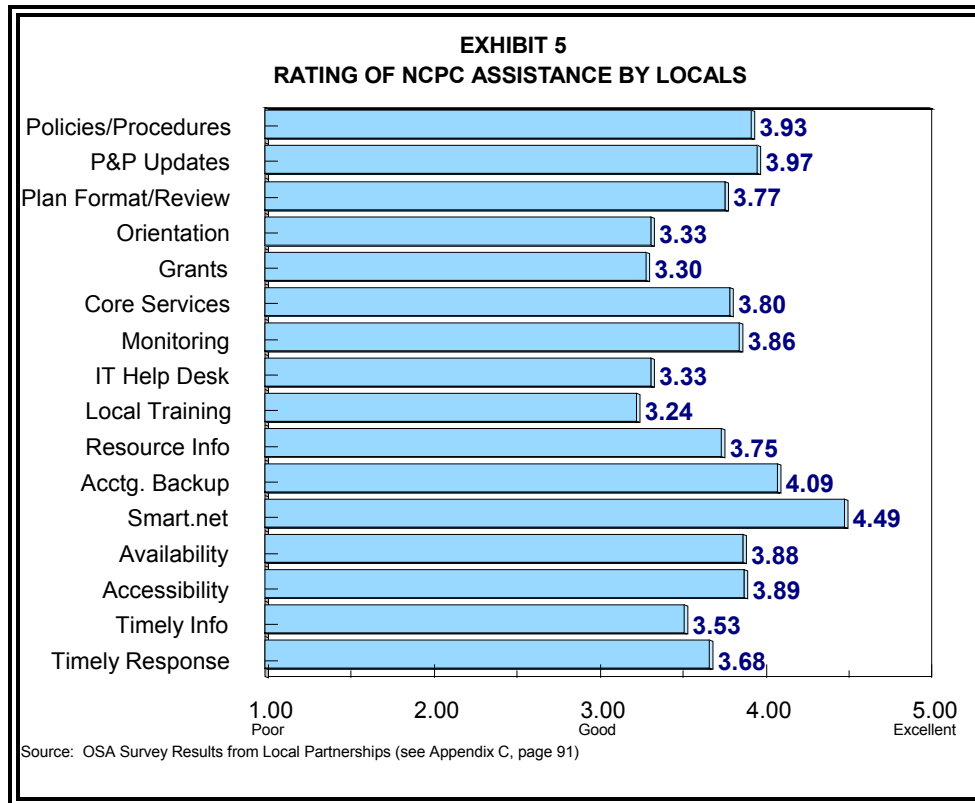
To achieve this mission, NCPC developed the Performance-Based Incentive System (PBIS) in 2001. PBIS established standards for each partnership to reach. The performance standards include the following:

- Every child has access to a high quality child care program.
- Every child has access to child care.
- Every family has affordable child care options.
- Every child is safe and healthy.
- Every family has the support to raise healthy children who are prepared for school.

Methodology: To evaluate program administration and oversight, we surveyed the Executive Directors and Board Chairs at all local partnerships. (See Appendix C, page 91) At NCPC, we reviewed a sample of 20 partnership strategic plans for fiscal years 2000-2001 and 2001-02. In addition, we examined the documentation at NCPC supporting the review of these strategic plans. We visited 16 local partnerships and analyzed the needs assessments, strategic planning process, and approved activities for the fiscal year 2002-03 plan. At NCPC and the 16 local partnerships visited, we reviewed the Board membership and minutes for fiscal years 2000-01 and 2001-02. Next, we obtained fiscal and programmatic monitoring reports for fiscal years 2000-01 and 2001-02 for the 16 local partnerships visited. We analyzed these reports, determined the corrective action taken by the local partnerships, and ascertained whether NCPC had followed-up on corrective action taken. To determine the amount of on-site technical assistance, we examined the travel from July 2000 through December 2001 for 20 NCPC staff responsible for fiscal and programmatic oversight of the local partnerships.

Conclusions: The local partnerships generally rated NCPC as providing effective assistance and timely responses. (See Exhibit 5, page 23.) Further, the Executive Directors noted improvement in NCPC's assistance in recent years. The surveys also indicated that local partnerships had concerns regarding funding allocations, legislative requirements, and Board composition. (See Appendix C, page 91.) The needs assessment, strategic planning process, and approved activities were well documented at the local partnerships. However, the strategic planning review and approval documentation at NCPC was not readily available and was unorganized and incomplete. Board minutes at NCPC and the local partnerships were not consistently signed and dated and, in some cases, did not contain adequate documentation. We also noted some concerns with quorums, attendance, and mandated memberships. While job descriptions indicated extensive travel for NCPC monitoring and technical assistance staff, the actual travel for direct monitoring and assistance was considerably less. Finally, we noted a lack of follow-up by NCPC on corrective action taken by local partnerships regarding monitoring issues.

FINDINGS AND RECOMMENDATIONS



FINDINGS—PROGRAM ADMINISTRATION AND OVERSIGHT

NCPC DOES NOT MAINTAIN CENTRALIZED FILES FOR EACH PARTNERSHIP DOCUMENTING PROGRAM OVERSIGHT.

While the strategic planning process is well documented at the local level, the documentation maintained by NCPC supporting the review and approval of the annual strategic plans is incomplete and disorganized. We requested all documentation supporting the review and approval of the strategic plans for a sample of 20 local partnerships. We learned that NCPC does not have a single file containing strategic plans, approval letters, site visit reports, training and technical assistance provided, and other pertinent correspondence for each partnership. Rather, NCPC has a patchwork of documentation consisting of the strategic plans, approval letters, and some e-mail correspondence between NCPC and the local partnerships. The documentation provided lacked evidence regarding the process and decision-making used to approve or deny various plans or activities. We noted unanswered questions, lack of explanations for added or dropped activities, inconsistencies between approval letters and plan documents, changes to purpose service codes without explanation, and missing revisions to strategic plans. As a result, we were unable to determine why some activities were approved or denied, why purpose service codes were changed, or why other actions were taken throughout the program year.

FINDINGS AND RECOMMENDATIONS

RECOMMENDATION

NCPC should develop and maintain a centralized filing system with files for each partnership that clearly document the oversight and assistance provided to partnerships. This central file should include all documentation for the strategic plan approval process and support for conclusions reached and decisions made.

NCPC EMPLOYEES ARE NOT PERFORMING THE LEVEL OF ON-SITE MONITORING AND ASSISTANCE REQUIRED.

The Planning Services Unit provides technical assistance and programmatic monitoring to the local partnerships. In addition, the Financial Services Unit performs periodic fiscal monitoring of the local partnerships. We reviewed programmatic and fiscal monitoring reports for the 16 local partnerships visited. These reports included areas of concern and recommended corrective actions for the partnerships to implement. NCPC staff stated that follow-up of corrective action was “addressed through e-mail, correspondence, or phone calls.” In some cases, NCPC staff provided limited documentation that these issues had been resolved by the local partnerships, but in other cases stated that “no follow-up documentation was available.” The local partnerships indicated to the audit team that there was not a formal follow-up process for corrective actions or areas of concerns noted in the monitoring reports. Examples of the lack of follow-up include:

- A report of a programmatic monitoring visit from December 2001 had not been provided to a partnership as of October 2002, nor had the NCPC regional planning consultant contacted the partnership regarding the concerns noted in the review.
- Another partnership received a programmatic monitoring report in February 2002 but had no follow-up activity with the NCPC regional planning consultant as of October 2002.
- A partnership took corrective action regarding a fiscal monitoring issue in August 2002. The partnership contacted the NCPC financial monitor to provide documentation of this corrective action. The financial monitor responded it was not necessary to provide the documentation to NCPC.

Failure to correct these problems could lead to eventual financial audit findings.

Review of the job descriptions for NCPC employees indicated that most positions are expected to travel between 5 and 60 percent of the time to provide technical assistance and program monitoring. Travel vouchers were analyzed for a sample of 20 employees in the Finance and Program and Planning Departments whose job descriptions required between 25 and 60 percent of travel. Table 9 contains the results of the analysis of travel by the 20 monitoring and assistance staff. As shown, the average expected travel for these employees was 41.7% of the time. Their actual travel amounted to only 23.9% and included travel to locations other than local partnerships. Only 12.0% of the workdays

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TABLE 9 Expected Versus Actual Travel for Selected NCPC Employees: 7/2000 through 12/2001		
Job Position	Percent of Total Travel	
	Expected	Actual
Financial Service Unit		
Financial Services Manager	60.0%	36.8%
Financial Consultant	50.0%	17.5%
Financial Monitor	50.0%	14.9%
Financial Consultant	50.0%	22.0%
Financial Monitor	50.0%	20.9%
Financial Monitor	50.0%	29.5%
Planning Service Unit		
Planning Services Manager	25.0%	15.9%
Regional Planning Consultant	50.0%	11.9%
Regional Planning Consultant	50.0%	27.2%
Regional Planning Consultant	50.0%	26.7%
Regional Planning Consultant	50.0%	27.0%
Regional Planning Consultant	50.0%	20.6%
Regional Planning Consultant	50.0%	19.5%
Regional Planning Consultant	50.0%	21.5%
Regional Planning Consultant	50.0%	12.2%
Program Service Unit		
Program & Collaboration Manager	25.0%	15.4%
Early Development & Education Specialist ^a	27.5%	26.7%
Early Development & Education Specialist ^a	27.5%	38.3%
Family Support Specialist ^a	27.5%	28.4%
Health Specialist ^a	27.5%	24.7%
	41.7%	23.9%
^a The 27.5% expected travel for these positions represents an average of the 25% to 30% specified in the job descriptions. Source: NCPC travel reimbursement vouchers, Compiled by OSA		

for these employees included travel to local partnerships. As indicated in Appendix C, page 91, some local partnerships say they need additional on-site technical assistance and training from NCPC. The lack of technical assistance could lead to repeated problems such as those found in the financial audit reports.

Annual financial audits performed by the Office of the State Auditor have identified various audit findings at the partnerships relating to areas where NCPC staff should be providing technical assistance and programmatic monitoring. (Appendix A, page 43 categorizes the financial audit findings by partnership for each of their years of operation.) In many cases, partnerships are cited for repeated findings in the same areas. The number, commonality, and repetition of these findings further

demonstrates the need for improved NCPC oversight. Exhibit 6, page 26, depicts the number of audits with findings by category for fiscal years 1993-94 through 2000-01. Further, OSA recently conducted special investigations regarding two local partnerships. These investigations revealed other areas of serious concern that may indicate need for more intense NCPC oversight and monitoring. For details, go to <http://www.ncauditor.net/EPSSWeb/EDSreportdetail.asp?RepNum=INV-2002-0258> or <http://www.ncauditor.net/EPSSWeb/EDSreportdetail.asp?RepNum=INV-2002-0259>.

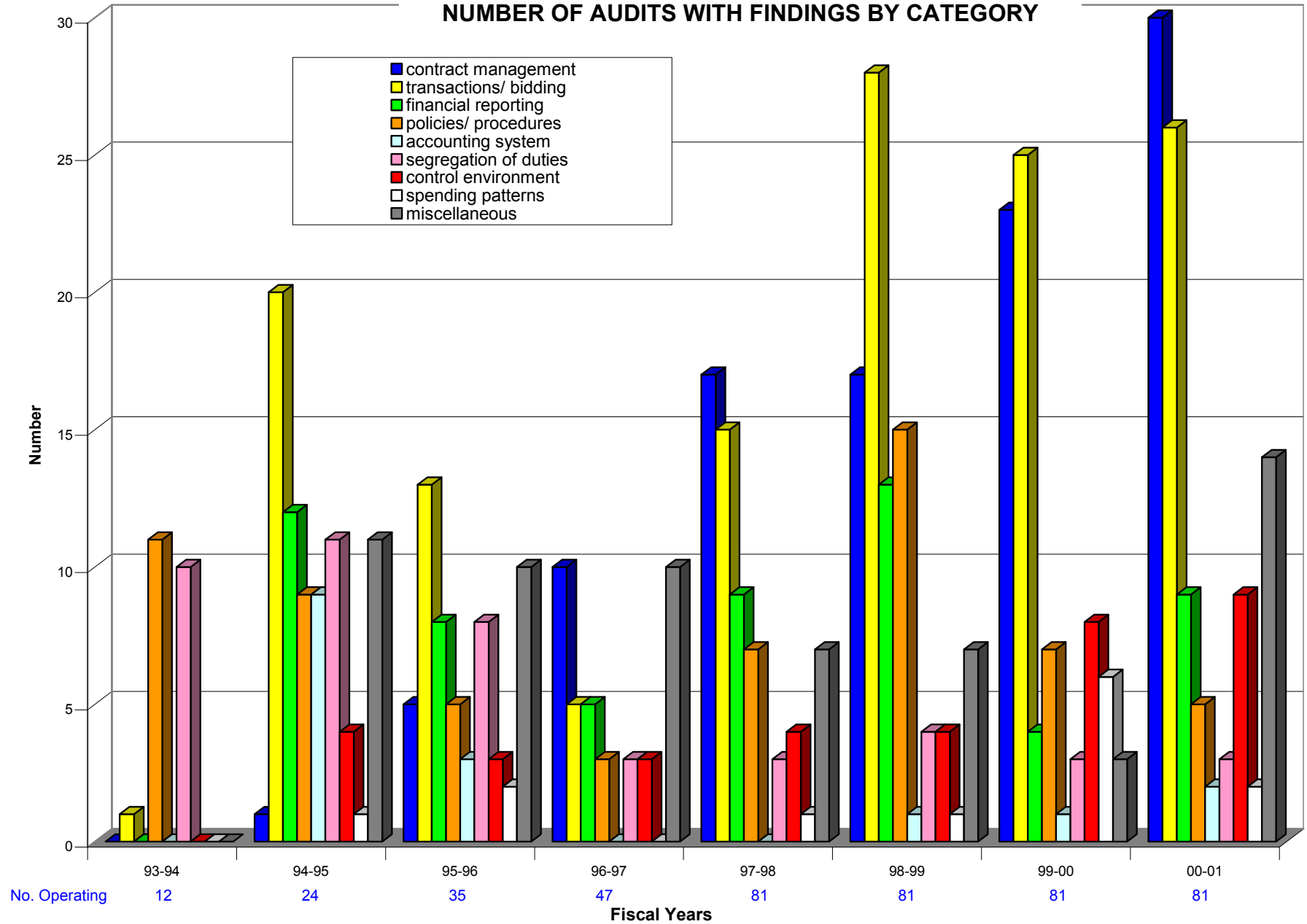
RECOMMENDATION

NCPC management should review staff assignments and responsibilities. Staff in the Planning Services Unit and Fiscal Services Unit should be required to schedule periodic on-site monitoring and technical assistance visits to local partnerships. In addition, NCPC should adequately follow-up and document recommended corrective actions in a timely manner.

FINDINGS AND RECOMMENDATIONS

EXHIBIT 6

NUMBER OF AUDITS WITH FINDINGS BY CATEGORY



Source: OSA Financial Audits of Local Smart Start Partnerships

FINDINGS AND RECOMMENDATIONS

THE NCPC BOARD HAS NOT HAD THE REQUIRED NUMBER OF MEMBERS FOR MORE THAN TWO YEARS.

General Statute 143B-168.12 requires “. . . in order to receive State funds, the following conditions shall be met. . . The North Carolina Partnership for Children shall have a Board of Directors consisting of . . . 25 members. . . .” Review of Board records revealed the NCPC Board has operated with less than the full 25 member complement since April 5, 2000, a period of more than two years. Letters of resignation from two members, who resigned April 5, 2000 and November 10, 2000, respectively, addressed to the North Carolina Partnership for Children, were provided by NCPC management. Per legislation, these members are appointed by the Speaker of the House and the Senate Majority Leader, respectively. Representatives from these offices stated neither was aware these positions had been vacated. In fact, records in these legislators’ offices reflected that the members in question were still serving on the Board. Neither of these Board positions had been filled as of February 2003.

RECOMMENDATION

NCPC should immediately notify the Governor and the appropriate legislators regarding the existing Board vacancies. The legislators should appoint new members as soon as possible. Additionally, NCPC staff should establish a set procedure for dealing with Board issues such as resignations as soon as they arise to assure compliance with the legislation controlling the Smart Start program.

THE NCPC BOARD HAS DIFFICULTY ACHIEVING A QUORUM AT BOARD MEETINGS.

We reviewed the minutes of the NCPC Board from January 1, 1998 through March 8, 2002 to determine Board oversight of the Smart Start program. During this period, 29 Board meetings were scheduled. Although the Board lacked a quorum, four meetings (14%) were held where business was discussed. Since no quorum existed, these four meetings cannot be considered official. Also, seven (24%) additional meetings were cancelled for various reasons including lack of quorum and scheduling conflicts. Furthermore, for the eighteen-month period of October 1, 2000 through March 31, 2002, the NCPC Board only conducted four official meetings although NCPC management stated the Board attempts to hold six meetings per year.

Additionally, the review revealed seven Board members missed three consecutive meetings, and one Board member missed seven consecutive meetings. As a result, the lack of attendance at called meetings and the low number of meetings impairs the Board’s ability to provide oversight and guidance to NCPC. General Statute 143B-168.12(a)(1) states “. . . the North Carolina Partnership may establish a policy on members’ attendance, which policy shall include provisions of reporting absences of at least three meetings immediately to the appropriate appointing authority. . . .” and that “. . . members who miss more than three consecutive meetings without excuse shall be

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replaced by the appropriate appointing authority. . . ” The Deputy Director stated that NCPC chose not to adopt a members’ attendance policy. She further added that during the last two and one-half years, all absences were excused with prior notification. However, this was not noted in the minutes. In at least one case, the minutes reflect a Board meeting did not have a quorum due to “unexpected absences.”

RECOMMENDATION

NCPC should formally adopt and enforce a policy regarding Board attendance that complies with the intent of the authorizing legislation. Further, the Board minutes should consistently reflect whether absences are excused for each member absent. NCPC should ensure that meetings are held often enough to provide adequate oversight of the program administration. We suggest the Board meet every other month.

NCPC BOARD MINUTES CONTAINED INADEQUATE DOCUMENTATION AND APPROVAL.

We noted the following concerns regarding the 18 official Board meetings held between January 1, 1998 and March 31, 2002:

- In all instances (100%), the Board minutes were not signed and dated as approved by the Board Chair and Secretary.
- The minutes for five meetings (28%) spanning one year contained the same footer print date indicating they were all printed on the same date.
- The minutes for four meetings (22%) only reflected the members present and not those absent.

Since none of the minutes were signed and dated, NCPC has no official copy of any Board minutes. Without a copy of the minutes that have been signed and dated as approved by the Board Chair and Secretary, there is no means to assure the minutes on record are indeed the actual version approved by the Board. Prudent business practices dictate that the minutes be signed and dated to assure authenticity.

In addition, NCPC did not comply with General Statute 143B-168.12(a)(2) which requires NCPC to adopt procedures comparable to the Open Meetings Law for State agencies. We noted two instances where NCPC had no evidence of public notice of Board meetings. Further, three other instances were noted where less than the required 48-hour notice was provided.

RECOMMENDATION

The NCPC Board Chair and Secretary should sign and date a copy of the minutes of each meeting in a timely manner to indicate these are the official minutes of the Board. Further, minutes should contain a list of all Board members present and/or absent and provide detailed activity of all items discussed and voted upon. Minutes of the last

FINDINGS AND RECOMMENDATIONS

meeting should continue to be distributed to all members prior to the next meeting for review and approval at the next meeting. Finally, NCPC should comply with the open meetings requirement contained in legislation and provide adequate notice of all Board meetings.

LOCAL BOARDS EXPERIENCED DIFFICULTIES ACHIEVING QUORUMS AT MEETINGS.

We reviewed by-laws, policies and procedures, and Board minutes from July 1, 2000 through June 30, 2002 at each of the 16 local partnerships visited. The local partnerships were unable to achieve a quorum at 34 (12.7%) of 267 meetings during the two-year period we reviewed. Difficulties achieving a quorum were attributed to:

- Lack of attendance policies at some partnerships.
- Failure to enforce existing attendance policies regarding multiple, repeated, or unexcused absences.
- Some local partnerships preventing the use of any designees despite NCPC policy allowing members from specified government agencies to appoint a designee.
- Mandated Board members' reluctance to appoint designees.
- Size of the Boards. (See Appendix D, page 97) NCPC requires that local Boards must have at least 21 members while local partnership by-laws may increase the size even more. Currently, local Board membership ranges from 21 to 39. Results from survey respondents showed that 81% of local partnership Executive Directors cited Board size and composition as impediments to effective management. (See Appendix C, page 91)

In the early years of the program, larger Board membership may have been beneficial to achieve greater community involvement and to establish a solid program foundation. The inability to achieve a quorum of a large Board prevents the local partnerships from conducting official business. As the program matures and experience is gained, larger Boards may no longer be necessary.

Additionally, we noted three partnerships that utilized proxies and three partnerships that polled members by facsimile or e-mail for voting purposes and to meet quorum requirements when there were not enough members present. NCPC policy dated November 2000 prohibits proxy voting to establish quorums or to conduct official business. However, the by-laws of these three partnerships allowed the use of proxies. Proxy voting allows members to delegate their voting responsibility to another Board member, thereby increasing the influence of the second member and giving that member more control of Board decisions. Members who are polled are not privy to discussions surrounding an issue nor do they have the opportunity to participate. Thus, polled members may make uninformed decisions regarding the issues.

<p>Auditor's Note: <i>As of September 2002, one of the partnerships previously using proxies amended its by-laws to prohibit use of proxies.</i></p>

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RECOMMENDATION

Local partnerships should adopt attendance policies and/or enforce existing attendance policies. NCPC should consider revising its current local Board composition policy to reduce the number of required positions. Local partnerships should follow NCPC policy to allow certain members to appoint designees in their absence. NCPC should require that mandated Board members appoint a designee to attend in their absence. Local partnership Boards should follow NCPC policy regarding the use of proxies and amend their by-laws to reflect NCPC guidelines. Lastly, NCPC should establish a policy prohibiting voting by polling absent members and utilizing polling to meet quorum requirements.

LOCAL BOARD MINUTES WERE NOT ADEQUATELY DOCUMENTED.

Based on our review of Board minutes for the 16 local partnerships in our sample, we noted the following concerns:

- Board minutes did not reflect members who are present or absent, or whether the absence was excused.
- Board minutes did not declare whether a quorum was present.
- Minutes did not state whether members abstain from discussions and/or voting on activities that present a conflict of interest.
- Minutes were not consistently signed and/or dated by the Board Chair and Secretary/Treasurer.

Thus, we were unable to determine whether local Boards achieved quorums at some meetings. Without a copy of the minutes that have been signed and dated as approved by the Board Chair and Secretary, there is no means to assure the minutes on record are indeed the actual version approved by the Board. Prudent business practices dictate that the minutes be signed and dated to assure authenticity.

RECOMMENDATIONS

The local Board Chair and Secretary/Treasurer should sign and date a copy of the minutes of each meeting to indicate these are the official minutes of the Board. Further, these minutes should contain a list of all Board members present and/or absent, state whether a quorum was met, and provide detailed activity of all items discussed and voted upon. Local Boards should continue to distribute minutes of the last meeting to all members prior to the next meeting for review and approval at the next meeting.

FINDINGS AND RECOMMENDATIONS

Objective 3: *Assess the effectiveness of the program assessment function relative to the intent of the program, provision of direct services, and effectiveness of the program.*

Overview: The Smart Start program was designed to include an evaluation of services provided by the various local partnerships to determine whether the intended results are being achieved. The University of North Carolina's Frank Porter Graham Child Development Institute (FPG) was selected by the General Assembly to develop and implement an evaluation plan for Smart Start programs. Frank Porter Graham staff members conduct annual evaluations of Smart Start programs. Evaluation results have indicated that in some programs child care quality has improved, child care teachers are better educated, teacher turnover has been reduced, and children are receiving more health screenings. (See Accomplishments, Appendix G, page 141.)

To further evaluate the programs, annual financial audits of NCPC and each local partnership, performed by the NC Office of the State Auditor or its contractors, are required by legislation. (See results of annual financial audits, Appendices A and B, pages 43-90).

Methodology We reviewed studies and evaluation reports on the Smart Start program issued by the Frank Porter Graham Child Development Institute. We examined other studies of the program and reviewed legislation governing the program. We obtained outcome reports from the local partnerships visited. We also reviewed the quarterly reports submitted to FPG by the local partnerships. However, the State's budget crisis forced the cancellation of a request by the Office of the State Auditor for outside expertise to assist with a determination of the effectiveness of the program.

Conclusions: **Lack of participant-specific data for the program limits Smart Start's ability to demonstrate both the short-term and long-term program outcomes. The Smart Start evaluation program currently conducted by the Frank Porter Graham Child Development Institute should be reviewed and validated by an independent source since FPG has been intimately involved in the Smart Start program since its inception.**

FINDINGS AND RECOMMENDATIONS

FINDINGS—PROGRAM ASSESSMENT

LACK OF CHILD-SPECIFIC DATA LIMITS EFFECTIVE EVALUATION OF PROGRAM OUTCOMES.

Legislation requires that DHHS' Division of Child Development contract with Frank Porter Graham Child Development Institute (FPG) to conduct evaluations of the Smart Start program. To collect this data, FPG developed a database of services into which local partnerships input data regarding children, parents, families, teachers, and child care directors receiving various services. FPG accumulates this data to evaluate the program.

Data collected by the local partnerships is not child-specific since children receiving services from Smart Start are not assigned unique identifying numbers (such as social security numbers). Without participant-specific data, neither the partnerships nor FPG can determine what mix of services an individual child has received or whether services have been duplicated. As a result, neither short-term nor long-term program outcomes can accurately be measured.

A 1995 performance audit of Frank Porter Graham conducted by the Office of the State Auditor identified this issue and recommended that “. . . identifying numbers should be assigned to children receiving direct services funded by Smart Start. . .” FPG agreed with the finding but stated it did “. . . not have the capability to implement this nor the authority to require it of local communities. . .” A 1996 performance audit of Smart Start conducted by Coopers and Lybrand, L.L.P. acknowledged the limitations of these evaluations in the absence of unique identifiers. Legislation passed in 1997 [GS 143B-168.16(l)] granted permission for FPG to “. . . use any method legally available. . .” “. . . to track children who are participating or who have participated. . .” in the program.

The General Assembly recognizes the importance of tracking services provided to evaluate program outcomes. For example, legislation governing the More at Four program (see page 39 for discussion) requires the development of “. . . a system to collect and maintain child-specific information for long-term evaluation. . .” of the program. [Session Law 2001-424, Section 21.76B(d)(2)] Frank Porter Graham Child Development Institute is also conducting the evaluation of More at Four and is responsible for developing this database.

RECOMMENDATION

The General Assembly should consider adding a requirement to develop a child-specific database to the Smart Start legislation. While we recognize that Smart Start activities encompass a great variety of services and providers, we believe that child-specific data could be captured. The availability of this data would significantly enhance the ability to evaluate program outcomes.

FINDINGS AND RECOMMENDATIONS

INDEPENDENT ASSESSMENT OF THE PROGRAM EVALUATION FUNCTION HAS NOT BEEN PERFORMED.

Legislation requires that DHHS' Division of Child Development contract with Frank Porter Graham Child Development Institute (FPG) to conduct evaluations of the Smart Start program. FPG has released at least 31 reports since 1994 evaluating various aspects of the Smart Start program. These evaluations address the quality and conditions of child care services and providers, accessibility of quality child care, outreach to special needs children, education and retention of early childhood teachers, access to children's health services, and the involvement of families in early learning. <http://www.fpg.unc.edu>

FPG has been involved with the Smart Start program since its inception and has been the sole education evaluator of the Smart Start program. However, an independent study has not been conducted of the procedures used, the validity of the data obtained, or the frequency of reporting by FPG. No comprehensive study of the educational impact of Smart Start establishing measures of effectiveness has been performed. In fact, there is a lack of input to the existing evaluation function from local school superintendents regarding how Smart Start has affected students in their school systems or how Smart Start could best prepare children for school.

The original scope of this performance audit included an assessment of the program evaluation function. The magnitude and complexity of the program required that the Office of the State Auditor (OSA) use outside experts to perform this assessment. OSA was in the process of acquiring such experts when the State's budget crisis forced the cancellation of the request for expert assistance. As a result, we were unable to include a complete assessment of the program evaluation function.

RECOMMENDATION

The General Assembly should authorize an independent review of the program evaluation function of Smart Start and the evaluation of the educational effectiveness of the program. This review should assess evaluation procedures used and validity of data acquired in previous reports. Further, the review should include effectiveness measures to evaluate the educational impact and design of the Smart Start program. The expertise of the State Superintendent of the Department of Public Instruction and local school superintendents should be sought in this review.

FINDINGS AND RECOMMENDATIONS

Objective 4: *Evaluate the implementation of the program, compare the provision of direct services to the intent of the program, and determine whether Smart Start is duplicated by other programs.*

Overview: The North Carolina Partnership for Children, Inc. (NCPC), the statewide non-profit organization, provides oversight, technical assistance for the local partnerships, and sets statewide goals for the early childhood programs and services funded by Smart Start. NCPC establishes some policies and procedures in these areas that the local partnerships must follow. NCPC approves the annual strategic plan of each local partnership's Board before services are rendered. Local partnerships determine needs and devise programs to address those needs whether through direct services to children and families or through contracts and grants to direct service providers.

Methodology: We reviewed the policies and procedures of the Smart Start program, NCPC, and the local partnerships. In addition, we reviewed the legislation affecting the program. We reviewed Board minutes at NCPC and the 16 local partnerships visited. Also, we surveyed all local partnership Executive Directors and Board Chairs. (See Appendix C, page 91). We reviewed the needs assessment, strategic planning process, and activity approvals for the 16 local partnerships. We examined the approved activities for fiscal year 2002-03 for the 16 local partnerships visited and compared the relationship of the approved activities to the missions, goals, and objectives of the Smart Start program. In addition, we compiled a listing of all approved activities for all 82 local partnerships for fiscal year 2002-03. (See Appendix E, page 101) We reviewed the direct service provider files for fiscal year 2001-02 at the 16 local partnerships visited. Lastly, we reviewed the objectives of the recently established More at Four program and determined which local Smart Start partnerships received More at Four grants.

Conclusions: The local partnerships effectively assessed local needs and developed strategic plans to address those needs. In general, the approved activities relate to Smart Start's mission, goals, and objectives. However, some approved activities may have only a marginal relationship to the primary mission of the program even though they address an identified need at the local level. Based on similarities between the Smart Start and More at Four programs, the two should be combined to improve coordination of services, accountability of programs, and reduce administrative costs.

FINDINGS AND RECOMMENDATIONS

FINDINGS—PROGRAM IMPLEMENTATION AND PROVISION OF DIRECT SERVICES

SOME APPROVED ACTIVITIES MAY HAVE ONLY A MARGINAL RELATIONSHIP TO THE PRIMARY MISSION OF THE PROGRAM.

Legislation guiding Smart Start states that local partnerships should develop programs that meet the needs of children from birth to age five to ensure these children “. . . begin school healthy and ready to succeed. . .”¹ Review of approved activities at the 16 local partnerships visited and examination of the direct service provider files at these partnerships revealed that activities generally fell within the broad mission of the program. We realize that many of the activities are supported by various research studies, and we do not question the potential benefits that could be derived from offering a variety of local partnership activities. While we did not review the program activities from the same perspective as the researchers, we looked at the list of program activities from the perspective of a taxpayer. From the descriptions of these program activities, we noted a number that do not seem to have a logical direct connection to the program mission.

As early as 1996, concerns surfaced that the program had begun to veer away from its intended mission. The major concern was that Smart Start funding was being spread among so many different kinds of activities that the impact of particular components could not be adequately measured and the impact on school readiness would not be obtained. Smart Start funding was never intended to be the only funding to address community problems related to young children. Smart Start was expected to fund services directly linked to young children and their school readiness. Other funding could then be used to address programs and services that indirectly impact young children.

NCPC management pointed out that on average local partnerships receive only about 48% of the funding requested in their annual plans for locally identified needs. Therefore, we believe that local partnerships should focus their limited resources on activities that directly relate to Smart Start’s primary mission and that will reach the greatest number of recipients. Table 10, page 36, contains a list of activities that appear to have only a marginal relationship to Smart Start’s primary mission and/or served participants outside the target age range. As a result of concerns arising from the review of the activities at the 16 partnerships visited, we compiled a list of all approved activities for all partnerships for fiscal year 2002-03. (See Appendix E, pages 101) We noted other partnerships providing the same or similar activities as those identified above.

Smart Start has faced intense budgetary scrutiny due to the State’s economic crisis, as have all State-funded activities. During these austere economic times, NCPC and the local partnerships need to focus their resources on those activities such as health screenings, educational assessments, child care subsidies, and pre-kindergarten classes that most closely relate to improving the health and educational readiness of children birth to age five, the main mission of the program.

¹ General Statute 143B-168.11(b)

FINDINGS AND RECOMMENDATIONS

RECOMMENDATION

NCPC and the local partnerships should ensure the approved activities closely match the mission, goals, and objectives of the Smart Start program. To best serve children from birth to age five and most efficiently utilize funding, Smart Start should concentrate on activities that directly improve health and school readiness of the target population. Finally, the partnerships should ensure that services are not provided to people outside the target age range with Smart Start funds. Local partnership staff should, however, direct persons outside the target age range to other programs providing the needed services.

TABLE 10 EXAMPLES OF ACTIVITIES THAT MAY BE marginally RELATED TO PRIMARY MISSION AND/OR SERVED PARTICIPANTS OUTSIDE THE TARGET AGE RANGE			
<u>Activity</u>	<u>Brief Description</u>	<u>Reason Questioned</u>	<u>Questioned Budget/</u> <u>Costs</u>
ACTIVITIES marginally RELATED TO THE PRIMARY MISSION			
Breastfeeding Programs	<input type="checkbox"/> Mothers are provided education on proper breastfeeding methods and are provided with breast pumps. <input type="checkbox"/> The partnership projected that 200 mothers would enroll in the program, 50 pregnant women would receive prenatal education and 20 families would voluntarily participate in nutrition education. The partnership estimated budgeted Smart Start costs of \$56,068 for FY 2002-2003.	<input type="checkbox"/> Activity may only serve a limited number of recipients. <input type="checkbox"/> Activity is marginally related to the primary mission of the Smart Start Program <input type="checkbox"/> Similar programs may be available from other government sources. <input type="checkbox"/> Activities related to prenatal care fall outside the Smart Start target age range.	\$ 56,068
Support group for fathers of foster and adoptive children	<input type="checkbox"/> Program is focused toward African-American fathers of foster and adoptive children. The support group consists of recruitment/outreach efforts and two-hour monthly meetings facilitated by a social/mental health community service professional. <input type="checkbox"/> Program is expected to provide services to approximately 30 children and 15 families. The partnership estimated FY2002-2003 costs to be \$14,292.	<input type="checkbox"/> Activity serves a limited number of recipients. <input type="checkbox"/> Activity is marginally related to the primary mission of the Smart Start program.	14,292
Local symphony performances at child care centers	<input type="checkbox"/> The partnership contracted with a string quartet of professional symphony musicians to perform at childcare centers, pre-schools and libraries. The group planned to visit the county 2 to 3 days per week spending about 30 minutes introducing live music to children. The partnership's contracted budgeted expenditure for FY2001-2002 was \$4,963.	<input type="checkbox"/> Activity serves a limited number of recipients and is short in duration limiting any lasting benefit. <input type="checkbox"/> Activity is marginally related to the primary mission of the Smart Start program. <input type="checkbox"/> Musical experiences could be provided in a more economical manner (CD's, videos, non-professional/volunteer musicians)	4,963
Theatrical performances and mini-workshops for teachers	<input type="checkbox"/> The partnership contracted for a series of professional children's theatrical performances conducted in various school buildings throughout the county. <input type="checkbox"/> Three performances were planned from November 2001 through March 2002. Additionally, the theatrical company provides mini-workshops to teachers prior to each performance. Teachers are instructed on problem solving methods through play acting, story-telling and mirror exercises. The partnership's contracted budgeted expenditure for FY 2001-2002 was \$5,282.	<input type="checkbox"/> Activity is marginally related to the primary mission of the Smart Start program.	5,282

(Table continued on next page)

FINDINGS AND RECOMMENDATIONS

TABLE 10 (continued)			
Activity	Brief Description	Reason Questioned	Questioned Budget/ Costs
ACTIVITIES marginally related to the primary mission (continued)			
Services to grandparents raising grandchildren	<input type="checkbox"/> Services provided to grandparents including support groups, education, information, referral and child care assistance. The activity targets child care facilities, pre-kindergarten programs, schools, social service agencies, and other organizations to identify and serve grandparents raising grandchildren. <input type="checkbox"/> The partnership established a projected outcome of 202 recipients that will obtain an increased knowledge of community services. The estimated planned budget for FY 2002-2003 is \$130,218.	<input type="checkbox"/> Activity serves a limited number of recipients. <input type="checkbox"/> Activity is marginally related to the primary mission of the Smart Start program.	130,218
Community Fellows	<input type="checkbox"/> Program is an intensive three-year leadership development program that targets community leaders who are involved in family support work through community groups, organizations or committee and board members. Training sessions include workshops, potlucks, annual retreats, individual coaching and technical assistance. The partnership projected a FY 2002-2003 budget of \$125,213.	<input type="checkbox"/> Activity is marginally related to the primary mission of the Smart Start program.	125,213
Family Court Support Services	<input type="checkbox"/> Program to obtain clinical information of parents' ability to adequately provide the physical, emotional, and developmental support for their children, ages 0-5, and enable judges to make informed decisions regarding custodial placement. The partnership projected a FY 2001-2002 budget of \$6,288.	<input type="checkbox"/> Activity is marginally related to the primary mission of the Smart Start program. <input type="checkbox"/> Similar programs may be available from other government or private sources.	6,288
ACTIVITIES SERVING PARTICIPANTS OUTSIDE THE TARGET AGE RANGE			
Pre-natal health check-ups and nutritional educational services	<input type="checkbox"/> The partnership contracted with a county family health center to provide pre-natal care to expecting mothers. <input type="checkbox"/> From July 2001 through December 2001, 11 women received 38 visits. The budgeted request for the services was \$18,446.	<input type="checkbox"/> Activity falls outside the Smart Start target age group (pre-natal is outside the specified range of birth to age five). <input type="checkbox"/> Similar programs may be available from other government or private sources.	18,446
Parental support and mentoring for parents of special needs children	<input type="checkbox"/> The partnership contracted with a non-profit organization to provide information, referral, and parental support to families of pre-school children who have special needs. <input type="checkbox"/> During FY2001-2002, the contractor provided support training to 49 parents of which 14 were parents of children ages 6 and above. The budgeted costs for FY2001-2002 for this program were \$41,144.	<input type="checkbox"/> Activity served families of children outside the Smart Start target age group.	41,144
Teens and Tots	<input type="checkbox"/> Program to provide pregnant teens with services to assist them in the transition from teenager to responsible parent. The partnership projected a FY 2001-2002 budget of \$182,000.	<input type="checkbox"/> Activity covers services provided to those outside the Smart Start target age group (pregnant teens are outside the specified age range of birth to five). <input type="checkbox"/> Similar programs may be available from other government or private sources.	182,000
Dental Services	<input type="checkbox"/> The partnership purchased a dental practice in June 2000 for \$171,000. The practice provided services for patients up to age 21. The activity was included in the partnership's original FY 2002-2003 plan but later discontinued.	<input type="checkbox"/> Activity covers services provided to those outside the Smart Start target age group.	171,000
TOTAL COST OF QUESTIONED ACTIVITIES			\$754,914
Source: Compiled by OSA from Approved Plans and Expenditures			

FINDINGS AND RECOMMENDATIONS

THE MORE AT FOUR PROGRAM MAY OVERLAP THE EXISTING SMART START MISSION, GOALS, AND ACTIVITIES.

The More at Four program was initiated by Governor Michael F. Easley and funded by the General Assembly for fiscal year 2001-02. More at Four is intended to provide instruction in a classroom setting to four-year-olds, especially those considered “at risk” of facing educational difficulties. Twenty-eight grants were awarded in January 2002. As shown in Table 11 on the next page, twelve of these grants were directed to the local Smart Start partnerships that either provided the services or contracted with service providers (in many cases local public school systems). Of the initial start-up and operating budgets, 62.5% of these funds were awarded to local partnerships.

The Smart Start target group is children from birth to age 5 and the program’s mission is to prepare children to enter kindergarten healthy and ready to learn. The More at Four age group and program goals fall within the ranges of Smart Start. (See Appendix F, page 135 for comparison.) In fact, many local partnerships had on-going activities that are mirrored by the More at Four program. For example, the Mecklenburg County Partnership for Children provided funding for Bright Beginnings, a preschool program operated by the Charlotte-Mecklenburg Schools focused on providing service to “at-risk” four-year-olds in a classroom setting. When the Mecklenburg Partnership received the More at Four grant, the Partnership simply utilized the funds to expand Bright Beginnings by funding more classrooms within the existing program.

Local partnership staff at several partnerships we visited considered More at Four to duplicate services already provided by the local partnerships. In fact, many partnerships believed that More at Four could simply be a required activity within the Smart Start program realm. More at Four has its own administrative program and costs at the State level (\$216,263 for fiscal year 2001-02). Since these programs appear to be duplicative, the State could achieve savings by combining the two programs, including the administrative staffs.

In addition, we learned that there are no program guidelines relative to accounting for or controlling More at Four funds. While Smart Start has specific legislation and policies and procedures outlining how funds can be used and spent, More at Four has no such legislation, policies, or procedures.

FINDINGS AND RECOMMENDATIONS

**TABLE 11
MORE AT FOUR GRANTS AS OF MAY 1, 2002**

AWARD RECIPIENT	START-UP BUDGET	OPERATING BUDGET	TOTAL
Beaufort County Partnership for Children, Inc.	\$50,400	\$122,658	\$173,058
Brunswick County Partnership for Children, Inc.	\$37,800	\$0	\$37,800
Buncombe County Partnership for Children, Inc.	\$16,800	\$39,000	\$55,800
Catawba County Partnership for Children, Inc.	\$37,800	\$94,500	\$132,300
Cumberland County Partnership for Children, Inc.	\$78,400	\$217,449	\$295,849
Davidson County Partnership for Children, Inc.	\$67,200	\$83,694	\$150,894
Forsyth County Childhood Partnership, Inc.	\$77,000	\$134,750	\$211,750
Guilford County Partnership for Children, Inc.	\$82,600	\$206,500	\$289,100
Orange County Partnership for Young Children, Inc.	\$70,000	\$170,806	\$240,806
Region A Partnership for Children, Inc.	\$74,200	\$170,680	\$244,880
Wake County Smart Start	\$63,000	\$107,965	\$170,965
Wayne County Partnership for Children, Inc.	\$37,800	\$94,500	\$132,300
Total Smart Start	\$693,000	\$1,442,502	\$2,135,502
% To Statewide Total	61.07%	63.25%	62.53%
Alamance-Burlington School System	\$16,800	\$25,200	\$42,000
Ashe County School System	\$10,500	\$24,375	\$34,875
Carteret County Schools	\$42,700	\$68,744	\$111,444
Charlotte-Mecklenburg Schools	\$37,800	\$87,750	\$125,550
Craven County Board of Education	\$19,600	\$29,400	\$49,000
Gaston County Schools	\$25,200	\$38,935	\$64,135
Granville County Schools	\$11,200	\$16,800	\$28,000
Hertford County Public Schools	\$25,200	\$36,900	\$62,100
Hoke County School System	\$63,000	\$177,750	\$240,750
New Hanover County Schools	\$37,800	\$63,000	\$100,800
Northampton County Schools	\$37,800	\$57,240	\$95,040
Pamlico County Schools	\$10,500	\$15,750	\$26,250
Public Schools of Robeson County	\$40,600	\$101,618	\$142,218
Scotland County Schools	\$25,200	\$44,100	\$69,300
Union County Community Action, Inc.	\$25,200	\$27,701	\$52,901
Vance County Schools	\$12,600	\$22,750	\$35,350
Total Other	\$441,700	\$838,013	\$1,279,713
% To Statewide Total	38.93%	36.75%	37.47%
Statewide Total	\$1,134,700	\$2,280,515	\$3,415,215
Source: More at Four Task Force report to the General Assembly			

RECOMMENDATION

Based upon our observations of the similarities between the programs, More at Four should be an activity within the Smart Start program. If the programs are combined, the State could achieve cost savings and efficiencies through combining administrative staffs and the associated costs. Further, greater coordination and accountability of existing programs could be achieved.

APPENDICES

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New Horizons Day-care Center at Wake Technical Community College

APPENDICES

APPENDIX A

FINANCIAL AUDIT FINDINGS BY PARTNERSHIP FY93-94--FY00-01																				
YEAR ESTAB- LISHED	PARTNERSHIP	N/A	NO FINDINGS	FINDING AREAS																
				Contract Manage- ment and Sub- recipient Monitoring	Authorizing, Processing, Documenting, and Recording Transactions	Financial Reporting/ Presenta- tion	Policies and Pro- cedures	Com- petitive Bidding	Account- ing System	Segre- gation of Duties	Control Environ- ment/ Board Matters	Pre- payments and Spending Patterns	Cash Manage- ment	Cost Allocation	Matching	Filing Tax Returns, Reports, Forms	Safe- guarding Assets	Financial Status Reports Sub- mission	Use of Funds Compliance	Other (see note below)
1	Burke		1996, 1997, 1998	1999	1999, 2000, 2001		1994	1995		1994								1995		
1	Caldwell		1996, 1997, 2001	1998, 1999, 2000	1995, 1998	1995	1994			1994										
1	Cleveland		1994, 2000, 2001	1996, 1998, 1999	1995, 1996, 1998	1995, 1996, 1998	1996			1996								1996, 1997		
1	Cumberland		1995, 1996, 1999, 2000	1997, 1998, 2001			1994	1998												
1	Davidson		2001	1996, 1997, 1998, 1999	1995, 1996	1995	1994, 1998, 1999		1995	1994, 1996	1997, 1998, 1999, 2000					1995, 1997		1995		
1	Halifax-Warren		1997, 1998, 1999, 2000, 2001	1996	1995, 1996	1995, 1996	1994, 1995	1996		1994, 1995	1995, 1996	1996				1995	1995			
1	Hertford		1996, 1997, 1998, 1999, 2000		2001		1994, 1995			1994										2001
1	Jones-Carteret		1996, 1997, 1998, 1999	2000, 2001	2000, 2001	1995	1994, 1995	2000, 2001		1994, 1995	2000, 2001					1995				2000
1	Mecklenburg		1994, 1995, 1996, 1998, 1999, 2000, 2001	1997																
1	Orange		1996, 1997, 2000, 2001		1995	1995	1994	1998, 1999	1995	1994	1995					1995				
1	Region A		1996, 1997, 1998, 2000, 2001		1995	1999	1994, 1999			1994								1995		

APPENDICES

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FINANCIAL AUDIT FINDINGS BY PARTNERSHIP FY93-94--FY00-01																				
YEAR ESTAB- LISHED	PARTNERSHIP	N/A	NO FINDINGS	Contract Manage- ment and Sub- recipient Monitoring	Authorizing, Processing, Documenting, and Recording Transactions	Financial Reporting/ Presenta- tion	Policies and Pro- cedures	Com- petitive Bidding	Account- ing System	Segre- gation of Duties	Control Environ- ment/ Board Matters	Pre- payments and Spending Patterns	Cash Manage- ment	Cost Allocation	Matching	Filing Tax Returns, Reports, Forms	Safe- guarding Assets	Financial Status Reports Sub- mission	Use of Funds Compliance	Other (see note below)
1	Stanly		1997, 1998, 1999, 2000	2001	1994, 1995	1995, 1996	1994, 1995			1994, 1995									1995	
2	Albemarle/ Pasquotank	1994		1995, 1998, 1999, 2000	1995, 1996, 1997, 1998, 2001	1995, 1996, 1997, 1998, 1999, 2000	1995	1996, 1998, 1999	1995	1995, 1996, 1997, 1998	1995, 1998					1996, 1997	1997, 1998			2001
2	Ashe	1994	1996, 1997, 1998, 1999, 2000, 2001		1995	1995	1995		1995		1995									
2	Avery	1994	1996, 2000, 2001	1997	1995, 1998, 1999	1995, 1997				1995									1995	
2	Catawba	1994	1996, 1997, 2000, 2001	1998	1995, 1998, 1999	1995, 1998, 1999		1998	1995	1995		1998		1998					1995	
2	Chatham	1994	1999, 2000	1997, 1998	1995		1995		1995	2001				1996						2001
2	Down East	1994	1997, 2000	1998, 1999	1995	1998	1995			1995		2001	1996	1998, 1999						
2	Duplin	1994	1997, 1998, 2000	2001	1999		1996			1995										1996
2	Durham	1994	1999, 2000	2001	1995, 1996		2001			1995				1997						
2	Forsyth	1994	1997, 1998, 1999, 2000		1995, 1996	1996		2001	1995	1995										
2	Lenoir/Greene	1994	1996	1997, 1998, 2000, 2001		1999	2000, 2001	2001		1995			1997, 1998							
2	Person	1994	1997, 1999, 2000	2001	1995	1996		2001	1996	1995				1996, 1998						
2	Wilkes	1994	1997, 1998, 1999	1996	1995, 1996, 2000, 2001	1995, 1996, 2001			1995, 1996, 2001	1995							1996			

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FINANCIAL AUDIT FINDINGS BY PARTNERSHIP FY93-94--FY00-01																					
YEAR ESTAB- LISHED	PARTNERSHIP	N/A	NO FINDINGS	Contract Manage- ment and Sub- recipient Monitoring	Authorizing, Processing, Documenting, and Recording Transactions	Financial Reporting/ Presenta- tion	Policies and Pro- cedures	Com- petitive Bidding	Account- ing System	Segre- gation of Duties	Control Environ- ment/ Board Matters	FINDING AREAS									
												Pre- payments and Spending Patterns	Cash Manage- ment	Cost Allocation	Matching	Filing Tax Returns, Reports, Forms	Safe- guarding Assets	Financial Status Reports Sub- mission	Use of Funds Compliance	Other (see note below)	
3	Alleghany	1994, 1995	1996, 1997, 1998, 1999, 2000			2001														2001	
3	Buncombe	1994, 1995	1996, 1997, 1998, 2001	2000	2000		1999			2000											
3	New Hanover	1994, 1995	1997, 1998, 2000	2001	1996, 2001	1999	1996			1996											
3	Pamlico	1994, 1995	1997, 1998, 1999, 2000		1996, 2001		1996			1996	1996	1996									
3	Robeson	1994, 1995	1996, 1997, 1998	1999, 2000, 2001								2001									
3	Rutherford	1994, 1995		1996, 1997, 1998, 1999, 2000	1996, 1999	1997	1996		1996	1996						1997				2001	
3	Stokes	1994, 1995	1996, 1997, 1999, 2000	1998, 2001		1998															
3	Surry	1994, 1995	1996	1997, 1998, 1999, 2000				1997												2001	
3	Wake	1994, 1995	2001	1997, 1998, 1999, 2000		1997, 1998, 1999	1997, 1998, 1999	1998, 1999		1996	1997									1997	
3	Washington	1994, 1995	1996, 1997, 1998, 2000, 2001	1999																	
3	Wilson	1994, 1995	1997, 1998, 1999	2000, 2001			2000	2000, 2001			2001					1996					
4	Anson	1994, 1995, 1996	1997, 1998, 2000, 2001			1999	1999														
4	Bertie	1994, 1995, 1996	1997, 1998, 1999, 2000																	2001	

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FINANCIAL AUDIT FINDINGS BY PARTNERSHIP FY93-94--FY00-01																				
YEAR ESTAB- LISHED	PARTNERSHIP	N/A	NO FINDINGS	Contract Manage- ment and Sub- recipient Monitoring	Authorizing, Processing, Documenting, and Recording Transactions	Financial Reporting/ Presenta- tion	Policies and Pro- cedures	Com- petitive Bidding	Account- ing System	Segre- gation of Duties	Control Environ- ment/ Board Matters	Pre- payments and Spending Patterns	Cash Manage- ment	Cost Allocation	Matching	Filing Tax Returns, Reports, Forms	Safe- guarding Assets	Financial Status Reports Sub- mission	Use of Funds Compliance	Other (see note below)
4	Brunswick	1994, 1995, 1996	1997			1998, 1999, 2000, 2001		1998, 2000												
4	Columbus	1994, 1995, 1996	1997, 1998, 1999, 2000	2001	2001						2001									
4	Dare	1994, 1995, 1996	1997, 1998, 1999, 2000, 2001																	
4	Guilford	1994, 1995, 1996	1997, 1998, 1999, 2000	2001																
4	Hoke	1994, 1995, 1996	1998	1997, 1999, 2000, 2001		2001	2001	1999, 2001		1997										
4	Iredell	1994, 1995, 1996	1997, 1998, 1999, 2000	2001	2001															2001
4	Lee	1994, 1995, 1996		1998	1997, 1999, 2000, 2001	1998, 1999, 2000, 2001	1997, 1998, 1999	1997, 1998, 1999			2000, 2001					1997				
4	McDowell	1994, 1995, 1996	1998	1999, 2000		1997, 2001				1997						1997				
4	Moore	1994, 1995, 1996	1997, 1998, 1999, 2000	2001																
4	Rowan	1994, 1995, 1996	1998, 1999, 2000	2001		1997														
5	Alamance	1994, 1995, 1996, 1997	1998, 1999, 2000				2001													
5	Alexander	1994, 1995, 1996, 1997	1998, 1999, 2000, 2001																	

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FINANCIAL AUDIT FINDINGS BY PARTNERSHIP FY93-94--FY00-01																				
YEAR ESTAB- LISHED	PARTNERSHIP	N/A	NO FINDINGS	FINDING AREAS																
				Contract Management and Sub- recipient Monitoring	Authorizing, Processing, Documenting, and Recording Transactions	Financial Reporting/ Presenta- tion	Policies and Pro- cedures	Com- petitive Bidding	Account- ing System	Segre- gation of Duties	Control Environ- ment/ Board Matters	Pre- payments and Spending Patterns	Cash Manage- ment	Cost Allocation	Matching	Filing Tax Returns, Reports, Forms	Safe- guarding Assets	Financial Status Reports Sub- mission	Use of Funds Compliance	Other (see note below)
5	Beaufort	1994 1995 1996 1997 1998	1999	2000, 2001			2000	2000, 2001				2000								
5	Bladen	1994 1995 1996 1997 1998		2000, 2001	2000, 2001	1999	1999				1999, 2000, 2001									
5	Cabarrus	1994 1995 1996 1997 1998	2000	1999, 2001	1999	1999	1999			1999										
5	Caswell	1994 1995 1996 1997	1998, 1999, 2000, 2001																	
5	Chowan/Gates/ Perquimans	1994 1995 1996 1997	2000	1998, 1999	1998, 2001		1998				1998									
5	Craven	1994 1995 1996 1997 1998	1999, 2000																	2001
5	Davie	1994 1995 1996 1997 1998		2000, 2001		2001	2001	1999, 2000				2000								
5	Franklin/Granville/ Vance	1994 1995 1996 1997	1998, 1999, 2000	2001				2001												
5	Harnett	1994 1995 1996 1997 1998	1999	2000	2000		2000	2001												
5	Henderson	1994 1995 1996 1997 1998		1999, 2000, 2001																

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FINANCIAL AUDIT FINDINGS BY PARTNERSHIP FY93-94--FY00-01																				
YEAR ESTAB- LISHED	PARTNERSHIP	N/A	NO FINDINGS	Contract Manage- ment and Sub- recipient Monitoring	Authorizing, Processing, Documenting, and Recording Transactions	Financial Reporting/ Presenta- tion	Policies and Pro- cedures	Com- petitive Bidding	Account- ing System	Segre- gation of Duties	Control Environ- ment/ Board Matters	Pre- payments and Spending Patterns	Cash Manage- ment	Cost Allocation	Matching	Filing Tax Returns, Reports, Forms	Safe- guarding Assets	Financial Status Reports Sub- mission	Use of Funds Compliance	Other (see note below)
5	Hyde	1994 1995 1996 1997 1998		2001	1999		1999, 2000	2000		1999	2001									
5	Johnston	1994 1995 1996 1997 1998	1999, 2000, 2001																	
5	Lincoln/Gaston	1994 1995 1996 1997	1999, 2000, 2001	1998			1998													
5	Madison	1994 1995 1996 1997 1998	2000, 2001				1999													
5	Martin/Pitt	1994 1995 1996 1997	1998	2000, 2001	2000, 2001			2000								1999, 2000				
5	Mitchell/Yancey	1994 1995 1996 1997	1998, 1999, 2000																	2001
5	Montgomery	1994 1995 1996 1997	1998, 2000	2001	1999			1999												
5	Northampton	1994 1995 1996 1997	1998		1999, 2000, 2001															2001
5	Onslow	1994 1995 1996 1997 1998	2001		1999			2000				1999, 2000								
5	Pender	1994 1995 1996 1997 1998		2001	2000		2000	2000, 2001		2000	2000, 2001	2000				1999				

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FINANCIAL AUDIT FINDINGS BY PARTNERSHIP FY93-94--FY00-01																				
YEAR ESTAB- LISHED	PARTNERSHIP	N/A	NO FINDINGS	Contract Manage- ment and Sub- recipient Monitoring	FINDING AREAS															
					Authorizing, Processing, Documenting, and Recording Transactions	Financial Reporting/ Presenta- tion	Policies and Pro- cedures	Com- petitive Bidding	Account- ing System	Segre- gation of Duties	Control Environ- ment/ Board Matters	Pre- payments and Spending Patterns	Cash Manage- ment	Cost Allocation	Matching	Filing Tax Returns, Reports, Forms	Safe- guarding Assets	Financial Status Reports Sub- mission	Use of Funds Compliance	Other (see note below)
5	Polk	1994, 1995, 1996, 1997	1998, 1999, 2000, 2001																	
5	Randolph	1994, 1995, 1996, 1997, 1998	1999, 2000, 2001																	
5	Richmond	1994, 1995, 1996, 1997	1998	2000, 2001	1999, 2000, 2001	1999, 2000, 2001	1999, 2000	2000		2000	2000, 2001	2000							1999	
5	Rockingham	1994, 1995, 1996, 1997	1999, 2000, 2001		1998		1998			1998										
5	Sampson	1994, 1995, 1996, 1997, 1998		2000			1999	1999, 2000		2001		2000								2001
5	Scotland	1994, 1995, 1996, 1997, 1998	2001	2000	1999		1999			1999										
5	Transylvania	1994, 1995, 1996, 1997	1998, 1999, 2000	2001																
5	Tyrrell	1994, 1995, 1996, 1997, 1998			1999		1999	1999, 2000			1999, 2000, 2001									
5	Union	1994, 1995, 1996, 1997, 1998	1999, 2000, 2001																	
5	Watauga	1994, 1995, 1996, 1997	1998, 1999, 2000																	2001

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FINANCIAL AUDIT FINDINGS BY PARTNERSHIP FY93-94--FY00-01																				
YEAR ESTAB- LISHED	PARTNERSHIP	N/A	NO FINDINGS	FINDING AREAS																
				Contract Management and Sub- recipient Monitoring	Authorizing, Processing, Documenting, and Recording Transactions	Financial Reporting/ Presenta- tion	Policies and Pro- cedures	Com- petitive Bidding	Account- ing System	Segre- gation of Duties	Control Environ- ment/ Board Matters	Pre- payments and Spending Patterns	Cash Manage- ment	Cost Allocation	Matching	Filing Tax Returns, Reports, Forms	Safe- guarding Assets	Financial Status Reports Sub- mission	Use of Funds Compliance	Other (see note below)
5	Wayne	1994, 1995, 1996, 1997	1998	2000, 2001	1999, 2000			1999												
5	Yadkin	1994, 1995, 1996, 1997	1998, 2000	2001	1999, 2001					2001										
1	NCPC			1998, 1999, 2000	1995, 1996, 1998, 1999, 2000	1996, 1998, 1999	1994, 1995, 1996, 1997, 1998, 1999	1996, 1997, 1998, 1999	1995, 1999, 2000, 2001	1994, 1995, 1996, 1998, 1999	1996, 1997, 1998, 1999, 2000	1995			1996, 1997, 1998, 1999			1999	1998, 1999, 2000, 2001	
Note: "Other" category includes findings related to tax withholdings, fundraiser failure, corporation status, dual partnerships, and credit card limits.																				
Sources: Audit reports for each partnership from FY1994 through FY2001.																				

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APPENDIX B-1

SMART START
RECEIPTS TREND BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Albemarle Smart Start Partnership, Inc.	State Awards	\$ 1,022,560	\$ 1,400,639	\$ 816,113	\$ 593,007	
	Federal Awards	73,901	92,468	70,223	23,908	
	Local Awards	-	-	-	-	
	Private Contributions	8,855	4,798	83,162	60,299	
	Special Fund Raising Events	-	-	-	492	
	Interest and Investment Earnings	1,391	9,964	5,257	1,503	
	Sales Tax Refunds	16,199	11,580	4,302	-	
	Other Receipts	-	14,050	3,431	1,631	
	TOTAL	\$ 1,122,906	\$ 1,533,499	\$ 982,488	\$ 680,840	
Alamance Partnership for Children, Inc.	State Awards	\$ 1,380,734	\$ 1,515,299	\$ 1,718,716	\$ 298,921	\$ 35,000
	Federal Awards	-	-	-	0	-
	Local Awards	-	-	-	-	-
	Private Contributions	8,400	13,420	11,180	21,000	-
	Special Fund Raising Events	-	-	-	0	-
	Interest and Investment Earnings	3,087	5,668	2,177	303	56
	Sales Tax Refunds	8,555	3,578	897	284	-
	Other Receipts	-	10	-	0	-
	TOTAL	\$ 1,400,776	\$ 1,537,975	\$ 1,732,970	\$ 320,508	\$ 35,056
Alexander County Partnership for Children	State Awards	\$ 481,626	\$ 347,668	\$ 486,967	\$ 105,514	\$ 41,200
	Federal Awards	-	-	-	34,814	7,000
	Local Awards	-	-	-	-	5,000
	Private Contributions	12,179	7,556	26,363	1,490	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	153	383	268	30	-
	Sales Tax Refunds	1,344	2,663	371	-	-
	Other Receipts	-	-	-	-	-
	TOTAL	\$ 495,302	\$ 358,270	\$ 513,969	\$ 141,848	\$ 53,200
Alleghany Partnership for Children, Inc.	State Awards	\$ 411,031	\$ 456,159	\$ 512,172	\$ 325,020	\$ 267,689
	Federal Awards	-	4,190	-	-	-
	Local Awards	-	2,000	5,000	8,710	4,000
	Private Contributions	17,939	30,459	17,780	10,842	20,094
	Special Fund Raising Events	11,583	1,469	3,382	2,499	4,685
	Interest and Investment Earnings	2,224	6,426	3,424	1,749	668
	Sales Tax Refunds	12,572	1,888	3,742	-	579
	Other Receipts	2,402	5,641	7,294	6,069	720
	TOTAL	\$ 457,752	\$ 508,232	\$ 552,794	\$ 354,889	\$ 298,435
Anson County Partnership for Children	State Awards	\$ 1,032,081	\$ 1,325,591	\$ 754,624	\$ 488,453	\$ 177,694
	Federal Awards	-	-	59,782	27,540	-

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SMART START
RECEIPTS TREND BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
	Local Awards	-	-	-	-	1,400
	Private Contributions	56,743	72,811	134,433	101,061	39,799
	Special Fund Raising Events	193	131	-	3,233	-
	Interest and Investment Earnings	1,610	6,462	5,103	1,326	1,725
	Sales Tax Refunds	26,780	8,701	7,844	320	1,962
	Other Receipts	-	83,514	1,066	-	-
	TOTAL	\$ 1,117,407	\$ 1,497,210	\$ 962,852	\$ 621,933	\$ 222,580
Ashe County Partnership for Children	State Awards	\$ 894,161	\$ 1,073,565	\$ 1,006,787	\$ 588,149	\$ 557,540
	Federal Awards	-	84,638	-	-	-
	Local Awards	2,500	3,700	2,500	18,295	16,000
	Private Contributions	257,823	56,843	139,853	25,053	25,100
	Special Fund Raising Events	-	-	-	952	-
	Interest and Investment Earnings	4,489	5,478	6,396	3,389	2,936
	Sales Tax Refunds	129,823	5,713	-	-	-
	Other Receipts	-	102,457	1,164	5,656	1,057
	TOTAL	\$ 1,288,797	\$ 1,332,394	\$ 1,156,700	\$ 641,494	\$ 602,633
Avery County Partnership for Children, Inc.	State Awards	\$ 440,822	\$ 465,341	\$ 404,272	\$ 421,846	\$ 407,655
	Federal Awards	-	30,144	27,424	-	14,013
	Local Awards	-	-	-	-	-
	Private Contributions	21,341	26,707	42,771	13,920	649
	Special Fund Raising Events	79	13,121	-	1,572	13,022
	Interest and Investment Earnings	673	1,325	1,823	1,541	1,746
	Sales Tax Refunds	-	1,952	1,128	-	59
	Other Receipts	16,953	17,000	14,960	1,250	-
	TOTAL	\$ 479,868	\$ 555,590	\$ 492,378	\$ 440,129	\$ 437,144
Beaufort County Partnership for Children	State Awards	\$ 713,546	\$ 771,783	\$ 355,478	\$ 38,298	-
	Federal Awards	81,684	126,328	11,398	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	14,079	8,942	4,405	-	-
	Special Fund Raising Events	-	410	-	-	-
	Interest and Investment Earnings	712	1,927	115	-	-
	Sales Tax Refunds	8,718	10,056	668	-	-
	Other Receipts	-	-	-	-	-
	TOTAL	\$ 818,738	\$ 919,446	\$ 372,064	\$ 38,298	-
Bertie County Partnership for Children, Inc.	State Awards	\$ 572,755	\$ 755,237	\$ 522,633	\$ 126,850	\$ 135,383
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	14,035	33,157	9,331	26,004	53
	Special Fund Raising Events	-	-	-	-	-

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APPENDIX B-1

SMART START RECEIPTS TREND BY LOCAL PARTNERSHIPS PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Bladen County Partnership for Children, Inc.	Interest and Investment Earnings	-	1,817	-	-	-
	Sales Tax Refunds	3,024	6,721	596	-	-
	Other Receipts	-	4,489	12,100	-	-
	TOTAL	\$ 589,815	\$ 801,421	\$ 544,660	\$ 152,854	\$ 135,436
	State Awards	\$ 433,922	\$ 692,058	\$ 358,303	\$ 25,316	-
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	-	25,076	-	-	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	199	335	219	-	-
Brunswick County Partnership for Children, Inc.	Sales Tax Refunds	3,105	-	-	-	-
	Other Receipts	-	-	-	-	-
	TOTAL	\$ 437,226	\$ 717,469	\$ 358,522	\$ 25,316	-
	State Awards	\$ 1,163,023	\$ 1,491,369	\$ 1,734,561	\$ 549,855	\$ 282,413
	Federal Awards	49,311	94,014	132,124	98,835	125,269
	Local Awards	-	-	-	-	9,000
	Private Contributions	136,944	149,997	132,377	152,740	115,036
	Special Fund Raising Events	5,243	-	1,182	531	5,002
	Interest and Investment Earnings	2,833	13,526	16,280	4,603	6,740
	Sales Tax Refunds	1,149	3,140	2,943	4,087	-
Buncombe County Partnership for Children, Inc.	Other Receipts	418,240	170,189	4,150	3,779	1,931
	TOTAL	\$ 1,776,743	\$ 1,922,235	\$ 2,023,617	\$ 814,430	\$ 545,391
	State Awards	\$ 2,383,727	\$ 2,767,668	\$ 2,994,324	\$ 1,930,772	\$ 1,552,547
	Federal Awards	-	9,000	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	35,929	70,754	36,088	38,000	49,500
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	5,609	19,052	18,348	8,879	9,344
	Sales Tax Refunds	2,371	2,164	387	187	673
	Other Receipts	57,808	52,290	41,188	373	1,635
Burke County Partnership for Children, Inc.	TOTAL	\$ 2,485,444	\$ 2,920,928	\$ 3,090,335	\$ 1,978,211	\$ 1,613,699
	State Awards	\$ 2,296,030	\$ 2,599,628	\$ 2,062,928	\$ 1,712,009	\$ 1,526,399
	Federal Awards	-	-	-	0	-
	Local Awards	-	-	-	-	-
	Private Contributions	94,951	44,292	4,151	22,777	98,641
	Special Fund Raising Events	-	-	3,763	3,766	2,710
	Interest and Investment Earnings	731	16,232	12,621	9,962	8,963
	Sales Tax Refunds	1,750	921	-	886	145
	Other Receipts	5,400	-	-	-	-

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SMART START RECEIPTS TREND BY LOCAL PARTNERSHIPS PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Cabarrus County Partnership for Children	TOTAL	\$ 2,398,863	\$ 2,661,073	\$ 2,083,463	\$ 1,749,400	\$ 1,636,858
	State Awards	\$ 1,386,759	\$ 1,035,251	\$ 1,141,756	\$ 78,610	-
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	120,007	127,655	83,692	47,700	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	458	1,809	983	186	-
	Sales Tax Refunds	6,604	-	503	-	-
	Other Receipts	-	1,711	390	-	-
	TOTAL	\$ 1,513,827	\$ 1,166,426	\$ 1,227,324	\$ 126,496	-
Caldwell County	State Awards	\$ 20,500,249	\$ 2,287,674	\$ 1,730,294	\$ 1,492,632	\$ 1,356,354
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	62,499	31,529
	Private Contributions	109,630	376,086	261,369	48,056	94,627
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	3,643	16,672	21,594	6,778	2,927
	Sales Tax Refunds	2,668	1,693	1,282	1,234	1,537
	Other Receipts	-	1,975	7,024	3,176	175
	TOTAL	\$ 20,616,190	\$ 2,684,100	\$ 2,021,563	\$ 1,614,375	\$ 1,487,149
	State Awards	\$ -	\$ -	\$ -	\$ -	\$ 28,192
Camden Smart Start	Federal Awards	0	-	-	0	-
	Local Awards	0	-	-	0	-
	Private Contributions	0	-	-	0	-
	Special Fund Raising Events	0	-	-	0	-
	Interest and Investment Earnings	0	-	-	0	-
	Sales Tax Refunds	0	-	-	0	-
	Other Receipts	0	-	-	0	-
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 28,192
	State Awards	\$ 462,091	\$ 361,329	\$ 382,644	\$ 153,612	\$ 35,000
	Federal Awards	-	61,391	22,522	-	-
Caswell County Partnership for Children	Local Awards	-	-	-	-	-
	Private Contributions	8,155	3,086	2,643	10,385	-
	Special Fund Raising Events	-	-	-	54	-
	Interest and Investment Earnings	172	274	208	111	-
	Sales Tax Refunds	1,239	475	308	-	-
	Other Receipts	-	-	-	-	-
	TOTAL	\$ 471,657	\$ 426,555	\$ 408,325	\$ 164,162	\$ 35,000
	State Awards	\$ 2,198,700	\$ 3,037,456	\$ 2,802,953	\$ 1,681,520	\$ 1,580,507
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
Catawba County Partnership for Children	Private Contributions	-	-	-	-	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	-	-	-	-	-
	Sales Tax Refunds	-	-	-	-	-
	Other Receipts	-	-	-	-	-
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -
	State Awards	\$ -	\$ -	\$ -	\$ -	\$ -
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	-	-	-	-	-

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APPENDIX B-1

SMART START
RECEIPTS TREND BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
	Local Awards	-	-	-	-	-
	Private Contributions	20,826	776	2,104	579	20,550
	Special Fund Raising Events	-	-	2,291	576	2,331
	Interest and Investment Earnings	23,112	3,017	25,490	1,043	2,863
	Sales Tax Refunds	8,636	14,453	14,295	-	514
	Other Receipts	-	1,926	-	22,884	-
	TOTAL	\$ 2,251,273	\$ 3,057,628	\$ 2,847,133	\$ 1,706,602	\$ 1,606,765
Chatham Partnership for Children	State Awards	\$ 1,137,485	\$ 1,247,777	\$ 1,034,152	\$ 1,087,305	\$ 741,528
	Federal Awards	429,000	185,000	56,000	-	19,333
	Local Awards	1,000	-	-	-	-
	Private Contributions	66,837	48,331	13,142	16,719	1,381
	Special Fund Raising Events	-	-	30	2,568	2,090
	Interest and Investment Earnings	3,327	7,485	4,800	2,866	3,345
	Sales Tax Refunds	-	3,420	-	303	411
	Other Receipts	28,145	28,502	17,192	-	3,233
Chowan/Gates/Perquimans Partnership for Children	TOTAL	\$ 1,665,794	\$ 1,520,515	\$ 1,125,316	\$ 1,109,761	\$ 771,321
	State Awards	\$ 390,353	\$ 661,075	\$ 618,274	\$ 144,435	\$ 129,395
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	14,118	37,927	75	-	-
	Special Fund Raising Events	161	-	-	-	-
	Interest and Investment Earnings	205	560	319	59	65
	Sales Tax Refunds	7,552	7,134	878	-	-
Cleveland County Partnership for Children, Inc.	Other Receipts	-	-	-	-	-
	TOTAL	\$ 412,389	\$ 706,696	\$ 619,546	\$ 144,494	\$ 129,460
	State Awards	\$ 1,738,478	\$ 2,363,563	\$ 2,431,487	\$ 1,859,944	\$ 1,632,127
	Federal Awards	0	30,620	16,086	27,320	-
	Local Awards	0	-	-	-	-
	Private Contributions	12,025	19,847	-	59,310	6,701
	Special Fund Raising Events	0	-	-	-	-
	Interest and Investment Earnings	2,707	5,166	2,599	3,119	3,619
Columbus County Partnership for Children, Inc.	Sales Tax Refunds	8,218	5,565	6,540	3,753	7,766
	Other Receipts	255	28,897	27,088	8,326	-
	TOTAL	\$ 1,761,683	\$ 2,453,658	\$ 2,483,800	\$ 1,961,772	\$ 1,650,213
	State Awards	\$ 1,260,277	\$ 1,514,037	\$ 388,225	\$ 137,899	\$ 95,084
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	7,692	2,847	35,548	4,726	355
	Special Fund Raising Events	-	-	-	-	-

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APPENDIX B-1

SMART START
RECEIPTS TREND BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Craven County Partnership for Children	Interest and Investment Earnings	893	831	219	83	71
	Sales Tax Refunds	-	-	-	-	-
	Other Receipts	9,265	240	674	750	-
	TOTAL	\$ 1,278,127	\$ 1,517,955	\$ 424,666	\$ 143,458	\$ 95,510
	State Awards	\$ 1,080,596	\$ 1,252,577	\$ 407,835	\$ 96,086	-
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	4,312	8,783	881	5,042	-
	Special Fund Raising Events	15,948	9,112	-	-	-
	Interest and Investment Earnings	294	-	-	-	-
Cumberland County Partnership for Children, Inc.	Sales Tax Refunds	6,979	11,516	231	-	-
	Other Receipts	-	-	-	-	-
	TOTAL	\$ 1,108,129	\$ 1,281,988	\$ 408,947	\$ 101,128	-
	State Awards	\$ 8,969,831	11,851,580	11,045,136	\$ 8,622,514	\$ 4,119,867
	Federal Awards	-	13,613	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	203,356	139,868	250,961	165,507	48,903
	Special Fund Raising Events	46,637	-	28,285	23,492	6,647
	Interest and Investment Earnings	125,061	99,903	114,919	18,799	16,037
	Sales Tax Refunds	-	86,040	21,040	17,650	6,181
Currituck Partnership for Children	Other Receipts	96,589	39,104	4,477	26,919	37
	TOTAL	\$ 9,441,473	12,230,108	11,464,818	\$ 8,874,881	\$ 4,197,672
	State Awards	\$ -	\$ -	\$ -	\$ -	\$ 15,289
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	-	-	-	-	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	-	-	-	-	48
	Sales Tax Refunds	-	-	-	-	-
	Other Receipts	0	-	-	0	50
Smart Start of Dare County	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 15,387
	State Awards	\$ 452,034	\$ 470,359	\$ 524,859	\$ 171,498	\$ 93,143
	Federal Awards	\$ -	29,156	-	-	-
	Local Awards	\$ -	47,225	-	-	-
	Private Contributions	6,293	18,492	14,757	22,816	7,000
	Special Fund Raising Events	275	-	-	-	-
	Interest and Investment Earnings	258	3,989	679	297	153
	Sales Tax Refunds	1,631	5,829	367	711	-
	Other Receipts	26,400	15,125	-	-	-

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APPENDIX B-1

SMART START RECEIPTS TREND BY LOCAL PARTNERSHIPS PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Davidson County Smart Start, Inc.	TOTAL	\$ 486,891	\$ 590,175	\$ 540,662	\$ 195,322	\$ 100,296
	State Awards	\$ 5,459,626	\$ 3,456,064	\$ 796,815	\$ 980,807	\$ 1,755,217
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	35,701	1,804	25,301	365	-
	Special Fund Raising Events	3,728	-	-	-	-
	Interest and Investment Earnings	11,480	17,381	3,342	2,777	4,752
	Sales Tax Refunds	18,658	4,673	15,961	-	588
	Other Receipts	30,510	-	30	6,634	991
	TOTAL	\$ 5,559,704	\$ 3,479,922	\$ 841,449	\$ 990,583	\$ 1,761,548
Davie County Partnership for Children, Inc.	State Awards	\$ 456,867	\$ 369,801	\$ 196,026	\$ 26,170	-
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	5,000	62,600	1,000	8,500	-
	Special Fund Raising Events	773	-	-	-	-
	Interest and Investment Earnings	-	-	-	-	-
	Sales Tax Refunds	1,207	205	-	-	-
	Other Receipts	-	12,735	-	-	-
	TOTAL	\$ 463,846	\$ 445,341	\$ 197,026	\$ 34,670	-
	State Awards	\$ 3,962,838	\$ 5,461,381	\$ 4,411,863	\$ 3,652,930	\$ 3,166,236
Down East Partnership for Children	Federal Awards	600,087	260,414	210,087	275,046	286,083
	Local Awards	20,000	20,000	-	-	-
	Private Contributions	324,777	448,860	248,025	191,309	158,435
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	26,014	34,771	24,828	17,457	23,694
	Sales Tax Refunds	19,697	14,683	11,181	8,375	11,657
	Other Receipts	5,874	25,987	40,820	27,668	30,511
	TOTAL	\$ 4,959,288	\$ 6,266,096	\$ 4,946,804	\$ 4,172,785	\$ 3,676,616
	State Awards	\$ 907,903	\$ 1,316,660	\$ 1,173,137	\$ 752,751	\$ 750,894
	Federal Awards	33,116	27,601	22,884	-	-
Duplin County Partnership for Children	Local Awards	-	-	-	-	-
	Private Contributions	56,659	10,240	54,853	1,078	2,214
	Special Fund Raising Events	-	-	-	545	-
	Interest and Investment Earnings	2,222	12,850	12,749	551	1,065
	Sales Tax Refunds	4,406	7,825	-	3,105	786
	Other Receipts	41,521	7,991	6,435	155	-
	TOTAL	\$ 1,045,827	\$ 1,383,167	\$ 1,270,058	\$ 758,185	\$ 754,959
	State Awards	\$ 3,762,438	\$ 5,320,625	\$ 4,010,875	\$ 3,549,289	\$ 3,730,754
	Federal Awards	223,609	-	-	-	-
	Local Awards	-	-	-	-	-
Durham's Partnership for Children	Private Contributions	-	-	-	-	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	-	-	-	-	-
	Sales Tax Refunds	-	-	-	-	-
	Other Receipts	-	-	-	-	-
	TOTAL	-	-	-	-	-
	State Awards	-	-	-	-	-
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	-	-	-	-	-

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SMART START
RECEIPTS TREND BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
	Local Awards	73,000	-	-	-	-
	Private Contributions	17,829	3,744	3,957	15,642	17,951
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	2,262	3,882	3,199	3,646	6,227
	Sales Tax Refunds	-	3,253	-	1,398	49,682
	Other Receipts	1,459	6,817	1,122	4,003	7,848
	TOTAL	\$ 4,080,597	\$ 5,338,321	\$ 4,019,153	\$ 3,573,978	\$ 3,812,462
	State Awards	\$ 6,721,981	\$ 7,406,216	\$ 7,887,003	\$ 5,203,654	\$ 4,079,448
	Federal Awards	11,872	-	-	8,069	21,645
	Local Awards	-	-	-	-	-
Forsyth Early Childhood Partnership	Private Contributions	214,466	316,540	191,316	241,763	229,759
	Special Fund Raising Events	-	-	757	-	341
	Interest and Investment Earnings	12,227	49,782	58,101	22,924	26,416
	Sales Tax Refunds	10,665	19,572	5,991	-	4,457
	Other Receipts	(1,719)	515,161	604	7,606	77
	TOTAL	\$ 6,969,492	\$ 8,307,271	\$ 8,143,772	\$ 5,484,016	\$ 4,362,143
	State Awards	\$ 1,284,726	\$ 1,318,855	\$ 484,822	\$ 151,200	\$ 75,000
	Federal Awards	7,057	12,497	-	-	-
	Local Awards	-	-	-	-	148
	Private Contributions	12,337	8,294	11,384	7,225	40,250
Franklin-Granville-Vance Partnership for Children, Inc.	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	3,796	12,422	5,989	1,555	521
	Sales Tax Refunds	-	7,577	726	256	-
	Other Receipts	29,523	25,007	-	-	-
	TOTAL	\$ 1,337,439	\$ 1,384,652	\$ 502,921	\$ 160,236	\$ 115,919
	State Awards	\$ 5,617,319	\$ 5,573,688	\$ 6,928,663	\$ 207,420	\$ 119,942
	Federal Awards	-	-	-	-	-
	Local Awards	16,156	66,666	100,000	27,050	-
	Private Contributions	61,820	70,007	68,833	68,833	10,800
	Special Fund Raising Events	-	-	-	-	-
Guilford County Partnership for Children, Inc.	Interest and Investment Earnings	3,869	7,946	7,911	1,712	1,219
	Sales Tax Refunds	-	10,068	1,713	152	-
	Other Receipts	33,504	-	-	-	-
	TOTAL	\$ 5,732,668	\$ 5,728,375	\$ 7,107,120	\$ 305,167	\$ 131,961
	State Awards	\$ 1,469,157	\$ 1,917,860	\$ 1,641,658	\$ 1,469,850	\$ 1,145,825
	Federal Awards	-	65,319	61,137	35,748	24,088
	Local Awards	-	-	-	-	-
	Private Contributions	13,078	99,482	5,462	20,971	26,380
	Special Fund Raising Events	4,762	2,786	22	229	866
	Other Receipts	-	-	-	-	-
Halifax-Warren Smart Start Partnership for Children, Inc.	Local Awards	-	-	-	-	-
	Private Contributions	-	-	-	-	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	-	-	-	-	-
	Sales Tax Refunds	-	-	-	-	-
	Other Receipts	-	-	-	-	-
	TOTAL	-	-	-	-	-
	State Awards	-	-	-	-	-
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-

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SMART START RECEIPTS TREND BY LOCAL PARTNERSHIPS PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Harnett County Partnership for Children, Inc.	Interest and Investment Earnings	7,885	-	810	689	1,048
	Sales Tax Refunds	21,458	3,236	2,600	446	1,126
	Other Receipts	56,058	28,514	2,967	5,180	1,177
	TOTAL	\$ 1,572,397	\$ 2,117,197	\$ 1,714,656	\$ 1,533,113	\$ 1,200,510
	State Awards	\$ 914,814	\$ 1,028,488	\$ 134,052	\$ 46,449	
	Federal Awards	-	-	-	-	
	Local Awards	-	-	-	-	
	Private Contributions	14,468	502	406	1,066	
	Special Fund Raising Events	1,002	-	-	-	
	Interest and Investment Earnings	1,231	-	43	11	
Henderson County Partnership for Children, Inc.	Sales Tax Refunds	-	1,154	714	-	
	Other Receipts	941	-	-	-	
	TOTAL	\$ 932,456	\$ 1,030,144	\$ 135,215	\$ 47,526	
	State Awards	\$ 715,493	\$ 623,226	\$ 675,859	\$ 267,753	
	Federal Awards	-	-	-	-	
	Local Awards	-	-	-	-	
	Private Contributions	125	120	20,010	40,000	
	Special Fund Raising Events	-	-	-	-	
	Interest and Investment Earnings	1,117	-	-	-	
	Sales Tax Refunds	3,080	1,736	-	-	
Hertford County Partnership for Children, Inc.	Other Receipts	-	-	-	-	
	TOTAL	\$ 719,815	\$ 625,082	\$ 695,869	\$ 307,753	
	State Awards	\$ 683,172	\$ 803,848	\$ 795,210	\$ 637,365	\$ 632,906
	Federal Awards	73,014	86,195	86,400	58,429	43,980
	Local Awards	-	-	-	-	
	Private Contributions	4,225	81,370	40,091	30,956	5,839
	Special Fund Raising Events	-	3,769	190	-	-
	Interest and Investment Earnings	3,631	3,324	1,906	1,539	1,704
	Sales Tax Refunds	5,536	3,147	879	-	-
	Other Receipts	-	2,824	5,281	4,133	1,521
Hoke County Partnership for Children and Families	TOTAL	\$ 769,577	\$ 984,477	\$ 929,957	\$ 732,422	\$ 685,950
	State Awards	\$ 1,164,054	\$ 1,368,830	\$ 1,571,220	\$ 288,942	\$ 180,069
	Federal Awards	0	10,375	18,596	23,000	-
	Local Awards	0	-	-	12,500	-
	Private Contributions	23,693	20,078	18,112	10,843	25,419
	Special Fund Raising Events	25	-	-	-	-
	Interest and Investment Earnings	13	72	104	84	2
	Sales Tax Refunds	0	1,025	2,619	-	-
	Other Receipts	1,564.97	3,935	4,000	327	-

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SMART START RECEIPTS TREND BY LOCAL PARTNERSHIPS PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Hyde County Partnership for Children	TOTAL	\$ 1,189,351	\$ 1,404,315	\$ 1,614,651	\$ 335,696	\$ 205,490
	State Awards	\$ 187,387	\$ 123,203	\$ 55,795	\$ 40,334	
	Federal Awards	-	-	-	-	
	Local Awards	-	-	-	-	
	Private Contributions	45	459	-	1	
	Special Fund Raising Events	-	-	-	-	
	Interest and Investment Earnings	-	-	-	-	
	Sales Tax Refunds	590	606	301	-	
	Other Receipts	-	-	-	-	
	TOTAL	\$ 188,022	\$ 124,268	\$ 56,096	\$ 40,335	
Iredell County Partnership for Young Children, Inc.	State Awards	\$ 1,961,897	\$ 1,868,466	\$ 2,421,683	\$ 843,067	\$ 321,361
	Federal Awards	-	36,255	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	55,398	51,704	42,181	40,970	31,355
	Special Fund Raising Events	80	1,163	451	-	183
	Interest and Investment Earnings	4,261	29,165	7,731	760	1,922
	Sales Tax Refunds	260	18,023	11,880	973	-
	Other Receipts	7,721	4,326	3,591	9,626	3,885
	TOTAL	\$ 2,029,616	\$ 2,009,102	\$ 2,487,517	\$ 895,396	\$ 358,706
	State Awards	\$ 1,434,005	\$ 1,641,207	\$ 722,233	\$ 84,311	
Johnston County Partnership for Children, Inc.	Federal Awards	-	-	-	-	
	Local Awards	-	-	-	-	
	Private Contributions	4,540	23,084	8,380	10,000	
	Special Fund Raising Events	408	-	2,779	-	
	Interest and Investment Earnings	1,381	10,933	1,911	-	
	Sales Tax Refunds	-	8,992	-	107	
	Other Receipts	129,991	121,592	19,625	-	
	TOTAL	\$ 1,570,325	\$ 1,805,808	\$ 754,928	\$ 94,418	
	State Awards	\$ 1,086,279	\$ 1,184,974	\$ 1,309,906	\$ 741,129	\$ 460,909
	Federal Awards	134,702	109,165	122,923	67,500	75,999
Jones Carteret Partnership for Children	Local Awards	-	3,488	-	-	-
	Private Contributions	19,312	26,041	3,411	67,785	9,322
	Special Fund Raising Events	430	(1,475)	-	381	534
	Interest and Investment Earnings	895	4,005	1,419	1,362	3,030
	Sales Tax Refunds	-	1,011	4,064	-	657
	Other Receipts	2,745	-	648	3,621	3,662
	TOTAL	\$ 1,244,363	\$ 1,327,209	\$ 1,442,371	\$ 881,778	\$ 554,113
	State Awards	\$ 794,617	\$ 1,059,505	\$ 416,480	\$ 222,523	\$ 174,252
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
Lee County Partnership for Children	Private Contributions	-	-	-	-	-
	Special Fund Raising Events	-	-	-	-	-

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SMART START
RECEIPTS TREND BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Lenoir-Greene County Partnership for Children	Local Awards	500	21,500	30,500	21,500	31,500
	Private Contributions	18,923	11,724	760	4,315	51,350
	Special Fund Raising Events	196	-	-	-	-
	Interest and Investment Earnings	274	627	291	240	170
	Sales Tax Refunds	2,714	4,166	325	-	-
	Other Receipts	121	9,943	530	-	-
	TOTAL	\$ 817,345	\$ 1,107,465	\$ 448,886	\$ 248,578	\$ 257,272
	State Awards	\$ 1,515,675	\$ 2,509,545	\$ 1,649,174	\$ 1,618,034	\$ 1,510,890
	Federal Awards	64,541	69,021	70,852	-	-
	Local Awards	-	-	-	-	-
Partnership for Children of Lincoln/Gaston Counties, Inc.	Private Contributions	11,373	6,554	14,477	92,521	79,183
	Special Fund Raising Events	2,790	-	4,364	-	-
	Interest and Investment Earnings	5,884	16,358	10,267	6,078	8,027
	Sales Tax Refunds	12,332	18,168	6,631	-	2,299
	Other Receipts	51,350	51,432	14,398	3,119	6,275
	TOTAL	\$ 1,663,945	\$ 2,671,078	\$ 1,770,163	\$ 1,719,752	\$ 1,606,674
	State Awards	\$ 2,771,500	\$ 3,969,960	\$ 1,519,153	\$ 253,937	\$ 71,665
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	33,538	5,667	14,890	9,900	34,250
Madison County Partnership for Children and Families, Inc.	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	6,693	4,774	4,980	839	195
	Sales Tax Refunds	-	30,677	4,084	44	-
	Other Receipts	50,654	2,686	-	-	-
	TOTAL	\$ 2,862,384	\$ 4,013,764	\$ 1,543,107	\$ 264,720	\$ 106,110
	State Awards	\$ 578,995	\$ 544,747	\$ 422,653	\$ 127,568	-
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	25,283	271	330	-	-
	Special Fund Raising Events	-	-	-	-	-
Martin/Pitt Partnership for Children, Inc.	Interest and Investment Earnings	579	3,749	-	-	-
	Sales Tax Refunds	2,091	344	188	-	-
	Other Receipts	-	-	-	-	-
	TOTAL	\$ 606,947	\$ 549,111	\$ 423,171	\$ 127,568	-
	State Awards	\$ 1,560,581	\$ 2,096,183	\$ 474,658	\$ 149,013	\$ 44,701
	Federal Awards	0	-	-	-	-
	Local Awards	0	-	-	-	-
	Private Contributions	2,973	9,308	25,432	21,840	550
	Special Fund Raising Events	0	-	-	-	-

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SMART START RECEIPTS TREND BY LOCAL PARTNERSHIPS PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
McDowell County Partnership for Children and Families, Inc.	Interest and Investment Earnings	1,114	258	-	-	-
	Sales Tax Refunds	0	12,553	1,549	540	-
	Other Receipts	27,525	54,898	-	-	-
	TOTAL	\$ 1,592,193	\$ 2,173,200	\$ 501,639	\$ 171,393	\$ 45,251
	State Awards	\$ 625,807	\$ 655,818	\$ 194,068	\$ 107,409	\$ 100,000
	Federal Awards	-	-	-	-	135
	Local Awards	-	-	-	-	-
	Private Contributions	22,855	100	581	35,117	46,206
	Special Fund Raising Events	-	-	-	0	-
	Interest and Investment Earnings	291	927	820	2,303	1,319
Mecklenburg Partnership for Children	Sales Tax Refunds	786	586	343	136	1,144
	Other Receipts	131	-	-	-	-
	TOTAL	\$ 649,870	\$ 657,431	\$ 195,812	\$ 144,965	\$ 148,804
	State Awards	\$ 7,156,652	\$ 9,771,233	\$ 10,476,967	\$ 5,300,825	\$ 1,275,988
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	31,147	23,715	1,424	30	1,100
	Special Fund Raising Events	25	-	-	-	-
	Interest and Investment Earnings	8,835	60,856	5,897	3,111	3,510
	Sales Tax Refunds	4,813	43,764	19,896	-	3,102
Mitchell-Yancey County Partnership for Children, Inc.	Other Receipts	-	2,650	37,040	16,248	6,740
	TOTAL	\$ 7,201,471	\$ 9,902,218	\$ 10,541,224	\$ 5,320,214	\$ 1,290,440
	State Awards	\$ 403,459	\$ 593,339	\$ 224,804	\$ 175,895	\$ 36,619
	Federal Awards	-	-	-	14,639	34,356
	Local Awards	-	500	-	-	-
	Private Contributions	16,709	29,388	11,565	43,390	9,635
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	-	-	-	-	-
	Sales Tax Refunds	1,853	237	434	-	-
	Other Receipts	-	-	94	-	-
Montgomery Partnership for Children, Inc.	TOTAL	\$ 422,021	\$ 623,464	\$ 236,897	\$ 233,924	\$ 80,610
	State Awards	\$ 767,246	\$ 784,741	\$ 464,718	111,735	\$ 25,000
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	9,759	19,450	20,678	4,000	10,000
	Special Fund Raising Events	1,005	221	-	269	-
	Interest and Investment Earnings	-	-	-	7	14
	Sales Tax Refunds	5,152	4,203	576	130	-
	Other Receipts	-	-	4,155	-	-

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SMART START RECEIPTS TREND BY LOCAL PARTNERSHIPS PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Moore County Partners for Children and Families, Inc.	TOTAL	\$ 783,162	\$ 808,615	\$ 490,127	\$ 116,141	\$ 35,014
	State Awards	\$ 1,298,149	\$ 1,588,690	\$ 241,055	\$ 98,346	\$ 74,365
	Federal Awards	54,375	60,383	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	9,411	7,926	28,549	16,030	9,623
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	-	-	273	37	-
	Sales Tax Refunds	2,342	2,606	864	518	-
	Other Receipts	-	313	-	-	-
	TOTAL	\$ 1,364,277	\$ 1,659,918	\$ 270,741	\$ 114,931	\$ 83,988
New Hanover County Partnership for Children	State Awards	\$ 1,414,169	\$ 1,822,479	\$ 1,313,996	\$ 1,342,694	\$ 1,259,778
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	222,071	202,935	3,879	15,091	38,236
	Special Fund Raising Events	373	-	600	-	-
	Interest and Investment Earnings	4,471	12,733	1,731	1,732	1,931
	Sales Tax Refunds	4,198	2,914	2,930	992	190
	Other Receipts	3,669	1,115	-	-	1,899
	TOTAL	\$ 1,648,951	\$ 2,042,176	\$ 1,323,136	\$ 1,360,509	\$ 1,302,034
	State Awards	\$ 311,412	\$ 265,740	\$ 92,722	\$ 60,156	\$ 31,720
Northampton Partnership for Children, Inc.	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	149	386	85	500	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	71	142	59	67	22
	Sales Tax Refunds	1,303	989	538	122	-
	Other Receipts	-	-	-	-	-
	TOTAL	\$ 312,935	\$ 267,257	\$ 93,404	\$ 60,845	\$ 31,742
	State Awards	\$ 1,803,704	\$ 2,689,798	\$ 2,443,481	\$ 229,167	-
	Federal Awards	-	38,881	40,000	-	-
Onslow County Partnership for Children, Inc.	Local Awards	-	1,071	-	-	-
	Private Contributions	12,481	15,620	8,533	650	-
	Special Fund Raising Events	7,068	50	75	-	-
	Interest and Investment Earnings	4,953	29,755	16,791	-	-
	Sales Tax Refunds	42,812	64,868	7,889	-	-
	Other Receipts	7,981	34,910	20,000	-	-
	TOTAL	\$ 1,879,001	\$ 2,874,953	\$ 2,536,769	\$ 229,817	-
	State Awards	\$ 3,517,411	\$ 3,827,167	\$ 3,861,280	\$ 3,371,604	\$ 2,600,662
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
Orange County Partnership for Children	Private Contributions	-	-	-	-	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	-	-	-	-	-
	Sales Tax Refunds	-	-	-	-	-
	Other Receipts	-	-	-	-	-
	TOTAL	-	-	-	-	-
	State Awards	-	-	-	-	-
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	-	-	-	-	-

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SMART START
RECEIPTS TREND BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
	Local Awards	-	-	-	-	-
	Private Contributions	102,664	31,107	6,956	7,682	57,817
	Special Fund Raising Events	-	-	92	-	-
	Interest and Investment Earnings	9,287	22,464	24,555	3,817	2,286
	Sales Tax Refunds	-	1,707	3,016	1,443	492
	Other Receipts	2,373	-	-	-	-
	TOTAL	\$ 3,631,735	\$ 3,882,445	\$ 3,895,899	\$ 3,384,546	\$ 2,661,257
	State Awards	\$ 261,646	\$ 302,133	\$ 215,124	\$ 156,883	\$ 110,795
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
Pamlico Partnership for Children, Inc.	Private Contributions	11,626	8,536	169	2,070	(428)
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	666	2,607	212	121	235
	Sales Tax Refunds	1,357	2,024	1,813	631	-
	Other Receipts	-	-	3,124	-	-
	TOTAL	\$ 275,295	\$ 315,300	\$ 220,442	\$ 159,705	\$ 110,602
	State Awards	\$ -	\$ -	\$ -	\$ -	\$ 416,887
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	-	-	-	-	36,531
Pasquotank Partnership for Children, Inc.	Special Fund Raising Events	-	-	-	-	5,680
	Interest and Investment Earnings	-	-	-	-	352
	Sales Tax Refunds	-	-	-	-	7,209
	Other Receipts	-	-	-	-	609
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 467,268
	State Awards	\$ 690,823	\$ 763,813	\$ 390,771	\$ 116,866	\$ 833,139
	Federal Awards	-	-	-	-	61,478
	Local Awards	-	-	-	-	31,462
	Private Contributions	21,387	23,870	50	21,860	2,483
	Special Fund Raising Events	-	-	-	-	-
Pender County Partnership for Children, Inc.	Interest and Investment Earnings	274	928	377	9	1,567
	Sales Tax Refunds	-	-	-	-	-
	Other Receipts	12,742	70	192	-	22,807
	TOTAL	\$ 725,226	\$ 788,681	\$ 391,390	\$ 138,735	\$ 952,936
	State Awards	\$ 905,765	\$ 995,055	\$ 1,027,893	\$ 835,400	-
	Federal Awards	134,907	194,116	138,862	131,734	-
	Local Awards	10,500	10,000	15,898	12,257	-
	Private Contributions	39,624	27,763	44,324	17,309	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	-	-	-	-	-
Person County Partnership for Children, Inc.	State Awards	-	-	-	-	-
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	-	-	-	-	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	-	-	-	-	-
	Sales Tax Refunds	-	-	-	-	-
	Other Receipts	-	-	-	-	-
	TOTAL	-	-	-	-	-
	State Awards	-	-	-	-	-

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RECEIPTS TREND BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Polk County Partnership for Children, Inc.	Interest and Investment Earnings	385	735	938	938	-
	Sales Tax Refunds	-	2,165	3,552	943	-
	Other Receipts	1,724	1,924	5,614	17,512	-
	TOTAL	\$ 1,092,904	\$ 1,231,758	\$ 1,237,081	\$ 1,016,093	-
	State Awards	\$ 281,835	\$ 269,516	\$ 307,692	\$ 147,483	\$ 35,544
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	18,009	51,065	2,142	62,757	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	1,045	608	346	171	14
Randolph County Partnership for Children	Sales Tax Refunds	193	187	-	-	200
	Other Receipts	-	-	101	-	-
	TOTAL	\$ 301,082	\$ 321,376	\$ 310,281	\$ 210,411	\$ 35,758
	State Awards	\$ 1,426,792	\$ 1,073,793	\$ 679,107	-	-
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	72,241	104,820	150	-	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	568	11,068	1,301	-	-
	Sales Tax Refunds	6,347	16,216	-	-	-
Region A Partnership for Children	Other Receipts	-	495	-	-	-
	TOTAL	\$ 1,505,948	\$ 1,206,392	\$ 680,558	-	-
	State Awards	\$ 2,463,172	\$ 2,430,120	\$ 2,404,718	\$ 1,714,009	\$ 1,160,735
	Federal Awards	-	-	-	112,000	-
	Local Awards	-	-	-	45,000	-
	Private Contributions	522,479	163,671	153,923	205,446	120,008
	Special Fund Raising Events	-	-	(1,253)	-	-
	Interest and Investment Earnings	14,931	15,159	13,010	1,488	2,306
	Sales Tax Refunds	6,940	750	5,108	494	823
	Other Receipts	-	600	-	6,788	282
Richmond County Partnership for Children	TOTAL	\$ 3,007,523	\$ 2,610,300	\$ 2,575,506	\$ 2,085,225	\$ 1,284,154
	State Awards	\$ 748,846	\$ 606,604	\$ 825,773	\$ 264,612	\$ 25,000
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	4,627	3,595	100	-	10,000
	Special Fund Raising Events	648	-	-	-	-
	Interest and Investment Earnings	345	640	-	-	-
	Sales Tax Refunds	-	-	-	-	-
	Other Receipts	2,294	9,567	2,188	75,000	-

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SMART START RECEIPTS TREND BY LOCAL PARTNERSHIPS PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Robeson County Partnership for Children	TOTAL	\$ 756,759	\$ 620,406	\$ 828,061	\$ 339,612	\$ 35,000
	State Awards	\$ 2,764,402	\$ 3,646,709	\$ 4,286,611	\$ 2,557,833	\$ 1,802,782
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	67,958	115,373	291,176	51,689	138,177
	Special Fund Raising Events	7,650	900	-	-	-
	Interest and Investment Earnings	7,137	3,526	7,535	1,881	2,517
	Sales Tax Refunds	-	34,599	8,817	5,345	7,275
	Other Receipts	12,015	13,019	-	2,219	-
	TOTAL	\$ 2,859,162	\$ 3,814,126	\$ 4,594,139	\$ 2,618,967	\$ 1,950,751
Rockingham County Partnership for Children, Inc.	State Awards	\$ 802,399	\$ 1,114,724	\$ 1,169,400	\$ 139,033	\$ 35,000
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	18,773	58,086	16,696	34,359	2,500
	Special Fund Raising Events	-	510	21	38	-
	Interest and Investment Earnings	2,273	16,382	6,599	894	119
	Sales Tax Refunds	11,739	-	576	-	-
	Other Receipts	-	6,231	-	-	-
	TOTAL	\$ 835,184	\$ 1,195,933	\$ 1,193,292	\$ 174,324	\$ 37,619
	State Awards	\$ 1,751,922	\$ 1,297,870	\$ 1,442,278	\$ 673,837	\$ 285,056
Rowan Partnership for Children, Inc.	Federal Awards	-	-	-	-	-
	Local Awards	-	-	25,000	120,880	25,000
	Private Contributions	6,805	261	3,183	86,524	77,634
	Special Fund Raising Events	4,600	6,453	-	-	-
	Interest and Investment Earnings	4,667	30,807	14,641	5,136	4,087
	Sales Tax Refunds	3,033	3,726	6,419	-	5,537
	Other Receipts	18,819	-	6,488	195,881	505,555
	TOTAL	\$ 1,789,846	\$ 1,339,117	\$ 1,498,009	\$ 1,082,258	\$ 902,869
	State Awards	\$ 1,650,087	\$ 2,100,400	\$ 2,092,167	\$ 1,340,978	\$ 1,286,843
	Federal Awards	-	-	-	-	225
Rutherford County Partnership for Children, Inc.	Local Awards	-	-	-	-	-
	Private Contributions	406	50,439	13,120	13,615	8,000
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	2,465	11,961	13,537	8,442	6,307
	Sales Tax Refunds	741	1,668	110	131	109
	Other Receipts	-	-	-	-	6,989
	TOTAL	\$ 1,653,699	\$ 2,164,468	\$ 2,118,934	\$ 1,363,166	\$ 1,308,473
	State Awards	\$ 709,093	\$ 830,897	\$ 549,202	\$ 92,311	-
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
Sampson County Partnership for Children	Private Contributions	-	-	-	-	-
	Special Fund Raising Events	-	-	-	-	-

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RECEIPTS TREND BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
	Local Awards	-	-	-	-	-
	Private Contributions	7,162	10,300	62	10,271	-
	Special Fund Raising Events	2,625	-	-	-	-
	Interest and Investment Earnings	1,333	3,844	279	37	-
	Sales Tax Refunds	12,471	7,396	-	-	-
	Other Receipts	1,676	12,362	355	-	-
	TOTAL	\$ 734,360	\$ 864,799	\$ 549,898	\$ 102,619	-
	State Awards	\$ 507,991	\$ 690,978	\$ 489,495	\$ 97,117	-
	Federal Awards	-	-	-	-	-
Scotland County Partnership for Children and Families, Inc.	Local Awards	-	-	-	-	-
	Private Contributions	52,741	31,480	8,072	35,011	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	263	879	481	79	-
	Sales Tax Refunds	5,837	3,532	1,495	-	-
	Other Receipts	-	6	-	-	-
	TOTAL	\$ 566,832	\$ 726,875	\$ 499,543	\$ 132,207	-
	State Awards	\$ 1,629,176	\$ 1,608,566	\$ 1,171,183	\$ 1,138,103	\$ 1,084,909
	Federal Awards	0	-	-	-	-
Stanly County Partnership for Children	Local Awards	0	-	-	-	-
	Private Contributions	0	-	-	47,000	50
	Special Fund Raising Events	0	41	-	4,616	-
	Interest and Investment Earnings	2,761	15,560	10,933	6,222	6,221
	Sales Tax Refunds	10,535	1,929	-	-	4,981
	Other Receipts	8,781	7,945	10,454	60,021	17,318
	TOTAL	\$ 1,651,253	\$ 1,634,041	\$ 1,192,570	\$ 1,255,962	\$ 1,113,479
	State Awards	\$ 925,833	\$ 980,916	\$ 948,323	\$ 671,281	\$ 504,553
	Federal Awards	17,434	197,805	182,443	16,276	13,074
Stokes Partnership for Children	Local Awards	-	-	-	-	-
	Private Contributions	24,055	41,343	58,122	48,440	17,432
	Special Fund Raising Events	-	-	3,347	2,053	507
	Interest and Investment Earnings	364	2,550	2,057	1,092	1,378
	Sales Tax Refunds	-	4,696	-	630	1,241
	Other Receipts	3,401	39,264	116,326	10,165	98
	TOTAL	\$ 971,086	\$ 1,266,574	\$ 1,310,618	\$ 749,937	\$ 538,283
	State Awards	\$ 1,414,804	\$ 1,868,919	\$ 1,704,586	\$ 425,224	\$ 483,129
	Federal Awards	-	-	-	-	-
Surry County Early Childhood Partnership	Local Awards	-	-	-	-	-
	Private Contributions	9,637	31,688	28,678	16,749	4,772
	Special Fund Raising Events	-	-	-	-	3,375
	Interest and Investment Earnings	-	-	-	-	-
	Sales Tax Refunds	-	-	-	-	-

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SMART START RECEIPTS TREND BY LOCAL PARTNERSHIPS PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Transylvania County Partnership for Children, Inc.	Interest and Investment Earnings	879	3,728	2,766	1,024	1,052
	Sales Tax Refunds	9,507	-	11,520	454	-
	Other Receipts	-	21,869	98	6,260	675
	TOTAL	\$ 1,434,827	\$ 1,926,204	\$ 1,747,648	\$ 449,711	\$ 493,003
	State Awards	\$ 210,956	\$ 295,006	\$ 270,181	\$ 153,666	\$ 26,500
	Federal Awards	-	47,437	-	-	1,400
	Local Awards	-	-	-	-	-
	Private Contributions	51,604	12,550	27,533	32,500	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	162	740	717	298	49
Tyrrell County Smart Start, Inc.	Sales Tax Refunds	617	249	-	-	-
	Other Receipts	-	-	-	-	25
	TOTAL	\$ 263,338	\$ 355,982	\$ 298,431	\$ 186,464	\$ 27,974
	State Awards	\$ 174,173	\$ 137,958	\$ 53,703	\$ 53,500	-
	Federal Awards	0	-	-	-	-
	Local Awards	0	-	-	-	-
	Private Contributions	0	100	-	-	-
	Special Fund Raising Events	1292.03	1,015	-	-	-
	Interest and Investment Earnings	0	-	-	-	-
	Sales Tax Refunds	109.51	718	1,112	-	-
Union County Partnership for Children	Other Receipts	0	-	-	-	-
	TOTAL	\$ 175,574	\$ 139,791	\$ 54,815	\$ 53,500	-
	State Awards	\$ 23,273	\$ 1,146,980	\$ 433,501	\$ 105,726	-
	Federal Awards	0	18,901	-	-	-
	Local Awards	65000	-	-	-	-
	Private Contributions	55386.66	30,706	14,764	23,000	-
	Special Fund Raising Events	0	-	-	-	-
	Interest and Investment Earnings	2789.15	6,091	894	60	-
	Sales Tax Refunds	17770.07	8,812	1,601	-	-
	Other Receipts	0	20	-	10	-
Wake County SmartStart	TOTAL	\$ 164,218	\$ 1,211,510	\$ 450,760	\$ 128,796	-
	State Awards	\$ 13,502,488	\$ 15,832,155	\$ 14,069,372	\$ 5,778,298	\$ 3,846,218
	Federal Awards	-	8,084	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	66,394	23,810	20,196	36,491	2,870
	Special Fund Raising Events	870	341	-	-	-
	Interest and Investment Earnings	9,349	83,216	59,190	22,001	11,311
	Sales Tax Refunds	37,944	53,750	9,850	956	845
	Other Receipts	10,358	159,343	-	2,292	387

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SMART START RECEIPTS TREND BY LOCAL PARTNERSHIPS PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Washington County Child Advocacy Council, Inc.	TOTAL	\$ 13,627,403	\$ 16,160,699	\$ 14,158,608	\$ 5,840,038	\$ 3,861,631
	State Awards	\$ 335,428	\$ 397,295	\$ 266,905	\$ 471,918	\$ 300,997
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	940	810	13,125	17,201	57,227
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	986	4,008	3,590	4,509	4,507
	Sales Tax Refunds	8	1,978	-	3,919	-
	Other Receipts	-	30	42	941	5
	TOTAL	\$ 337,362	\$ 404,121	\$ 283,662	\$ 498,488	\$ 362,736
Children's Council of Watauga County, Inc.	State Awards	\$ 453,784	\$ 454,014	\$ 238,437	\$ 157,178	\$ 63,495
	Federal Awards	-	-	-	10,677	35,269
	Local Awards	2,000	2,000	2,000	-	10,625
	Private Contributions	-	17,046	37,513	15,655	3,343
	Special Fund Raising Events	5,752	2,132	1,084	25	2,033
	Interest and Investment Earnings	1,037	2,654	19	3	-
	Sales Tax Refunds	2,640	1,775	1,567	-	-
	Other Receipts	-	854	-	50	2,962
	TOTAL	\$ 465,213	\$ 480,475	\$ 280,620	\$ 183,588	\$ 117,727
	TOTAL	\$ 465,213	\$ 480,475	\$ 280,620	\$ 183,588	\$ 117,727
Wayne County Partnership for Children, Inc.	State Awards	\$ 1,442,116	\$ 2,118,561	\$ 1,118,927	\$ 148,168	\$ 25,000
	Federal Awards	-	-	-	-	-
	Local Awards	-	-	-	-	-
	Private Contributions	14,226	34,828	125,271	15,700	12,500
	Special Fund Raising Events	-	750	-	-	-
	Interest and Investment Earnings	1,499	16,224	622	94	32
	Sales Tax Refunds	18,340	23,465	5,896	92	-
	Other Receipts	3,880	661	2,913	-	-
	TOTAL	\$ 1,480,061	\$ 2,194,489	\$ 1,253,629	\$ 164,054	\$ 37,532
	TOTAL	\$ 1,480,061	\$ 2,194,489	\$ 1,253,629	\$ 164,054	\$ 37,532
Wilkes Community Partnership for Children	State Awards	\$ 928,559	\$ 1,593,923	\$ 1,574,273	\$ 902,194	\$ 830,754
	Federal Awards	-	71,652	-	-	-
	Local Awards	-	4,008	-	-	32,531
	Private Contributions	67,639	9,344	79,100	33,682	35,205
	Special Fund Raising Events	-	-	-	-	10
	Interest and Investment Earnings	2,057	2,117	1,424	1,926	3,609
	Sales Tax Refunds	7,764	9,748	1,120	3,396	5
	Other Receipts	4,246	1,150	-	1,481	-
	TOTAL	\$ 1,010,266	\$ 1,691,942	\$ 1,655,917	\$ 942,679	\$ 902,114
	TOTAL	\$ 1,010,266	\$ 1,691,942	\$ 1,655,917	\$ 942,679	\$ 902,114
Wilson County Partnership for Children	State Awards	\$ 1,226,675	\$ 1,178,053	\$ 684,670	\$ 443,696	\$ 715,187
	Federal Awards	-	-	-	-	-

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APPENDIX B-1

SMART START
RECEIPTS TREND BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Yadkin Partnership for Children, Inc.	Local Awards	-	-	-	-	-
	Private Contributions	151,216	7,545	3,429	2,800	871
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	4,170	6,077	2,333	1,249	1,876
	Sales Tax Refunds	-	3,843	2,696	826	-
	Other Receipts	62,437	586	1,351	-	-
	TOTAL	\$ 1,444,498	\$ 1,196,104	\$ 694,479	\$ 448,571	\$ 717,934
	State Awards	\$ 705,636	\$ 663,921	\$ 490,495	\$ 107,086	\$ 25,000
	Federal Awards	-	-	-	20,093	14,907
	Local Awards	-	-	-	-	-
	Private Contributions	93,749	25,650	47,418	63,896	-
	Special Fund Raising Events	-	-	-	-	-
	Interest and Investment Earnings	528	562	541	53	-
	Sales Tax Refunds	10,977	8,481	3,688	-	-
	Other Receipts	-	1,147	-	-	-
	TOTAL	\$ 810,890	\$ 699,761	\$ 542,142	\$ 191,128	\$ 39,907
Source: Annual Financial Audit Reports						
** = UNAUDITED amounts from General Ledger Trial Balance						
TOTALS STATEWIDE	State Awards	\$ 153,049,879	\$ 159,105,899	\$ 134,152,309	\$ 73,534,792	\$ 52,331,730
	Federal Awards	\$ 1,988,609	\$ 2,074,663	\$ 1,349,743	\$ 985,628	\$ 778,254
	Local Awards	\$ 190,656	\$ 182,158	\$ 180,898	\$ 328,691	\$ 198,195
	Private Contributions	\$ 4,013,963	\$ 3,802,269	\$ 3,176,243	\$ 2,756,424	\$ 1,953,238
	Special Fund Raising Events	\$ 126,219	\$ 42,899	\$ 51,462	\$ 47,891	\$ 50,016
	Interest and Investment Earnings	\$ 371,505	\$ 810,148	\$ 583,890	\$ 197,651	\$ 197,919
	Sales Tax Refunds	\$ 589,738	\$ 681,477	\$ 243,154	\$ 65,969	\$ 124,232
	Other Receipts	\$ 1,287,328	\$ 1,757,099	\$ 452,784	\$ 547,753	\$ 631,136
	TOTAL	\$ 161,617,897	\$ 168,456,612	\$ 140,190,483	\$ 78,464,799	\$ 56,264,720

APPENDICES

APPENDIX B-2

SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Albemarle Smart Start Partnership, Inc.	Personnel	\$ 660,338	\$ 742,058	\$ 561,442	\$ 415,078	\$ -
	Contracted Services	14,950	16,186	23,183	40,346	-
	Supplies and Materials	51,394	53,672	57,908	39,782	-
	Other Operating Expenses	70,897	111,114	89,127	75,919	-
	Fixed Charges and Other Expenses	51,299	50,457	26,116	18,525	-
	Property and Equipment Outlay	10,083	14,896	122,742	18,502	-
	Services/Contracts/Grants	259,955	488,339	146,526	72,002	-
	Participant Training Expense	6,500	7,700	173	-	-
	TOTAL	\$ 1,125,416	\$ 1,484,422	\$ 1,027,217	\$ 680,154	\$ -
Alamance Partnership for Children, Inc.	Personnel	\$ 223,450	\$ 174,520	\$ 101,641	\$ 51,701	\$ 10,574
	Contracted Services	58,333	85,303	55,081	4,015	16,378
	Supplies and Materials	22,008	28,386	13,185	3,900	762
	Other Operating Expenses	33,770	30,237	18,657	8,573	1,169
	Fixed Charges and Other Expenses	13,807	13,431	12,329	4,466	764
	Property and Equipment Outlay	2,467	5,190	8,739	2,207	4,652
	Services/Contracts/Grants	1,097,274	1,539,198	1,130,260	199,145	-
	Participant Training Expense	19,992	2,036	-	-	-
	TOTAL	\$ 1,471,102	\$ 1,878,301	\$ 1,339,892	\$ 274,007	\$ 34,299
Alexander County Partnership for Children	Personnel	\$ 176,302	\$ 150,817	\$ 111,661	\$ 71,166	\$ 24,700
	Contracted Services	21,568	30,679	4,012	2,541	3,332
	Supplies and Materials	27,477	18,380	17,680	3,994	7,938
	Other Operating Expenses	26,578	27,256	25,975	15,275	6,418
	Fixed Charges and Other Expenses	14,583	15,610	8,900	11,118	29,802
	Property and Equipment Outlay	3,712	4,677	13,158	3,010	2,671
	Services/Contracts/Grants	164,557	271,848	151,412	22,792	-
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 434,776	\$ 519,267	\$ 332,798	\$ 129,896	\$ 74,861
Alleghany Partnership for Children, Inc.	Personnel	\$ 252,278	\$ 270,006	\$ 195,893	\$ 173,435	\$ 153,293
	Contracted Services	30,280	29,801	23,854	3,422	16,113
	Supplies and Materials	16,040	25,540	30,783	17,709	41,600
	Other Operating Expenses	37,918	54,977	34,607	30,408	16,324
	Fixed Charges and Other Expenses	30,428	26,990	22,390	14,419	33,628
	Property and Equipment Outlay	4,663	28,478	14,024	31,372	6,611
	Services/Contracts/Grants	91,186	172,380	98,121	125,836	-
	Participant Training Expense	1,239	1,790	705	-	-
	TOTAL	\$ 464,032	\$ 609,962	\$ 420,377	\$ 396,601	\$ 267,569
Anson County Partnership for Children	Personnel	\$ 500,011	\$ 478,356	\$ 281,257	\$ 177,554	\$ 88,142
	Contracted Services	21,518	42,032	17,860	23,055	6,914

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APPENDIX B-2

SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
	Supplies and Materials	79,357	143,657	122,023	41,429	31,185
	Other Operating Expenses	94,513	111,648	86,006	42,929	18,384
	Fixed Charges and Other Expenses	43,048	38,804	38,763	12,222	28,028
	Property and Equipment Outlay	8,615	8,388	94,543	22,533	19,049
	Services/Contracts/Grants	415,244	689,270	340,187	230,063	101,984
	Participant Training Expense	-	83	1,682	1,297	-
	TOTAL	\$ 1,162,306	\$ 1,512,238	\$ 982,321	\$ 551,082	\$ 293,686
	Personnel	\$ 453,908	\$ 380,766	\$ 288,152	\$ 161,011	\$ 117,537
	Contracted Services	176,776	185,814	60,381	22,888	40,349
	Supplies and Materials	72,079	46,155	65,641	16,422	23,054
Ashe County Partnership for Children	Other Operating Expenses	74,134	96,548	46,212	27,305	19,492
	Fixed Charges and Other Expenses	45,034	26,677	27,329	30,753	44,445
	Property and Equipment Outlay	102,178	122,639	296,571	43,190	32,782
	Services/Contracts/Grants	289,461	438,322	385,025	351,527	345,364
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 1,213,569	\$ 1,296,921	\$ 1,169,311	\$ 653,096	\$ 623,023
	Personnel	\$ 207,561	\$ 208,949	\$ 172,507	\$ 151,058	\$ 160,737
	Contracted Services	85,712	79,365	79,524	20,791	15,727
	Supplies and Materials	27,163	31,049	16,495	8,314	10,920
	Other Operating Expenses	30,418	42,421	24,635	25,545	25,003
Avery County Partnership for Children, Inc.	Fixed Charges and Other Expenses	19,196	22,362	19,926	25,973	24,011
	Property and Equipment Outlay	8,739	11,242	20,184	13,408	1,944
	Services/Contracts/Grants	81,247	156,239	131,453	198,151	210,209
	Participant Training Expense	1,210	4,512	5,388	2,971	-
	TOTAL	\$ 461,246	\$ 556,139	\$ 470,112	\$ 446,211	\$ 448,551
	Personnel	\$ 224,256	\$ 176,308	\$ 64,187	\$ 11,215	
	Contracted Services	20,572	24,656	31,182	660	
	Supplies and Materials	25,939	35,483	41,760	2,175	
	Other Operating Expenses	44,317	33,420	21,545	2,930	
	Fixed Charges and Other Expenses	22,655	17,422	14,774	2,036	
Beaufort County Partnership for Children	Property and Equipment Outlay	40,763	887	37,217	7,439	
	Services/Contracts/Grants	454,673	647,701	132,737	-	
	Participant Training Expense	-	-	-	-	
	TOTAL	\$ 833,176	\$ 935,877	\$ 343,402	\$ 26,455	
	Personnel	\$ 175,307	\$ 249,946	\$ 155,979	\$ 79,919	\$ 55,911
	Contracted Services	85,115	77,960	13,016	11,704	22,636
	Supplies and Materials	12,888	29,057	23,286	6,370	8,516
	Other Operating Expenses	31,340	43,786	27,194	20,358	13,326
	Fixed Charges and Other Expenses	16,560	13,427	12,214	8,078	11,710
Bertie County Partnership for Children, Inc.						

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APPENDIX B-2

SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Bladen County Partnership for Children, Inc.	Property and Equipment Outlay	1,546	11,157	17,727	11,860	2,830
	Services/Contracts/Grants	283,110	346,555	227,878	20,976	34,834
	Participant Training Expense	4,161	20,859	19,144	-	-
	TOTAL	\$ 610,027	\$ 792,747	\$ 496,438	\$ 159,265	\$ 149,763
	Personnel	\$ 105,683	\$ 145,782	\$ 74,797	\$ -	-
	Contracted Services	36,541	70,789	13,808	21,401	-
	Supplies and Materials	14,125	14,911	35,401	401	-
	Other Operating Expenses	27,691	20,515	18,491	3,299	-
	Fixed Charges and Other Expenses	15,602	11,856	7,189	-	-
	Property and Equipment Outlay	6,561	12,240	16,454	185	-
Brunswick County Partnership for Children, Inc.	Services/Contracts/Grants	173,116	480,552	140,716	-	-
	Participant Training Expense	-	-	64	-	-
	TOTAL	\$ 379,319	\$ 756,645	\$ 306,920	\$ 25,286	-
	Personnel	\$ 952,905	\$ 681,779	\$ 393,539	\$ 289,304	\$ 181,417
	Contracted Services	69,844	53,353	95,238	33,684	12,908
	Supplies and Materials	104,349	113,516	74,928	57,534	49,108
	Other Operating Expenses	163,471	157,072	119,489	66,051	40,832
	Fixed Charges and Other Expenses	119,378	127,378	79,451	44,418	37,761
	Property and Equipment Outlay	35,367	168,973	431,295	25,536	44,505
	Services/Contracts/Grants	368,145	639,519	797,196	276,657	228,375
Buncombe County Partnership for Children, Inc.	Participant Training Expense	2,545	8,439	7,090	243	-
	TOTAL	\$ 1,816,004	\$ 1,950,029	\$ 1,998,226	\$ 793,427	\$ 594,906
	Personnel	\$ 188,953	\$ 180,411	\$ 129,810	\$ 132,275	\$ 91,344
	Contracted Services	114,835	130,924	294,655	48,575	17,930
	Supplies and Materials	42,069	18,359	11,327	16,310	5,582
	Other Operating Expenses	27,238	69,497	36,884	20,965	17,487
	Fixed Charges and Other Expenses	34,265	33,637	23,080	9,917	19,882
	Property and Equipment Outlay	12,309	11,977	16,176	2,905	2,222
	Services/Contracts/Grants	2,004,390	3,155,228	2,005,091	1,652,823	1,548,154
	Participant Training Expense	-	150	-	-	-
Burke County Partnership for Children, Inc.	TOTAL	\$ 2,424,058	\$ 3,600,183	\$ 2,517,023	\$ 1,883,770	\$ 1,702,601
	Personnel	\$ 139,959	\$ 136,402	\$ 110,785	\$ 91,472	\$ 86,883
	Contracted Services	24,939	28,275	21,241	17,718	40,787
	Supplies and Materials	3,973	4,288	5,557	3,770	5,461
	Other Operating Expenses	17,250	15,081	22,893	16,888	11,003
	Fixed Charges and Other Expenses	16,098	15,895	16,861	14,828	18,376
	Property and Equipment Outlay	2,452	875	9,786	649	-
	Services/Contracts/Grants	2,141,374	2,456,332	1,876,810	1,578,721	1,590,122
	Participant Training Expense	-	-	-	-	-

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APPENDIX B-2

SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Cabarrus County Partnership for Children	TOTAL	\$ 2,346,045	\$ 2,657,148	\$ 2,063,933	\$ 1,724,046	\$ 1,752,632
	Personnel	\$ 12,793	\$ -	\$ -	\$ -	
	Contracted Services	181,167	183,127	88,790	61,683	
	Supplies and Materials	18,874	19,249	8,952	2,598	
	Other Operating Expenses	25,046	37,018	18,440	3,074	
	Fixed Charges and Other Expenses	42,133	23,247	4,537	1,444	
	Property and Equipment Outlay	5,110	15,464	18,021	3,839	
	Services/Contracts/Grants	1,140,814	1,311,516	608,721	21,500	
	Participant Training Expense	-	-	58	-	
	TOTAL	\$ 1,425,938	\$ 1,589,621	\$ 747,519	\$ 94,138	
Caldwell County	Personnel	\$ 112,635	\$ 178,900	\$ 175,164	\$ 137,562	\$ 126,155
	Contracted Services	76,050	51,740	24,873	17,881	38,077
	Supplies and Materials	12,668	13,128	19,486	15,460	5,437
	Other Operating Expenses	72,903	63,393	130,805	47,209	11,760
	Fixed Charges and Other Expenses	24,644	28,849	28,566	30,759	39,607
	Property and Equipment Outlay	3,140	17,015	52,872	5,312	11,672
	Services/Contracts/Grants	1,858,888	2,365,623	1,696,455	1,283,888	1,334,645
	Participant Training Expense	3,126	1,017	-	-	-
	TOTAL	\$ 2,164,054	\$ 2,719,665	\$ 2,128,221	\$ 1,538,071	\$ 1,567,353
Camden Smart Start	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracted Services	-	-	-	-	25,071
	Supplies and Materials	-	-	-	-	251
	Other Operating Expenses	-	-	-	-	2,063
	Fixed Charges and Other Expenses	-	-	-	-	807
	Property and Equipment Outlay	-	-	-	-	-
	Services/Contracts/Grants	-	-	-	-	-
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 28,192
Caswell County Partnership for Children	Personnel	\$ 70,661	\$ 65,214	\$ 53,767	\$ 29,905	\$ 6,401
	Contracted Services	91,546	47,768	25,117	7,070	16,833
	Supplies and Materials	21,082	27,986	19,332	5,031	279
	Other Operating Expenses	29,661	41,166	25,707	14,832	1,319
	Fixed Charges and Other Expenses	12,706	7,622	6,614	5,205	-
	Property and Equipment Outlay	11,432	9,616	859	6,201	2,754
	Services/Contracts/Grants	187,035	267,956	262,275	68,024	-
	Participant Training Expense	16,122	4,183	-	-	-
	TOTAL	\$ 440,245	\$ 471,511	\$ 393,671	\$ 136,268	\$ 27,586
Catawba County Partnership for Children	Personnel	\$ 207,763	\$ 266,121	\$ 217,927	\$ 168,212	\$ 139,655
	Contracted Services	35,645	86,437	34,862	17,576	21,430

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APPENDIX B-2

SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
	Supplies and Materials	18,014	44,889	43,925	15,037	6,870
	Other Operating Expenses	28,690	36,824	27,934	33,084	20,278
	Fixed Charges and Other Expenses	45,688	24,338	24,559	21,845	33,635
	Property and Equipment Outlay	1,010	8,122	19,084	4,800	8,000
	Services/Contracts/Grants	1,917,680	2,738,676	2,321,368	1,476,510	1,414,552
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 2,254,489	\$ 3,205,407	\$ 2,689,659	\$ 1,737,064	\$ 1,644,420
Chatham Partnership for Children	Personnel	\$ 373,515	\$ 350,043	\$ 154,659	\$ 109,122	\$ 143,848
	Contracted Services	135,621	102,304	50,614	69,275	20,808
	Supplies and Materials	14,224	19,392	35,129	19,737	5,748
	Other Operating Expenses	72,514	84,023	42,308	30,823	15,718
	Fixed Charges and Other Expenses	40,170	31,045	19,728	19,838	21,040
	Property and Equipment Outlay	39,253	17,757	34,994	12,790	4,231
	Services/Contracts/Grants	895,155	943,728	808,049	757,532	622,102
	Participant Training Expense	5,159	-	-	-	-
Chowan/Gates/Perquimans Partnership for Children	TOTAL	\$ 1,575,611	\$ 1,548,292	\$ 1,145,481	\$ 1,019,117	\$ 833,495
	Personnel	\$ 233,691	\$ 330,445	\$ 196,861	\$ 30,413	\$ -
	Contracted Services	23,473	28,944	18,550	5,033	36,558
	Supplies and Materials	51,731	55,712	57,309	4,212	698
	Other Operating Expenses	34,674	45,021	26,033	10,429	5,298
	Fixed Charges and Other Expenses	21,763	32,224	10,580	4,091	358
	Property and Equipment Outlay	21,850	22,560	66,300	18,581	4,550
	Services/Contracts/Grants	170,396	316,832	103,179	77,496	74,500
Cleveland County Partnership for Children, Inc.	Participant Training Expense	-	-	364	0	-
	TOTAL	\$ 557,577	\$ 831,738	\$ 479,176	\$ 150,255	\$ 121,962
	Personnel	\$ 217,231	\$ 360,920	\$ 405,428	\$ 235,877	\$ 198,913
	Contracted Services	28,972	157,024	121,390	102,496	56,012
	Supplies and Materials	23,666	39,555	56,821	28,056	13,625
	Other Operating Expenses	38,727	73,978	64,058	55,753	36,098
	Fixed Charges and Other Expenses	8,118	53,967	55,995	48,829	54,738
	Property and Equipment Outlay	3,554	90,037	67,093	25,887	8,426
Columbus County Partnership for Children, Inc.	Services/Contracts/Grants	1,577,558	1,733,722	1,681,763	1,537,787	1,264,996
	Participant Training Expense	\$ -	100	2,145	3,383	-
	TOTAL	\$ 1,897,826	\$ 2,509,303	\$ 2,454,693	\$ 2,038,068	\$ 1,632,808
	Personnel	\$ 88,491	\$ 48,095	\$ 87,064	\$ 57,808	\$ 23,414
	Contracted Services	28,180	24,547	24,642	32,578	41,640
	Supplies and Materials	5,324	15,187	38,024	6,368	4,453
	Other Operating Expenses	29,221	26,542	23,406	26,131	10,729
	Fixed Charges and Other Expenses	4,439	49,499	29,870	10,151	11,976

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APPENDIX B-2

SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Craven County Partnership for Children	Property and Equipment Outlay	5,082	13,155	60,659	3,880	8,672
	Services/Contracts/Grants	1,061,504	1,310,954	136,575	-	-
	Participant Training Expense	9,800	-	-	-	-
	TOTAL	\$ 1,232,041	\$ 1,487,979	\$ 400,240	\$ 136,916	\$ 100,884
	Personnel	\$ 396,745	\$ 252,442	\$ 103,652	\$ 19,513	
	Contracted Services	24,202	76,368	45,492	31,176	
	Supplies and Materials	47,244	39,874	33,489	5,141	
	Other Operating Expenses	54,321	88,638	33,836	7,084	
	Fixed Charges and Other Expenses	31,338	38,174	44,537	2,256	
	Property and Equipment Outlay	1,086	17,641	81,753	5,339	
Cumberland County Partnership for Children, Inc.	Services/Contracts/Grants	512,198	756,656	63,517	-	
	Participant Training Expense	7,494	120	-	-	
	TOTAL	\$ 1,074,628	\$ 1,269,913	\$ 406,276	\$ 70,509	
	Personnel	\$ 1,637,890	\$ 1,514,261	\$ 1,041,779	\$ 635,411	\$ 419,634
	Contracted Services	618,834	353,296	372,451	313,926	248,488
	Supplies and Materials	278,895	314,454	261,792	140,608	82,281
	Other Operating Expenses	282,240	420,181	383,299	264,929	111,455
	Fixed Charges and Other Expenses	118,607	65,708	60,034	181,264	200,560
	Property and Equipment Outlay	98,888	591,386	881,165	857,769	129,957
	Services/Contracts/Grants	5,982,979	10,011,316	7,645,467	6,265,143	2,991,040
Currituck Partnership for Children	Participant Training Expense	107,317	27,919	2,695	2,578	-
	TOTAL	\$ 9,125,649	\$ 13,298,521	\$ 10,648,682	\$ 8,661,628	\$ 4,183,415
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracted Services	-	-	-	-	8,442
	Supplies and Materials	-	-	-	-	418
	Other Operating Expenses	-	-	-	-	2,172
	Fixed Charges and Other Expenses	-	-	-	-	585
	Property and Equipment Outlay	-	-	-	-	1,930
	Services/Contracts/Grants	-	-	-	-	-
	Participant Training Expense	-	-	-	-	-
Smart Start of Dare County	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 13,547
	Personnel	\$ 213,500	\$ 224,708	\$ 159,904	\$ 93,852	\$ 56,105
	Contracted Services	36,022	41,259	9,304	4,193	155
	Supplies and Materials	11,991	27,496	19,720	16,836	2,935
	Other Operating Expenses	27,554	46,661	27,934	20,677	11,644
	Fixed Charges and Other Expenses	22,582	32,738	38,901	14,122	6,669
	Property and Equipment Outlay	1,999	2,997	28,801	7,330	8,900
	Services/Contracts/Grants	164,132	223,561	245,958	22,090	6,400
	Participant Training Expense	\$ -	-	-	-	-

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SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Davidson County Smart Start, Inc.	TOTAL	\$ 477,770	\$ 599,420	\$ 530,522	\$ 179,100	\$ 92,808
	Personnel	\$ 668,278	\$ 301,572	\$ 211,031	\$ 191,490	\$ 66,068
	Contracted Services	44,632	58,199	44,822	49,318	76,900
	Supplies and Materials	33,915	84,565	25,943	20,940	6,546
	Other Operating Expenses	187,010	123,538	65,516	29,668	19,157
	Fixed Charges and Other Expenses	85,884	42,778	17,080	8,185	8,691
	Property and Equipment Outlay	10,988	53,934	55,072	17,246	6,085
	Services/Contracts/Grants	4,465,304	3,021,546	289,933	633,196	1,614,021
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 5,496,011	\$ 3,686,132	\$ 709,397	\$ 950,043	\$ 1,797,468
Davie County Partnership for Children, Inc.	Personnel	\$ 80,067	\$ 56,297	\$ 1,188	\$ 233	
	Contracted Services	13,054	34,070	36,860	16,375	
	Supplies and Materials	6,836	25,044	8,114	1,789	
	Other Operating Expenses	9,743	19,933	31,192	3,067	
	Fixed Charges and Other Expenses	2,973	1,688	1,775	1,424	
	Property and Equipment Outlay	5,501	12,445	21,687	974	
	Services/Contracts/Grants	352,814	305,212	73,528	-	
	Participant Training Expense	-	-	-	-	
	TOTAL	\$ 470,987	\$ 454,689	\$ 174,344	\$ 23,862	
	Personnel	\$ 1,728,341	\$ 1,334,755	\$ 1,077,460	\$ 1,152,393	\$ 1,012,280
Down East Partnership for Children	Contracted Services	176,998	192,556	141,343	144,861	119,556
	Supplies and Materials	204,331	134,501	88,883	102,913	131,907
	Other Operating Expenses	284,380	270,492	219,031	243,482	109,777
	Fixed Charges and Other Expenses	361,339	52,321	(4,394)	(251,980)	(101,340)
	Property and Equipment Outlay	46,776	144,556	157,440	106,755	51,134
	Services/Contracts/Grants	2,769,645	4,149,649	3,059,212	2,505,246	2,399,241
	Participant Training Expense	17,778	14,031	6,472	4,727	-
	TOTAL	\$ 5,589,589	\$ 6,292,861	\$ 4,745,447	\$ 4,008,397	\$ 3,722,555
	Personnel	\$ 332,726	\$ 324,568	\$ 233,781	\$ 189,626	\$ 146,307
	Contracted Services	23,144	61,288	63,154	8,714	81,961
Duplin County Partnership for Children	Supplies and Materials	20,999	36,393	49,588	34,818	21,066
	Other Operating Expenses	44,768	48,522	38,026	26,031	23,470
	Fixed Charges and Other Expenses	46,348	53,586	24,471	19,084	30,513
	Property and Equipment Outlay	1,247	13,897	84,761	20,076	18,160
	Services/Contracts/Grants	544,031	943,034	656,301	449,225	479,146
	Participant Training Expense	584	568	1,696	1,671	-
	TOTAL	\$ 1,013,846	\$ 1,481,856	\$ 1,151,778	\$ 749,245	\$ 800,623
	Personnel	\$ 334,145	\$ 433,731	\$ 311,669	\$ 294,643	\$ 351,009
	Contracted Services	98,857	50,385	44,935	52,130	124,523
	Supplies and Materials					

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SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
	Supplies and Materials	17,262	18,005	15,122	8,383	7,869
	Other Operating Expenses	39,296	51,002	60,953	24,451	24,214
	Fixed Charges and Other Expenses	46,420	48,745	52,339	48,862	59,689
	Property and Equipment Outlay	5,938	16,002	20,735	4,328	17,424
	Services/Contracts/Grants	3,493,448	4,939,592	3,650,209	2,868,754	3,276,022
	Participant Training Expense	4,434	695	-	140	-
	TOTAL	\$ 4,039,800	\$ 5,558,157	\$ 4,155,962	\$ 3,301,691	\$ 3,860,750
Forsyth Early Childhood Partnership	Personnel	\$ 1,344,698	\$ 591,783	\$ 419,791	\$ 340,202	\$ 262,892
	Contracted Services	283,759	335,949	208,189	179,225	118,437
	Supplies and Materials	70,903	62,196	88,919	58,133	92,942
	Other Operating Expenses	207,738	239,928	256,851	118,668	63,342
	Fixed Charges and Other Expenses	148,727	82,832	43,309	33,373	48,647
	Property and Equipment Outlay	32,829	32,699	513,231	21,012	11,209
	Services/Contracts/Grants	4,889,914	7,031,530	6,534,826	4,506,365	3,905,140
	Participant Training Expense	-	26,149	9,676	0	-
Franklin-Granville-Vance Partnership for Children, Inc.	TOTAL	\$ 6,978,568	\$ 8,403,066	\$ 8,074,792	\$ 5,256,978	\$ 4,502,609
	Personnel	\$ 628,893	\$ 534,154	\$ 204,713	\$ 89,416	\$ 5,764
	Contracted Services	18,786	40,757	20,585	22,502	51,788
	Supplies and Materials	30,228	31,480	47,884	3,695	2,458
	Other Operating Expenses	86,848	70,292	44,714	14,223	5,215
	Fixed Charges and Other Expenses	60,943	64,931	33,661	10,242	3,254
	Property and Equipment Outlay	6,573	6,511	58,769	5,810	5,761
	Services/Contracts/Grants	505,357	709,799	13,700	-	-
Guilford County Partnership for Children, Inc.	Participant Training Expense	(111)	(100)	400	-	-
	TOTAL	\$ 1,337,517	\$ 1,457,824	\$ 424,426	\$ 145,888	\$ 74,240
	Personnel	\$ 665,355	\$ 640,886	\$ 412,590	\$ 114,119	\$ 73,768
	Contracted Services	49,038	41,764	9,651	4,301	2,342
	Supplies and Materials	44,251	66,156	52,091	27,640	4,336
	Other Operating Expenses	114,113	86,555	49,959	12,844	6,616
	Fixed Charges and Other Expenses	68,761	59,159	33,586	25,101	23,495
	Property and Equipment Outlay	23,044	19,601	4,819	15,162	6,148
Halifax-Warren Smart Start Partnership for Children, Inc.	Services/Contracts/Grants	4,679,011	6,750,273	4,493,751	34,425	-
	Participant Training Expense	17,882	18,815	3,030	-	-
	TOTAL	\$ 5,661,456	\$ 7,683,209	\$ 5,059,477	\$ 233,592	\$ 116,705
	Personnel	\$ 538,422	\$ 491,392	\$ 439,660	\$ 381,363	\$ 331,376
	Contracted Services	82,594	54,352	47,252	45,793	52,746
	Supplies and Materials	29,614	53,976	40,916	45,162	34,571
	Other Operating Expenses	87,396	129,807	94,471	64,242	37,298
	Fixed Charges and Other Expenses	25,822	16,060	17,421	15,593	28,186

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SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Harnett County Partnership for Children, Inc.	Property and Equipment Outlay	21,740	89,075	79,220	22,605	2,196
	Services/Contracts/Grants	799,262	1,358,930	954,866	837,690	748,824
	Participant Training Expense	1,977	13,561	30,975	2,813	-
	TOTAL	\$ 1,586,827	\$ 2,207,153	\$ 1,704,781	\$ 1,415,261	\$ 1,235,197
	Personnel	\$ 158,447	\$ 134,310	\$ 77,340	\$ 14,082	
	Contracted Services	15,907	28,830	6,396	10,052	
	Supplies and Materials	4,986	8,946	9,647	1,561	
	Other Operating Expenses	21,457	20,506	13,483	5,847	
	Fixed Charges and Other Expenses	12,804	14,399	9,822	341	
	Property and Equipment Outlay	11,637	12,916	11,010	12,840	
Henderson County Partnership for Children, Inc.	Services/Contracts/Grants	590,470	813,845	-	-	
	Participant Training Expense	-	-	-	-	
	TOTAL	\$ 815,709	\$ 1,033,752	\$ 127,698	\$ 44,723	
	Personnel	\$ 116,172	\$ 91,631	\$ 58,264	\$ 16,955	
	Contracted Services	33,194	14,881	20,382	26,195	
	Supplies and Materials	9,911	51,432	8,680	1,330	
	Other Operating Expenses	16,516	19,517	20,012	7,001	
	Fixed Charges and Other Expenses	9,873	11,296	6,201	531	
	Property and Equipment Outlay	1,290	17,530	12,203	650	
	Services/Contracts/Grants	504,643	470,309	637,379	115,113	
Hertford County Partnership for Children, Inc.	Participant Training Expense	-	-	-	0	
	TOTAL	\$ 691,600	\$ 676,596	\$ 763,121	\$ 167,775	
	Personnel	\$ 225,678	\$ 256,657	\$ 238,147	\$ 232,472	\$ 205,555
	Contracted Services	29,370	19,568	39,173	5,022	38,583
	Supplies and Materials	45,188	30,136	60,812	22,302	16,202
	Other Operating Expenses	52,405	93,577	67,285	43,692	30,621
	Fixed Charges and Other Expenses	12,034	10,099	16,335	5,491	17,019
	Property and Equipment Outlay	10,797	9,446	33,220	11,634	11,470
	Services/Contracts/Grants	373,836	473,523	485,554	399,206	411,055
	Participant Training Expense	7,014	4,839	3,177	6,399	-
Hoke County Partnership for Children and Families	TOTAL	\$ 756,321	\$ 897,845	\$ 943,703	\$ 726,218	\$ 730,505
	Personnel	\$ 206,883	\$ 199,724	\$ 206,141	\$ 113,829	\$ 30,754
	Contracted Services	17,576	10,755	11,709	25,016	35,108
	Supplies and Materials	16,471	32,203	19,053	31,518	11,233
	Other Operating Expenses	26,927	35,617	33,165	22,799	9,079
	Fixed Charges and Other Expenses	72,514	103,109	56,244	8,402	13,176
	Property and Equipment Outlay	1,816	4,904	24,026	24,185	6,416
	Services/Contracts/Grants	863,759	1,178,330	1,064,741	114,510	93,127
	Participant Training Expense	-	-	-	-	-

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SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Hyde County Partnership for Children	TOTAL	\$ 1,205,947	\$ 1,564,642	\$ 1,415,079	\$ 340,259	\$ 198,893
	Personnel	\$ 47,658	\$ 35,260	\$ 22,127	\$ 9,255	
	Contracted Services	7,748	5,522	1,151	784	
	Supplies and Materials	5,794	5,450	3,519	2,563	
	Other Operating Expenses	13,280	22,100	4,357	4,667	
	Fixed Charges and Other Expenses	5,837	6,684	3,499	1,100	
	Property and Equipment Outlay	4,666	595	16,973	4,249	
	Services/Contracts/Grants	96,032	60,949	-	-	
	Participant Training Expense	-	-	-	-	
	TOTAL	\$ 181,015	\$ 136,560	\$ 51,626	\$ 22,618	
Iredell County Partnership for Young Children, Inc.	Personnel	1,036,816	\$ 917,193	\$ 572,392	\$ 233,944	\$ 135,842
	Contracted Services	62,073	142,780	93,306	52,239	30,950
	Supplies and Materials	52,996	149,419	321,295	139,797	27,080
	Other Operating Expenses	99,574	218,897	101,590	53,356	25,766
	Fixed Charges and Other Expenses	119,365	136,426	94,892	70,120	30,234
	Property and Equipment Outlay	11,362	143,889	123,637	74,166	27,761
	Services/Contracts/Grants	653,074	930,863	579,226	198,024	79,112
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 2,035,260	\$ 2,639,467	\$ 1,886,338	\$ 821,646	\$ 356,745
Johnston County Partnership for Children, Inc.	Personnel	\$ 526,201	\$ 493,157	\$ 180,299	\$ 38,721	
	Contracted Services	23,557	34,560	15,466	9,240	
	Supplies and Materials	65,768	130,219	84,425	3,296	
	Other Operating Expenses	89,727	161,264	71,735	15,233	
	Fixed Charges and Other Expenses	7,783	7,535	13,131	1,344	
	Property and Equipment Outlay	5,501	34,347	83,787	16,421	
	Services/Contracts/Grants	825,782	1,056,961	180,197	-	
	Participant Training Expense	375	2,556	2,408	-	
	TOTAL	\$ 1,544,694	\$ 1,920,599	\$ 631,448	\$ 84,255	
Jones Carteret Partnership for Children	Personnel	\$ 403,496	\$ 367,006	\$ 292,835	\$ 263,002	\$ 206,010
	Contracted Services	19,114	25,416	29,448	3,703	13,856
	Supplies and Materials	17,615	50,089	38,780	33,264	12,777
	Other Operating Expenses	39,896	55,330	49,696	60,190	28,874
	Fixed Charges and Other Expenses	46,117	37,792	31,439	23,804	19,062
	Property and Equipment Outlay	9,071	23,439	8,488	75,010	34,758
	Services/Contracts/Grants	704,599	901,086	861,039	418,973	339,126
	Participant Training Expense	-	500	-	375	-
	TOTAL	\$ 1,239,908	\$ 1,460,658	\$ 1,311,725	\$ 878,321	\$ 654,463
Lee County Partnership for Children	Personnel	\$ 415,368	\$ 387,076	\$ 195,777	\$ 146,665	\$ 132,846
	Contracted Services	86,762	63,620	20,314	5,665	7,376

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SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
	Supplies and Materials	33,504	80,969	58,728	11,694	3,000
	Other Operating Expenses	63,980	64,073	24,600	13,480	11,225
	Fixed Charges and Other Expenses	34,765	36,118	26,831	14,935	17,470
	Property and Equipment Outlay	4,827	15,570	56,598	2,807	895
	Services/Contracts/Grants	232,499	433,506	0	3,782	75,614
	Participant Training Expense	6,323	-	0	3,000	-
	TOTAL	\$ 878,028	\$ 1,080,932	\$ 382,848	\$ 202,028	\$ 248,426
Lenoir-Greene County Partnership for Children	Personnel	\$ 587,810	\$ 553,118	\$ 339,667	\$ 229,361	\$ 187,211
	Contracted Services	26,978	23,507	31,300	44,682	42,929
	Supplies and Materials	53,986	66,340	41,817	22,998	21,026
	Other Operating Expenses	118,684	115,332	59,197	48,789	21,075
	Fixed Charges and Other Expenses	25,327	32,130	16,791	206,459	16,107
	Property and Equipment Outlay	1,763	431,115	153,668	3,609	8,442
	Services/Contracts/Grants	859,413	1,427,418	1,197,749	1,109,070	1,355,094
	Participant Training Expense	14,707	9,045	6,653	16,011	-
Partnership for Children of Lincoln/Gaston Counties, Inc.	TOTAL	\$ 1,688,668	\$ 2,658,005	\$ 1,846,842	\$ 1,680,979	\$ 1,651,884
	Personnel	\$ 400,009	\$ 340,958	\$ 230,101	\$ 76,825	\$ -
	Contracted Services	257,788	279,654	142,448	41,124	66,295
	Supplies and Materials	51,922	135,108	39,176	15,327	4,818
	Other Operating Expenses	69,830	72,248	50,155	18,386	3,631
	Fixed Charges and Other Expenses	35,806	23,977	16,763	2,473	637
	Property and Equipment Outlay	5,420	28,702	53,998	21,393	8,627
	Services/Contracts/Grants	2,108,242	3,510,839	666,813	2,000	-
Madison County Partnership for Children and Families, Inc.	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 2,929,018	\$ 4,391,486	\$ 1,199,454	\$ 177,528	\$ 84,008
	Personnel	\$ 136,354	\$ 106,090	\$ 64,679	\$ 17,360	
	Contracted Services	23,778	11,628	9,493	17,715	
	Supplies and Materials	17,620	23,700	4,015	1,250	
	Other Operating Expenses	24,218	15,248	9,648	6,468	
	Fixed Charges and Other Expenses	16,200	12,590	4,915	1,998	
	Property and Equipment Outlay	8,369	17,005	-	1,556	
Martin/Pitt Partnership for Children, Inc.	Services/Contracts/Grants	333,558	415,562	322,099	30,373	
	Participant Training Expense	2,185	-	-	-	
	TOTAL	\$ 562,282	\$ 601,823	\$ 414,849	\$ 76,720	
	Personnel	542,970	352,191	131,179	60,925	28,013
	Contracted Services	22,371	80,304	22,036	17,416	228
	Supplies and Materials	48,731	138,578	24,824	8,680	2,459
	Other Operating Expenses	55,015	101,805	25,816	10,136	5,379
	Fixed Charges and Other Expenses	99,422	79,483	19,602	7,894	1,435

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SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
McDowell County Partnership for Children and Families, Inc.	Property and Equipment Outlay	1,936	103,389	65,003	23,801	6,218
	Services/Contracts/Grants	924,852	1,407,638	25,033	-	-
	Participant Training Expense	-	1,671	6,624	3,717	-
	TOTAL	\$ 1,695,297	\$ 2,265,059	\$ 320,117	\$ 132,569	\$ 43,732
	Personnel	\$ 117,151	\$ -	\$ -	\$ -	\$ 66,085
	Contracted Services	22,089	144,564	105,368	78,772	12,073
	Supplies and Materials	8,488	10,460	16,415	2,823	1,088
	Other Operating Expenses	21,241	29,145	19,757	21,285	6,873
	Fixed Charges and Other Expenses	12,627	13,186	12,477	2,095	24,019
	Property and Equipment Outlay	7,458	22,703	11,218	49,013	881
	Services/Contracts/Grants	443,947	472,986	1,501	17,779	11,700
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 633,000	\$ 693,044	\$ 166,736	\$ 171,767	\$ 122,719
	Personnel	\$ 676,857	\$ 569,772	\$ 438,321	\$ 375,287	\$ 261,724
Mecklenburg Partnership for Children	Contracted Services	145,131	345,744	240,910	420,326	66,736
	Supplies and Materials	15,535	57,131	84,633	92,667	15,557
	Other Operating Expenses	79,267	139,052	86,579	197,861	26,966
	Fixed Charges and Other Expenses	106,036	107,978	94,759	41,920	45,985
	Property and Equipment Outlay	997	70,625	57,976	61,082	36,195
	Services/Contracts/Grants	6,209,594	9,829,042	7,939,349	4,458,596	824,534
	Participant Training Expense	-	-	2,160	-	-
	TOTAL	\$ 7,233,418	\$ 11,119,344	\$ 8,944,687	\$ 5,647,739	\$ 1,277,697
	Personnel	\$ 113,776	\$ 128,219	\$ 98,915	\$ 57,429	\$ 38,257
	Contracted Services	48,025	22,739	4,651	24,045	11,506
	Supplies and Materials	12,222	15,075	21,907	10,756	13,172
	Other Operating Expenses	27,182	32,000	28,174	18,841	8,807
	Fixed Charges and Other Expenses	17,324	13,469	9,155	7,133	3,785
	Property and Equipment Outlay	4,150	2,104	15,641	10,149	-
	Services/Contracts/Grants	193,797	449,587	49,880	72,076	-
Mitchell-Yancey County Partnership for Children, Inc.	Participant Training Expense	-	1,547	460	1,010	-
	TOTAL	\$ 416,477	\$ 664,740	\$ 228,783	\$ 201,439	\$ 75,527
	Personnel	\$ 202,102	\$ 158,506	\$ 63,830	\$ 41,321	\$ 10,900
	Contracted Services	29,516	45,562	12,162	13,129	13,239
	Supplies and Materials	43,595	39,439	53,337	1,883	174
	Other Operating Expenses	67,588	44,474	79,959	11,129	3,879
	Fixed Charges and Other Expenses	41,521	41,315	10,602	1,779	733
	Property and Equipment Outlay	6,230	27,503	41,267	5,350	1,210
	Services/Contracts/Grants	387,122	585,764	128,277	10,360	-
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 416,477	\$ 664,740	\$ 228,783	\$ 201,439	\$ 75,527
	Personnel	\$ 202,102	\$ 158,506	\$ 63,830	\$ 41,321	\$ 10,900
	Contracted Services	29,516	45,562	12,162	13,129	13,239
	Supplies and Materials	43,595	39,439	53,337	1,883	174
	Other Operating Expenses	67,588	44,474	79,959	11,129	3,879
Montgomery Partnership for Children, Inc.	Fixed Charges and Other Expenses	41,521	41,315	10,602	1,779	733
	Property and Equipment Outlay	6,230	27,503	41,267	5,350	1,210
	Services/Contracts/Grants	387,122	585,764	128,277	10,360	-
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 416,477	\$ 664,740	\$ 228,783	\$ 201,439	\$ 75,527
	Personnel	\$ 202,102	\$ 158,506	\$ 63,830	\$ 41,321	\$ 10,900
	Contracted Services	29,516	45,562	12,162	13,129	13,239
	Supplies and Materials	43,595	39,439	53,337	1,883	174
	Other Operating Expenses	67,588	44,474	79,959	11,129	3,879
	Fixed Charges and Other Expenses	41,521	41,315	10,602	1,779	733
	Property and Equipment Outlay	6,230	27,503	41,267	5,350	1,210
	Services/Contracts/Grants	387,122	585,764	128,277	10,360	-
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 416,477	\$ 664,740	\$ 228,783	\$ 201,439	\$ 75,527

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APPENDIX B-2

SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Moore County Partners for Children and Families, Inc.	TOTAL	\$ 777,673	\$ 942,563	\$ 389,434	\$ 84,951	\$ 30,135
	Personnel	\$ 109,864	\$ 92,911	\$ 95,637	\$ 42,337	\$ 44,518
	Contracted Services	22,475	77,005	70,387	28,149	16,217
	Supplies and Materials	20,809	23,903	36,369	7,610	5,434
	Other Operating Expenses	18,433	29,167	25,257	14,839	12,922
	Fixed Charges and Other Expenses	14,637	15,565	12,112	8,588	8,005
	Property and Equipment Outlay	1,639	13,612	15,677	4,691	1,628
	Services/Contracts/Grants	1,146,886	1,392,382	11,648	-	-
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 1,334,743	\$ 1,644,545	\$ 267,087	\$ 106,214	\$ 88,724
New Hanover County Partnership for Children	Personnel	\$ 472,357	\$ 471,315	\$ 327,391	\$ 166,683	\$ 107,755
	Contracted Services	29,338	30,336	43,594	14,995	14,039
	Supplies and Materials	23,555	52,283	22,109	13,722	4,917
	Other Operating Expenses	53,437	102,688	67,689	35,421	21,564
	Fixed Charges and Other Expenses	80,521	65,225	38,906	28,542	24,401
	Property and Equipment Outlay	5,356	130,316	22,372	24,553	10,147
	Services/Contracts/Grants	908,543	1,118,011	834,165	1,201,596	999,861
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 1,573,107	\$ 1,970,174	\$ 1,356,226	\$ 1,485,512	\$ 1,182,684
Northampton Partnership for Children, Inc.	Personnel	\$ 109,976	\$ 78,595	\$ 46,030	\$ 29,442	\$ 9,689
	Contracted Services	39,857	10,874	5,579	10,801	3,064
	Supplies and Materials	16,818	12,467	7,488	9,784	813
	Other Operating Expenses	35,001	23,516	12,545	8,076	2,134
	Fixed Charges and Other Expenses	17,847	7,752	4,298	4,623	1,729
	Property and Equipment Outlay	7,638	13,029	8,500	7,899	1,618
	Services/Contracts/Grants	71,041	112,285	5,934	-	-
	Participant Training Expense	1,801	11,975	240	-	-
	TOTAL	\$ 299,980	\$ 270,493	\$ 90,614	\$ 70,625	\$ 19,047
Onslow County Partnership for Children, Inc.	Personnel	\$ 596,023	\$ 478,616	\$ 216,103	\$ 46,183	
	Contracted Services	59,640	281,909	201,106	33,123	
	Supplies and Materials	48,795	140,026	147,749	21,686	
	Other Operating Expenses	120,684	183,485	75,200	40,657	
	Fixed Charges and Other Expenses	79,818	88,034	50,326	12,031	
	Property and Equipment Outlay	48,428	80,333	61,039	29,102	
	Services/Contracts/Grants	1,029,047	1,972,650	1,315,036	-	
	Participant Training Expense	300	1,967	13,046	7	
	TOTAL	\$ 1,982,735	\$ 3,227,020	\$ 2,079,605	\$ 182,789	
Orange County Partnership for Children	Personnel	\$ 295,079	\$ 306,189	\$ 246,370	\$ 211,306	\$ 111,150
	Contracted Services	87,017	80,087	215,642	194,128	74,087

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SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
	Supplies and Materials	12,071	21,698	15,652	31,505	11,702
	Other Operating Expenses	29,208	48,942	58,729	42,387	19,625
	Fixed Charges and Other Expenses	49,072	45,031	42,305	21,383	27,054
	Property and Equipment Outlay	1,790	7,580	14,154	29,589	15,327
	Services/Contracts/Grants	3,142,278	3,415,726	3,314,660	2,914,667	2,282,678
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 3,616,515	\$ 3,925,253	\$ 3,907,512	\$ 3,444,965	\$ 2,541,623
Pamlico Partnership for Children, Inc.	Personnel	\$ 110,123	\$ 127,660	\$ 118,453	\$ 101,941	\$ 75,110
	Contracted Services	16,289	21,586	6,856	3,710	16,627
	Supplies and Materials	18,271	20,756	16,919	13,995	5,886
	Other Operating Expenses	17,487	28,562	25,365	19,972	10,713
	Fixed Charges and Other Expenses	13,201	14,193	10,094	7,165	13,362
	Property and Equipment Outlay	8,300	7,862	8,241	10,782	10,644
	Services/Contracts/Grants	79,172	103,969	14,770	5,606	7,307
	Participant Training Expense	2,620	495	485	1,337	-
Pasquotank Partnership for Children, Inc.	TOTAL	\$ 265,462	\$ 325,083	\$ 201,183	\$ 164,508	\$ 139,649
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ 300,324
	Contracted Services	-	-	-	-	42,208
	Supplies and Materials	-	-	-	-	25,029
	Other Operating Expenses	-	-	-	-	36,090
	Fixed Charges and Other Expenses	-	-	-	-	27,644
	Property and Equipment Outlay	-	-	-	-	16,023
	Services/Contracts/Grants	-	-	-	-	107,556
Pender County Partnership for Children, Inc.	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 554,874
	Personnel	\$ 188,793	\$ 165,875	\$ 114,358	\$ 31,215	\$ 260,951
	Contracted Services	13,975	15,217	14,642	6,710	30,401
	Supplies and Materials	23,288	33,928	47,232	5,883	72,042
	Other Operating Expenses	47,521	38,504	30,630	11,395	15,375
	Fixed Charges and Other Expenses	22,009	31,352	18,805	4,621	98,292
	Property and Equipment Outlay	5,652	30,541	49,421	8,025	2,464
Person County Partnership for Children, Inc.	Services/Contracts/Grants	435,480	558,107	84,746	-	506,440
	Participant Training Expense	-	98	-	-	-
	TOTAL	\$ 736,718	\$ 873,622	\$ 359,834	\$ 67,849	\$ 985,965
	Personnel	\$ 309,499	\$ 270,840	\$ 289,963	\$ 229,705	
	Contracted Services	34,930	63,995	33,507	33,256	
	Supplies and Materials	32,971	28,747	35,748	19,876	
	Other Operating Expenses	29,201	46,045	47,782	29,639	
	Fixed Charges and Other Expenses	34,672	33,440	27,350	27,956	

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SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Polk County Partnership for Children, Inc.	Property and Equipment Outlay	1,192	2,521	24,453	24,212	
	Services/Contracts/Grants	620,855	843,400	776,816	656,656	
	Participant Training Expense	-	-	1,135	2,300	
	TOTAL	\$ 1,063,321	\$ 1,288,988	\$ 1,236,754	\$ 1,023,600	
	Personnel	\$ 149,058	\$ 109,458	\$ 60,017	\$ 32,803	\$ 14,159
	Contracted Services	44,872	15,251	14,798	18,282	133
	Supplies and Materials	6,912	4,249	4,475	8,833	727
	Other Operating Expenses	22,839	19,474	17,485	8,276	3,021
	Fixed Charges and Other Expenses	11,642	9,568	11,870	8,413	4,931
	Property and Equipment Outlay	4,302	6,453	3,325	13,680	-
Randolph County Partnership for Children	Services/Contracts/Grants	85,065	142,643	224,413	61,655	12,343
	Participant Training Expense	-	7,115	-	-	-
	TOTAL	\$ 324,689	\$ 314,211	\$ 336,383	\$ 151,942	\$ 35,314
	Personnel	\$ 324,613	\$ 236,658	\$ 108,715		
	Contracted Services	101,525	142,296	58,547		
	Supplies and Materials	26,271	49,384	13,062		
	Other Operating Expenses	49,925	44,372	21,350		
	Fixed Charges and Other Expenses	51,418	13,813	5,660		
	Property and Equipment Outlay	15,897	48,064	114,811		
	Services/Contracts/Grants	874,792	907,039	42,114		
Region A Partnership for Children	Participant Training Expense	-	-	-		
	TOTAL	\$ 1,444,441	\$ 1,441,626	\$ 364,259		
	Personnel	\$ 463,137	\$ 303,320	\$ 205,771	\$ 157,059	\$ 181,397
	Contracted Services	80,161	153,977	45,898	60,719	109,312
	Supplies and Materials	66,847	55,124	15,292	30,212	50,720
	Other Operating Expenses	67,347	67,398	52,757	39,346	39,085
	Fixed Charges and Other Expenses	43,141	35,226	13,125	11,396	28,410
	Property and Equipment Outlay	13,748	45,818	91,069	9,796	12,551
	Services/Contracts/Grants	1,877,663	2,037,713	2,140,573	1,759,791	830,057
	Participant Training Expense	-	-	2,237	30,200	-
Richmond County Partnership for Children	TOTAL	\$ 2,612,044	\$ 2,698,576	\$ 2,566,722	\$ 2,098,519	\$ 1,251,532
	Personnel	\$ 209,118	\$ 163,429	\$ 122,216	\$ 36,603	\$ 10,900
	Contracted Services	24,703	33,011	29,482	9,878	8,309
	Supplies and Materials	44,950	50,811	109,632	8,969	343
	Other Operating Expenses	50,782	42,397	51,337	8,277	3,222
	Fixed Charges and Other Expenses	19,848	14,586	23,547	6,707	2,464
	Property and Equipment Outlay	5,478	20,367	28,451	98,955	1,587
	Services/Contracts/Grants	429,739	391,969	478,239	918	-
	Participant Training Expense	-	-	6,797	-	-

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SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Robeson County Partnership for Children	TOTAL	\$ 784,618	\$ 716,570	\$ 849,701	\$ 170,307	\$ 26,825
	Personnel	\$ 278,374	\$ 300,872	\$ 281,666	\$ 276,015	\$ 251,852
	Contracted Services	102,271	72,238	49,284	67,273	34,649
	Supplies and Materials	29,944	87,726	144,521	95,218	49,078
	Other Operating Expenses	75,491	161,130	149,423	119,565	61,269
	Fixed Charges and Other Expenses	43,131	27,190	28,966	26,897	68,540
	Property and Equipment Outlay	598,234	523,264	190,948	29,966	29,223
	Services/Contracts/Grants	2,149,257	2,811,700	3,503,464	1,860,937	1,141,374
	Participant Training Expense	760	-	503	1,421	-
	TOTAL	\$ 3,277,462	\$ 3,984,120	\$ 4,348,775	\$ 2,477,292	\$ 1,635,985
Rockingham County Partnership for Children, Inc.	Personnel	\$ 243,689	\$ 189,600	\$ 104,861	\$ 57,064	\$ 7,084
	Contracted Services	45,733	104,033	58,451	13,170	16,371
	Supplies and Materials	19,387	37,379	33,632	4,483	2,200
	Other Operating Expenses	57,999	67,623	38,574	10,545	2,144
	Fixed Charges and Other Expenses	11,494	5,617	4,104	3,595	964
	Property and Equipment Outlay	22,123	136,070	152,061	-	6,104
	Services/Contracts/Grants	402,724	932,777	493,437	43,435	-
	Participant Training Expense	2,068	2,123	-	56	-
	TOTAL	\$ 805,217	\$ 1,475,222	\$ 885,120	\$ 132,348	\$ 34,867
	Personnel	\$ 455,527	\$ 368,378	\$ 327,374	\$ 441,365	\$ 498,081
Rowan Partnership for Children, Inc.	Contracted Services	31,406	14,749	3,373	38,007	76,933
	Supplies and Materials	45,017	50,101	40,532	66,921	41,164
	Other Operating Expenses	82,448	102,928	80,295	99,276	25,471
	Fixed Charges and Other Expenses	110,995	92,650	88,185	72,971	175,147
	Property and Equipment Outlay	7,383	30,209	31,431	95,714	97,393
	Services/Contracts/Grants	997,112	1,262,802	318,105	183,674	-
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 1,729,888	\$ 1,921,817	\$ 889,295	\$ 997,928	\$ 914,189
	Personnel	\$ 132,718	\$ 100,244	\$ 68,490	\$ 54,685	\$ 53,193
	Contracted Services	14,497	15,145	28,105	15,900	27,936
Rutherford County Partnership for Children, Inc.	Supplies and Materials	1,671	11,774	14,484	4,600	3,421
	Other Operating Expenses	11,101	19,306	22,141	9,200	6,684
	Fixed Charges and Other Expenses	12,775	12,217	10,248	4,888	8,670
	Property and Equipment Outlay	-	54,081	21,478	-	-
	Services/Contracts/Grants	1,565,107	2,136,195	1,713,216	1,393,293	1,074,438
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 1,737,869	\$ 2,348,962	\$ 1,878,162	\$ 1,482,566	\$ 1,174,342
	Personnel	\$ 298,178	\$ 265,610	\$ 94,663	\$ 19,721	-
	Contracted Services	22,173	40,226	44,310	11,564	-
	Supplies and Materials	-	-	-	-	-
Sampson County Partnership for Children	Other Operating Expenses	-	-	-	-	-
	Fixed Charges and Other Expenses	-	-	-	-	-

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SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
	Supplies and Materials	27,265	55,712	49,029	15,198	
	Other Operating Expenses	58,201	49,050	20,673	6,701	
	Fixed Charges and Other Expenses	49,475	44,505	14,032	3,526	
	Property and Equipment Outlay	20,489	17,998	32,199	13,340	
	Services/Contracts/Grants	220,663	490,651	223,118	-	
	Participant Training Expense	-	2,375	-	800	
	TOTAL	\$ 696,444	\$ 966,127	\$ 478,024	\$ 70,850	
Scotland County Partnership for Children and Families, Inc.	Personnel	\$ 226,336	\$ 217,164	\$ 144,915	\$ 47,907	
	Contracted Services	23,486	42,369	11,512	19,850	
	Supplies and Materials	26,919	41,672	31,485	5,757	
	Other Operating Expenses	39,640	49,581	40,236	14,100	
	Fixed Charges and Other Expenses	20,751	20,072	13,242	7,220	
	Property and Equipment Outlay	18,761	25,892	25,603	14,817	
	Services/Contracts/Grants	215,720	489,159	54,116	-	
	Participant Training Expense	604	637	-	-	
Stanly County Partnership for Children	TOTAL	\$ 572,216	\$ 886,546	\$ 321,109	\$ 109,651	
	Personnel	\$ 390,489	\$ 363,335	\$ 331,526	\$ 210,986	\$ 189,177
	Contracted Services	46,731	35,124	11,474	35,380	42,180
	Supplies and Materials	33,901	34,786	20,578	8,153	16,438
	Other Operating Expenses	61,443	77,083	55,454	65,142	41,186
	Fixed Charges and Other Expenses	66,858	49,068	6,743	7,650	490,071
	Property and Equipment Outlay	14,358	41,473	15,042	32,578	67,380
	Services/Contracts/Grants	1,052,735	1,165,507	775,405	742,229	338,648
Stokes Partnership for Children	Participant Training Expense	-	-	-	1,182	-
	TOTAL	\$ 1,666,515	\$ 1,766,376	\$ 1,216,222	\$ 1,103,300	\$ 1,185,080
	Personnel	\$ 421,397	\$ 516,122	\$ 461,210	\$ 207,121	\$ 150,294
	Contracted Services	12,347	44,983	65,006	13,467	22,902
	Supplies and Materials	19,090	41,236	24,905	18,065	9,430
	Other Operating Expenses	49,536	75,832	85,968	45,535	31,117
	Fixed Charges and Other Expenses	29,889	16,198	25,380	25,638	26,569
	Property and Equipment Outlay	8,521	14,985	24,984	8,385	6,984
Surry County Early Childhood Partnership	Services/Contracts/Grants	450,788	674,322	503,483	429,663	311,750
	Participant Training Expense	-	563	5,109	1,950	-
	TOTAL	\$ 991,568	\$ 1,384,241	\$ 1,196,045	\$ 749,824	\$ 559,046
	Personnel	\$ 220,790	\$ 239,436	\$ 176,263	\$ 124,473	\$ 129,945
	Contracted Services	9,342	11,459	7,293	9,224	22,332
	Supplies and Materials	16,297	52,246	80,522	20,145	19,169
	Other Operating Expenses	36,298	49,816	40,730	23,604	20,465
	Fixed Charges and Other Expenses	15,664	16,571	13,889	2,812	18,201

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SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Transylvania County Partnership for Children, Inc.	Property and Equipment Outlay	6,000	30,432	29,428	8,243	7,060
	Services/Contracts/Grants	1,115,399	1,701,563	1,273,525	206,047	259,428
	Participant Training Expense	-	-	-	86	-
	TOTAL	\$ 1,419,791	\$ 2,101,523	\$ 1,621,650	\$ 394,634	\$ 476,600
	Personnel	\$ 65,961	\$ 58,670	\$ 27,741	\$ 17,925	\$ -
	Contracted Services	29,349	58,723	22,268	6,226	-
	Supplies and Materials	5,473	6,924	3,213	4,655	1,153
	Other Operating Expenses	11,242	15,974	5,421	6,102	2,345
	Fixed Charges and Other Expenses	7,625	8,413	8,488	8,629	4,539
	Property and Equipment Outlay	1,687	8,384	3,710	2,340	4,588
Tyrrell County Smart Start, Inc.	Services/Contracts/Grants	139,847	300,423	213,590	44,019	9,989
	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 261,185	\$ 457,511	\$ 284,431	\$ 89,896	\$ 22,614
	Personnel	\$ 54,969	\$ 45,726	\$ 31,798	\$ -	-
	Contracted Services	9,499	14,125	6,840	6,500	-
	Supplies and Materials	1,345	2,721	3,758	7,218	-
	Other Operating Expenses	9,236	18,739	5,163	1,660	-
	Fixed Charges and Other Expenses	2,701	3,501	769	1,469	-
	Property and Equipment Outlay	67	576	11,274	26,368	-
	Services/Contracts/Grants	102,630	50,945	-	-	-
Union County Partnership for Children	Participant Training Expense	-	-	-	-	-
	TOTAL	\$ 180,447	\$ 136,333	\$ 59,602	\$ 43,215	-
	Personnel	\$ 190,888	\$ 118,944	\$ 45,690	\$ 20,401	-
	Contracted Services	52,506	91,291	64,164	25,583	-
	Supplies and Materials	25,685	51,741	18,622	1,738	-
	Other Operating Expenses	27,413	25,641	24,123	9,679	-
	Fixed Charges and Other Expenses	31,901	26,633	13,795	10,351	-
	Property and Equipment Outlay	13,002	59,734	55,353	-	-
	Services/Contracts/Grants	776,252	977,458	100,524	25,633	-
	Participant Training Expense	317	3,902	9,497	-	-
Wake County SmartStart	TOTAL	\$ 1,117,964	\$ 1,355,344	\$ 331,768	\$ 93,385	-
	Personnel	\$ 1,474,034	\$ 1,479,109	\$ 983,914	\$ 285,968	\$ 184,658
	Contracted Services	277,056	327,802	310,787	196,193	80,361
	Supplies and Materials	95,350	124,926	100,835	23,808	7,161
	Other Operating Expenses	131,303	190,918	198,904	40,362	24,854
	Fixed Charges and Other Expenses	131,980	111,711	98,522	74,672	11,151
	Property and Equipment Outlay	13,574	47,781	130,430	40,649	30,317
	Services/Contracts/Grants	11,883,320	14,273,173	12,243,039	4,818,853	3,110,932
	Participant Training Expense	-	-	-	-	-

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APPENDIX B-2

SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
Washington County Child Advocacy Council, Inc.	TOTAL	\$ 14,006,617	\$ 16,555,420	\$ 14,066,431	\$ 5,480,505	\$ 3,449,434
	Personnel	\$ 130,671	\$ 106,119	\$ 100,469	\$ 121,686	\$ 112,108
	Contracted Services	9,252	15,142	25,295	8,956	18,484
	Supplies and Materials	4,338	16,412	2,890	34,140	15,642
	Other Operating Expenses	21,359	26,264	21,583	70,893	16,722
	Fixed Charges and Other Expenses	11,042	9,784	10,551	15,069	29,146
	Property and Equipment Outlay	80	1,616	12,692	54,472	53,305
	Services/Contracts/Grants	157,933	229,561	178,365	156,312	85,419
	Participant Training Expense	997	3,863	620	5,691	-
	TOTAL	\$ 335,672	\$ 408,761	\$ 352,465	\$ 467,219	\$ 330,826
Children's Council of Watauga County, Inc.	Personnel	\$ 178,112	\$ 161,145	\$ 130,592	\$ 88,247	\$ 59,544
	Contracted Services	9,928	10,013	1,656	3,045	15,892
	Supplies and Materials	11,908	19,938	17,568	9,984	9,157
	Other Operating Expenses	21,135	28,493	19,191	15,530	14,137
	Fixed Charges and Other Expenses	14,570	12,680	13,400	9,606	6,985
	Property and Equipment Outlay	1,842	2,610	5,334	15,592	-
	Services/Contracts/Grants	242,346	280,902	42,758	28,456	1,300
	Participant Training Expense	-	-	647	1,608	-
	TOTAL	\$ 479,840	\$ 515,781	\$ 231,146	\$ 172,068	\$ 107,015
	Personnel	\$ 435,481	\$ 358,683	\$ 186,705	\$ 38,542	\$ -
Wayne County Partnership for Children, Inc.	Contracted Services	39,669	36,332	29,120	28,087	18,595
	Supplies and Materials	44,381	48,616	84,399	12,534	497
	Other Operating Expenses	45,586	48,913	35,498	13,717	2,863
	Fixed Charges and Other Expenses	36,157	30,571	35,354	13,974	52
	Property and Equipment Outlay	9,932	542,461	27,700	40,615	4,168
	Services/Contracts/Grants	808,230	1,526,064	451,882	-	-
	Participant Training Expense	5,601	8,057	-	-	-
	TOTAL	\$ 1,425,037	\$ 2,599,697	\$ 850,658	\$ 147,469	\$ 26,175
	Personnel	\$ 499,487	\$ 520,855	\$ 322,373	\$ 249,062	\$ 228,560
	Contracted Services	157,277	311,332	122,916	42,307	22,588
Wilkes Community Partnership for Children	Supplies and Materials	48,764	93,014	75,888	40,990	56,822
	Other Operating Expenses	70,273	90,677	93,210	89,119	45,539
	Fixed Charges and Other Expenses	51,859	45,118	32,457	29,569	216,053
	Property and Equipment Outlay	4,788	46,731	73,717	11,416	36,808
	Services/Contracts/Grants	179,410	586,021	910,669	485,410	325,328
	Participant Training Expense	4,585	5,260	-	-	-
	TOTAL	\$ 1,016,443	\$ 1,699,008	\$ 1,631,230	\$ 947,873	\$ 931,698
	Personnel	\$ 245,686	\$ 11,169	\$ 10,978	\$ 11,434	\$ -
	Contracted Services	318,774	238,307	196,537	188,474	\$ 120,235
	Supplies and Materials	48,764	93,014	75,888	40,990	56,822
Wilson County Partnership for Children	Other Operating Expenses	70,273	90,677	93,210	89,119	45,539
	Fixed Charges and Other Expenses	51,859	45,118	32,457	29,569	216,053

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SMART START
EXPENDITURES TRENDS BY LOCAL PARTNERSHIPS
PER STATEMENT OF RECEIPTS, EXPENDITURES, AND NET ASSETS
FY1997-1998 THROUGH FY2001-2002

PARTNERSHIP	CATEGORY	FYE 6/30/2002**	FYE 6/30/2001	FYE 6/30/2000	FYE 6/30/1999	FYE 6/30/1998
	Supplies and Materials	47,018	93,385	21,191	13,601	4,434
	Other Operating Expenses	107,491	40,729	17,085	18,218	11,082
	Fixed Charges and Other Expenses	33,714	14,322	9,897	5,114	8,879
	Property and Equipment Outlay	92,358	172,801	1,000	3,822	11,199
	Services/Contracts/Grants	565,238	698,619	344,620	220,893	551,105
	Participant Training Expense	300	1,384	-	-	-
	TOTAL	\$ 1,410,578	\$ 1,270,716	\$ 601,308	\$ 461,556	\$ 706,934
	Personnel	\$ 243,295	\$ 190,361	\$ 132,495	\$ 54,952	\$ 11,184
	Contracted Services	72,710	24,178	36,720	702	300
	Supplies and Materials	20,015	36,055	48,399	12,246	1,512
Yadkin Partnership for Children, Inc.	Other Operating Expenses	34,876	20,790	32,994	14,994	762
	Fixed Charges and Other Expenses	49,577	26,862	27,268	34,478	23,329
	Property and Equipment Outlay	7,785	26,739	32,907	5,769	1,300
	Services/Contracts/Grants	296,975	432,729	219,422	2,637	-
	Participant Training Expense	-	-	0	-	-
	TOTAL	\$ 725,233	\$ 757,714	\$ 530,205	\$ 125,778	\$ 38,387
	Personnel	\$ 29,584,221	\$ 25,783,663	\$ 17,674,499	\$ 11,416,612	\$ 8,628,957
	Contracted Services	5,541,322	6,610,020	4,806,773	3,375,690	2,507,875
	Supplies and Materials	2,830,572	4,116,125	3,706,654	1,755,905	1,152,293
	Other Operating Expenses	4,817,088	5,891,308	4,454,188	2,898,533	1,339,627
	Fixed Charges and Other Expenses	3,506,698	2,858,511	2,009,637	1,343,813	2,233,767
TOTALS STATEWIDE	Property and Equipment Outlay	1,644,189	4,752,204	5,493,468	2,411,777	995,166
	Services/Contracts/Grants	96,118,322	131,106,261	89,807,754	52,265,806	39,334,986
	Participant Training Expense	277,766	222,599	153,555	96,973	-
	TOTAL	\$ 144,320,177	\$ 181,340,691	\$ 128,106,528	\$ 75,565,109	\$ 56,192,671
	Personnel					
	Contracted Services					
	Supplies and Materials					
	Other Operating Expenses					
	Fixed Charges and Other Expenses					
	Property and Equipment Outlay					

Source: Annual Financial Audit Reports

** = UNAUDITED amounts from General Ledger Trial Balance

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APPENDIX C

EXECUTIVE DIRECTOR, BOARD CHAIR SURVEY RESULTS

PURPOSE: The Office of the State Auditor is conducting a performance audit of the Smart Start Program. As part of the audit procedures, we are gathering information to assist in the identification of the strengths and weaknesses of its operations. **Individual responses will remain strictly confidential.**

LOCAL PARTNERSHIPS:	81	TOTAL RESPONDENTS:	79	(97.5%)
		COUNTIES RESPONDING:	68	(83.9%)
		EXECUTIVE DIRECTORS RESPONDING:	61	(75.3%)
		BOARD CHAIRS RESPONDING:	13	
		OTHERS RESPONDING:	5	

North Carolina Partnership for Children

1. What do you believe is the main role of the North Carolina Partnership for Children (NCPC)?

78 RESPONDENTS

- | | |
|---|--|
| <input type="checkbox"/> a. Monitoring 46 (59.0%) | <input type="checkbox"/> d. Resource Information 38 (48.7%) |
| <input type="checkbox"/> b. Technical Assistance 67 (85.9%) | <input type="checkbox"/> e. Other (SPECIFY) 13 (16.7%) |
| <input type="checkbox"/> c. Fund Raising Assistance 24 (30.8%) | |

2. What types of assistance has your office received from NCPC? **78 RESPONDENTS**

- | | | |
|--|---|---|
| <input type="checkbox"/> a. Samples of Written Policies & Procedures 75 (96.1%) | <input type="checkbox"/> f. New Staff Orientation for Executive Directors/ Board Chairs 37 (47.4%) | <input type="checkbox"/> k. Programmatic & Fiscal Monitoring 74 (94.9%) |
| <input type="checkbox"/> b. Policies & Procedures Updates 72 (92.3%) | <input type="checkbox"/> g. Writing Tips for Grant Proposals 39 (50.0%) | <input type="checkbox"/> l. IT Technical Assistance (Help Desk) 34 (43.6%) |
| <input type="checkbox"/> c. Strategic Plan Format & Review 78 (100.0%) | <input type="checkbox"/> h. Technical Assistance Regarding Core Services 67 (85.9%) | <input type="checkbox"/> m. Formal Training for Local Personnel 48 (61.5%) |
| <input type="checkbox"/> d. Fund Raising Information 68 (87.2%) | <input type="checkbox"/> i. Backup of Accounting Database 40 (51.3%) | <input type="checkbox"/> n. Other (specify) 8 (10.3%) |
| <input type="checkbox"/> e. Resource Information & Sites 59 (75.6%) | <input type="checkbox"/> j. Smart.net 69 (88.5%) | |

3. Please rate the assistance provided by NCPC in the following areas using the following scale:

5—Excellent, 4—Very Good, 3—Good, 2—Fair, 1—Poor

Category	77 RESPONDENTS	Ranking
a. Samples of Written Policies & Procedures		3.93
b. Policies & Procedures Updates		3.97
c. Strategic Plan Format & Review		3.77
d. New Staff Orientation for Exec. Directors/Board Chairs		3.33
e. Writing Tips for Grant Proposals		3.30
f. Technical Assistance Regarding Core Services		3.80
g. Programmatic & Fiscal Monitoring		3.86
h. IT Technical Assistance (Help Desk)		3.33
i. Formal Training for Local Personnel		3.24
j. Resource Information & Sites		3.75
k. Backup of Accounting Database		4.09
l. Smart.net		4.49
m. Availability		3.88
n. Accessibility		3.89

4. Are there any other areas in which you could use assistance from NCPC? **72 RESPONDENTS**

- | | | |
|--|---|---|
| <input type="checkbox"/> a. Yes (PLEASE EXPLAIN) 32 (44.4%) | <input type="checkbox"/> No 27 (37.5%) | <input type="checkbox"/> Don't know 13 (18.1%) |
|--|---|---|

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5. How do you communicate your needs to NCPC? CHECK ALL THAT APPLY. **77 RESPONDENTS**

- ☐ a. Executive Director Forum **61 (79.2%)** ☐ d. Phone **71 (92.2%)** ☐ Other (SPECIFY) **9 (11.7%)**
☐ b. LPAC **34 (44.2%)** ☐ e. Regular Mail **32 (41.6%)**
☐ c. Quarterly Current Issues Forum **34 (44.2%)** ☐ f. e-mail **69 (89.6%)**

6. How do you rate the timeliness of **information received** from NCPC? **75 RESPONDENTS**

1	2	3	4	5
POOR	FAIR	GOOD	VERY GOOD	EXCELLENT
2 (2.7%)	7 (9.3%)	24 (32.0%)	33 (44.0%)	9 (12.0%)

7. How do you rate the timeliness of **responses to questions** from NCPC? **76 RESPONDENTS**

1	2	3	4	5
POOR	FAIR	GOOD	VERY GOOD	EXCELLENT
1 (1.3%)	7 (9.2%)	20 (26.3%)	35 (46.1%)	13 (17.1%)

8. Have you noted improvement in the above areas over the last two years? **75 RESPONDENTS**

- ☐ Yes (PLEASE EXPLAIN) **57 (76.0%)** ☐ No **6 (8.0%)** ☐ Don't know **12 (16.0%)**

9. Do you have an opportunity to provide input into program decisions?

	a. Yes (SPECIFY)	b. No
Local— 76 RESPONDENTS	75 (98.7%)	2 (2.6%)
State— 73 RESPONDENTS	56 (76.7%)	17 (23.3%)

10. Do you believe your input is taken into consideration for decision-making?

	a. Yes	b. No
Local— 76 RESPONDENTS	72 (94.7%)	4 (5.3%)
State— 72 RESPONDENTS	52 (72.2%)	20 (27.8%)

11. Has the annual funding allocation formula been made available to you? **77 RESPONDENTS**

- ☐ a. Yes **72 (93.5%)** ☐ b. No **3 (3.9%)** ☐ c. Don't know **2 (2.6%)**

12. What changes would you suggest to improve the operations of NCPC?

- **More training for staff**
- **More technical assistance/site visits to partnerships**
- **Improved communication between departments to improve consistency of information provided to partnerships**
- **Reduced staff turnover**
- **Allow increased flexibility**
- **Training to local Boards**
- **Less legislative demands**
- **Increased stability in policies, legislative mandates, and procedures**
- **Streamline strategic planning process**

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Local Partnership

13. On average, how many clients do you serve annually?

Number of Children 72 RESPONDENTS		Number of Families 68 RESPONDENTS		Number of Service Providers 67 RESPONDENTS	
<input type="checkbox"/> a.	< 1000 18 (25.0%)	<input type="checkbox"/> a.	< 1000 31 (45.6%)	<input type="checkbox"/> a.	1 – 15 37 (55.2%)
<input type="checkbox"/> b.	1001 – 2500 23 (31.9%)	<input type="checkbox"/> b.	1001 – 2500 17 (25.0%)	<input type="checkbox"/> b.	16 – 25 14 (20.9%)
<input type="checkbox"/> c.	2501 – 5000 24 (33.3%)	<input type="checkbox"/> c.	2501 – 5000 12 (17.6%)	<input type="checkbox"/> c.	26 – 35 5 (7.5%)
<input type="checkbox"/> d.	5001 – 7500 0 (0.0%)	<input type="checkbox"/> d.	5001 – 7500 2 (2.9%)	<input type="checkbox"/> d.	36 – 45 2 (3.0%)
<input type="checkbox"/> e.	> 7500 7 (9.7%)	<input type="checkbox"/> e.	> 7500 7 (10.3%)	<input type="checkbox"/> e.	> 46 7 (10.3%)

14. What is your annual budget? 75 RESPONDENTS

<input type="checkbox"/> a.	< \$500,000 8 (10.7%)	<input type="checkbox"/> d.	\$3,000,001 to \$5,000,000 9 (12.0%)
<input type="checkbox"/> b.	\$500,001 to \$1,000,000 17 (22.6%)	<input type="checkbox"/> e.	> \$5,000,000 6 (8.0%)
<input type="checkbox"/> c.	\$1,000,001 to \$3,000,000 35 (46.7%)		

15. Do you understand the funding allocation formula? 76 RESPONDENTS

<input type="checkbox"/> a.	Yes 43 (56.6%)	<input type="checkbox"/> b.	No 26 (34.2%)	<input type="checkbox"/> c.	Don't know 7 (9.2%)
-----------------------------	----------------	-----------------------------	---------------	-----------------------------	---------------------

16. Do you use it in your annual budget planning process? 76 RESPONDENTS

<input type="checkbox"/> a.	Yes 33 (43.4%)	<input type="checkbox"/> b.	No 39 (51.3%)	<input type="checkbox"/> c.	Don't know 5 (6.6%)
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17. Do you believe the funding allocation formula is equitable? 75 RESPONDENTS

<input type="checkbox"/> Yes (PLEASE EXPLAIN)	23 (30.7%)	<input type="checkbox"/> No (PLEASE EXPLAIN)	24 (32.0%)	<input type="checkbox"/> Don't know	29 (38.7%)
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18. What percentage of your partnership's budget are the following: 75 RESPONDENTS

<input type="checkbox"/> a.	State Funds	88.0%	<input type="checkbox"/> b.	Private Donations	1.8%
<input type="checkbox"/> c.	Local Funds	1.9%	<input type="checkbox"/> d.	Grants	2.5%
<input type="checkbox"/> e.	Federal Funds	0.8%	<input type="checkbox"/> f.	Other	3.7%

19. Do you believe that the Smart Start Program is operating effectively in your county? 75 RESPONDENTS

<input type="checkbox"/> Yes (PLEASE EXPLAIN)	73 (97.3%)	<input type="checkbox"/> No (PLEASE EXPLAIN)	2 (2.7%)	<input type="checkbox"/> Don't know	0 (0.0%)
---	------------	--	----------	-------------------------------------	----------

20. What are the programmatic issues you face related to Smart Start? 76 RESPONDENTS

<input type="checkbox"/> a.	Lack of family support indicators in current PBIS criteria 46 (60.5%)	<input type="checkbox"/> b.	Community resistance to licensed child care 9 (11.8%)
<input type="checkbox"/> c.	Lack of parental understanding of quality child care 47 (61.8%)	<input type="checkbox"/> d.	Lack of understanding about the links between quality child care and school readiness 45 (57.9%)
<input type="checkbox"/> e.	Other (PLEASE EXPLAIN) 27 (35.5%)		

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21. Are there legislative requirements that inhibit the effective delivery of program services?

73 RESPONDENTS

- ☐ Yes (PLEASE EXPLAIN) **62 (84.9%)** ☐ No (PLEASE EXPLAIN) **5 (6.8%)** ☐ Don't know **6 (8.2%)**
- Special provisions take away local control.
 - Child care percentages mandates inhibits ability to help those not in child care.
 - Limiting assistance to four and five star centers cause some to decide not to try to increase rating.
 - Constant changes inhibit efficiency and effectiveness of services.
 - Prohibition to use carry forward funds.
 - Prohibition of capital expenditures may reduce some centers ability to increase star licensure.

22. Does the current NCPC requirement for composition of the local Board:

	a. Yes	b. No	Explanation
<input type="checkbox"/> a. Work Well?	46 (71.9%)	19 (29.7%)	64 RESPONDENTS
<input type="checkbox"/> b. Present Problems?	40 (72.7%)	15 (27.3%)	55 RESPONDENTS
<input type="checkbox"/> c. Hinder Effectiveness?	28 (53.8%)	24 (46.2%)	52 RESPONDENTS
<input type="checkbox"/> d. Need Revising?	47 (81.0%)	11 (19.0%)	58 RESPONDENTS

23. Are there programs or activities in your county that duplicate or overlap Smart Start **75 RESPONDENTS**

- ☐ Yes (PLEASE EXPLAIN) **11 (14.7%)** ☐ No (PLEASE EXPLAIN) **63 (84.0%)** ☐ Don't know **1 (1.3%)**

24. What concerns have you received from your service providers? **69 RESPONDENTS**

- ☐ a. Reporting requirements **51 (73.9%)** ☐ b. Lack of family support indicators in current PBIS criteria **29 (42.0%)**
- ☐ c. Insufficient personnel to perform required evaluation component of activities **21 (30.4%)** ☐ d. Reduction in non-child care related activities due to focus of PBIS **40 (58.0%)**
- ☐ e. Other (PLEASE EXPLAIN) **20 (29.0%)**

25. What changes would you suggest to make Smart Start work more effectively in your county?

- **More local control and autonomy**
- **Changes in funding allocation formula**
- **Increased focus on local needs as opposed to statewide requirements**
- **Know budget by July 1 instead of October or November**
- **Reduce number of mandated Board positions**
- **Less legislative program changes**
- **Re-examine strategic planning process**
- **Allow time for programs to have effect**
- **Reduction in monitoring (State Auditors, NCPC, and Frank Porter Graham all monitor same activities)**

26. How can the relationship between your partnership and NCPC be improved?

- **More one-on-one, on-site technical assistance**
- **Increased training and support to local Board**
- **Need timely and accurate information**
- **Communication with NCPC prior to decisions being made**
- **Stabilize high staff turnover**
- **NCPC becoming more regulatory and less assistance as legislative mandates increase**
- **Acceptance of differences in partnerships**

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27. Please discuss any other concerns you have regarding the operations of the Smart Start program.

- Potential duplication of audits by State Auditors and fiscal monitoring by NCPC
- General Assembly micro-management lessens local control to address community needs
- Mandated Board positions remain on Board despite lack of participation
- Fewer legislative changes directed at all partnerships due to mistakes at individual partnerships
- Operate either as a true non-profit or as a State agency
- Budget cuts would severely impair services
- More at Four may be duplication and acts as competing agenda
- PBIS mandates may not fit local needs

ONLY if you would like to speak with the auditors about any issue, please provide your name, telephone number where you would like us to contact you, and the best time to reach you. This questionnaire and any other communications we have with you will be kept **STRICTLY CONFIDENTIAL**.

Name: _____ Telephone # _____ Best Time to Call: _____
(Please Print)

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APPENDIX D

LOCAL BOARD COMPOSITION			
Partnership	Membership		
	Per By-Laws	as of June 30, 2001	as of June 30, 2002
Alamance Partnership for Children	21 - 30	27	27
Albemarle Smart Start Partnership	29 - 36	29	32
Alexander County Partnership for Children	20 - 28	25	23
Alleghany Partnership for Children, Inc.	18 - 35	22	23
Anson County Partnership for Children	20 - 30	30	30
Ashe County Partnership for Children	21	28	31
Avery County Partnership for Children	20 - 31	26	27
Beaufort County Partnership for Children	21 - 26	24	23
Bertie County Partnership for Children	21 - 40	30	29
Bladen County Partnership for Children, Inc.	18	31	31
Brunswick County Partnership for Children, Inc.	18 - 35	36	30
Smart Start of Buncombe County, Inc.	30 - 35	35	31
Burke County Partnership for Children	21	22	20
Cabarrus County Partnership for Children	25 - 40	33	31
Communities in Schools of Caldwell County, Inc.	17 - 33	32	31
Carteret County Partnership for Children	20 - 32	28	25
Caswell County Partnership for Children	21 - 30	28	28
Catawba County Partnership for Children	20 - 35	25	26
Chatham County Partnership for Children	35	28	33
Chowan-Gates-Perquimans Partnership for Children	30	26	28
Cleveland County Partnership for Children	26 - 35	30	30
Columbus County Partnership for Children, Inc.	22 - 35	25	26
Craven County Partnership for Children	32	31	31
Partnership for Children of Cumberland County	35	34	34
Children and Youth Partnership of Dare	18 - 35	28	24
Davidson County Partnership for Children	12 - 35	29	30
Davie County Partnership for Children	20 - 30	22	21
Down East Partnership for Children	3-40	32	32
Duplin County Partnership for Children, Inc.	17 - 30	27	27
Durham's Partnership for Children, Inc.	23 - 36	24	22
Forsyth Early Childhood Partnership	18 - 50	40	41
Franklin-Granville-Vance Partnership for Children	30	27	26
Guilford County Partnership for Children	20	32	33
Halifax-Warren Smart Start Partnership for Children, Inc.	23 - 61	38	35

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LOCAL BOARD COMPOSITION			
Partnership	Membership		
	Per By-Laws	as of June 30, 2001	as of June 30, 2002
Harnett County Partnership for Children	21 - 35	19	23
Henderson County Partnership for Children	20 - 30	23	22
Hertford County Partnership for Children	50	21	20
Hoke County Partnership for Children & Families	21	19	20
Hyde County Partnership for Children	23 - 30	24	23
Iredell County Partnership for Young Children	21 - 36	33	34
Partnership for Children of Johnston County	Not to exceed 33	30	32
Jones Partnership for Children	20 - 32	28	24
Lee County Partnership for Children	28	26	25
Greene/Greene Partnership for Children	21 - 61	23	19
Partnership for Children of Lincoln and Gaston County	20 - 40	37	33
Madison County Partnership for Children & Families, Inc.	No more than 35	29	27
Martin/Pitt Partnership for Children	21	22	24
McDowell County Partnership for Children & Families, Inc.	19 - 35	35	34
Mecklenburg Partnership for Children	21 - 35	28	31
Mitchell-Yancey Partnership for Children	20	22	23
Montgomery County Partnership for Children	22	25	30
Partners for Children & Families of Moore County	No more than 28	25	25
New Hanover County Partnership for Children	21 - 35	35	33
Northampton Partnership for Children, Inc.	16 - 35	23	26
Onslow County Partnership for Children	27	23	25
Orange County Partnership for Young Children	28	24	23
Pamlico Partnership for Children, Inc.	21 - 32	24	27
Pender County Partnership for Children	20	22	22
Person County Partnership for Children	25 - 40	36	38
Polk County Partnership for Children, Inc.	20	25	26
Randolph County Partnership for Children	22 - 35	28	27
Region A Partnership for Children	32	36	40
Richmond County Partnership for Children	31 - 32	31	32
Robeson County Partnership for Children	21 - 39	39	36
Rockingham County Partnership for Children, Inc.	20 - 40	40	39
Rowan Partnership for Children, Inc.	17 - 30 21 - 31 ^a	20	28
Rutherford County Partnership for Children	20 - 35	33	34
Sampson County Partnership for Children, Inc.	21	28	29

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LOCAL BOARD COMPOSITION			
Partnership	Membership		
	Per By-Laws	as of June 30, 2001	as of June 30, 2002
Scotland County Partnership for Children & Families	18 - 35	27	30
Stanly County Partnership for Children	21 - 33	24	23
Stokes Partnership for Children, Inc.	21	19	22
Surry County Early Childhood Partnership	21 - 33	31	30
Smart Start of Transylvania County	21 - 30	21	21
Tyrrell County Smart Start, Inc.	20 - 35	23	21
Union County Partnership for Children	34	34	34
Wake County SmartStart	18 - 50	30	34
Washington County Child Advocacy Council, Inc.	21 - 30	24	27
Children's Council of Watauga County, Inc.	30 - 35	32	33
Wayne County Partnership for Children, Inc.	21 - 25	25	23
Wilkes Community Partnership for Children	17	25	21
Wilson County Partnership for Children	32	30	30
Yadkin County Partnership for Children, Inc.	20	21	22
^a According to the partnership's by-laws, the range was 17-30 as of June 30, 2001 and 21-31 as of June 30, 2002.			
Source: Local Partnerships			

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APPENDIX E

APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Alamance County	1	Adolescent Parenting Program
	2	Bilingual Child Resource Coordination
	3	Behavior Intervention Specialist
	4	Books and Stories to Go
	5	Children's Dental Coordinator
	6	Crisis Respite Care
	7	Crisis Scholarship
	8	DSS Subsidy
	9	DSS Subsidy Administrative
	10	Evaluation
	11	Family Child Care Enhancements
	12	Health Consultant
	13	Inclusion
	14	Kindergarten Readiness
	15	More at Four Pre-K Class
	16	On-site Training Specialist
	17	Parent Aide
	18	Pre-K At Risk Class
	19	Program Coordinator
	20	Provider Benefits
	21	Providers on the Rise
	22	Spanish Interpreter Coordinator
	23	Early Childhood Professional Development Program
	24	The Professional Development Support Team/Coordinator
	25	Transportation Route
	26	WAGES
Albemarle Partnership	1	Baby Link (<i>Regional</i>)
	2	Child Care Coordinator (Pasquotank)
	3	Child Care Health Consultant
	4	Child Care Resource & Referral Core Services (Pasquotank County)
	5	Child Care Subsidy (Regional)
	6	Cooperative Playgroups
	7	Early Intervention for Young Children of Child Abuse
	8	Expanded Food and Nutrition Education Program (Regional)
	9	Expanded Out for Lunch (Pasquotank County)
	10	Evaluation (Regional)
	11	In-Home Breastfeeding Support
	12	Parents As Teachers Program (Currituck County)
	13	Parents Helping Children (Pasquotank County)
	14	Quality Enhancement
	15	Salary Supplements
	16	Community Development
	17	Fathers Making A Difference
	18	Hispanic Outreach
	19	Mobile Educational Outreach
Alexander County	1	CCR&R
	2	Child Care Nurse Consultant
	3	Evaluation
	4	Inclusion Project
	5	Salary Supplements
	6	Subsidy

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APPENDIX E

APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Alleghany County	1	At-Risk Preschool
	2	Building Blocks for Tots
	3	CCR&R Core Services
	4	Evaluation
	5	Subsidy
	6	Subsidy Administration
	7	WAGES
Anson County	1	Child Care Health Consultant
	2	Child Care Resource & Referral (Childcare Pathways)
	3	Child Care Subsidy Administrative Support
	4	Child Care Subsidy Enhancement
	5	Program Development
	6	Early Childhood Resource Center
	7	Education Wage Incentive
	8	Family Support
	9	Head Start Expansion
	10	Head Start Expansion/More at Four
	11	Health Check Coordination
	12	Program Evaluation
	13	TIPS (Teen Information and Parenting Services)
	14	Smart Stars Instructor
Ashe County	1	Child Care Provider Education
	2	Child Care Resource and Referral
	3	Child Care Subsidy
	4	Child Care Subsidy Administration
	5	Comprehensive Health Screenings
	6	Dental Program for Children
	7	Family Resource Center Enhancement
	8	Family Outreach Support
	9	On Site Child Care
	10	Partnership Administration
	11	Post-Partum Home Visits
	12	Pre-K Program
	13	Quality Enhancement Project (Grants)
	14	Star Bonus
	15	Transition to Kindergarten
Avery County	1	CCR&R
	2	Child Care Health Consultant
	3	Child/Family Safety
	4	Family Education Center
	5	Floater
	6	Group Music For Preschoolers
	7	Hearing/Vision Screenings
	8	Inclusion
	9	Kindersport
	10	Outreach/Public Awareness
	11	Parent To Parent
	12	Program Coordinator/Evaluator
	13	Subsidies
	14	Subsidy Administration
	15	Van Monitors
	16	WAGES
	17	Level Bonus (For Subsidized Children)
	18	Level Bonus (For Non-Subsidized Children)
	19	Transportation

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Beaufort County	1	Beaufort County Child Care Resources and Referral
	2	Child Care Health Consultant
	3	Early Intervention Specialist
	4	In-Home Breastfeeding Program
	5	More at Four Pre-K Classrooms
	6	Program Evaluation
	7	Purchase of Care
	8	Quality Enhancement
	9	Read Me A Book
	10	WAGES - Tier II Level
Bertie County	1	Baby Bucks
	2	Bridging the Generation Gap
	3	Educational Opportunities Project
	4	Health Check Coordinator
	5	Program/Evaluation Coordination
	6	Child Care Quality Enhancement Project
	7	Reducing the Day Care Subsidy Waiting List
	8	SIT-PEDD (Screening, Identification, and Treatment-Provider Education of Developmental
	9	WAGES
	10	WIC Satellite Nurse
	11	CCR&R
	12	In-Home Breastfeeding Support/EFNEP
Bladen County	1	Child Advocacy
	2	Child Care Health Consultant Team
	3	Child Care Subsidy (via DSS)
	4	Child Care Subsidy Administration (via DSS)
	5	Early Childhood Professional Development Scholarship Program
	6	Inclusion Specialist
	7	Benefits Package for Providers
	8	Latino Liaison
	9	Parents As Teachers
	10	Program Coordinator
	11	Program Evaluation and Community Development
	12	Quality Enhancements/ECERS
Brunswick County	1	Child Care Health Nurse
	2	Child Care Resource & Referral Core Services
	3	Early Childhood Specialist (Support for Higher Level Education)
	4	Elimination Of Waiting List at Brunswick Community College (Child at Risk)
	5	EvenStart Family Literacy Child Care Center
	6	Fatherhood Project
	7	Health Check Coordination
	8	Insurance Benefit Package for Providers
	9	More At Four in Brunswick County
	10	Parents As Teachers
	11	Program Evaluation Coordination
	12	Quality Enhancement Initiative
	13	Staff for Subsidy Implementation (DSS Subsidy Administration)
	14	Subsidy
	15	Substitute Pool
	16	Teen Family Development Project
	17	WAGES

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Buncombe County	1	Advanced Training TA for Teachers/Directors
	2	Basic Training TA for Teachers/Directors
	3	Child Care Health Consultants
	4	Child Care Subsidy-Administration
	5	Child Care Subsidy-Eliminate the Waiting List
	6	Child Care Subsidy-Infant/Toddler Bonus
	7	Child Care Quality Improvement Coordination
	8	Early Childhood Dental Initiative
	9	Evaluation
	10	Health Insurance Supplements for Providers
	11	More at Four
	12	Neonatal Intervention
	13	Partnership Administration
	14	Public Education Campaign
	15	Substitute Recruitment Training
	16	Supplement Assistance for Children with Special Needs
	17	Transition Preparedness for Kindergarten
	18	WAGES
Burke County	1	Child Mental Health Consultant Assessment & Treatment
	2	Childcare Health Consultant
	3	Childcare Provider Insurance Benefit Package
	4	Childcare Resource and Referral Services
	5	Children's Library Outreach
	6	Day Care Services Coordinator
	7	Evaluation
	8	Family Resource Programs-Parent Education Activities
	9	Family Resource Programs-Pre-K
	10	Head Start Expansion
	11	Healthy Families
	12	Increased Accessibility of Day Care Subsidy
	13	Mobile Preschool Classroom
	14	Nutrition Education-Breastfeeding Support
	15	Outreach to Non-English Speaking Families
	16	Parent Education-Family Connections
	17	Preschool Fluoride Varnish and Dental Screenings
	18	Professional Development of Child Care Providers
	19	Quality Bonus for Non-Subsidized Children
	20	Quality Bonus for Subsidized Children
	21	Reaching for the Stars
	22	Rural Church Preschools
	23	Scholarships for High School Graduates Enrolled in Early Childhood Curriculum
	24	Startup of New Child Homes and Centers
	25	Transportation

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Cabarrus County	1	Child Abuse and Neglect Prevention
	2	Child Care Health Consultant
	3	Child Care Resource and Referral
	4	Child Care Resource and Referral Consultant (at DSS)
	5	Child Care Subsidy
	6	Child Care Subsidy Administration
	7	Community Services Coordinator
	8	Family Education and Support
	9	Hearing and Vision Screenings
	10	Inclusion Services
	11	Intensive Home Visiting (Linkages)
	12	Professional Education Services
	13	Quality Improvement Program: Bonuses
	14	Quality Improvement Program: Grants
	15	Salary Supplement Program
	16	Program Evaluation, Development and Planning
	17	Speech and Hearing Therapy
	18	Traveling Family & Teacher Resource Center
	19	Comprehensive Dental Health Program
	20	Public Education and Awareness
Caldwell County	1	All Stars Quality Maintenance
	2	Apoyando A Todos Los Padres
	3	Behavior Management Specialist
	4	Child Care Health Consultant Nurse
	5	Child Care Resource & Referral
	6	Child Care Transportation
	7	Child Education Component of the Family Literacy Project
	8	Childhood Support Program
	9	Comprehensive Outreach Medical Services
	10	Director/Provider Training
	11	Educational Enhancement
	12	Family Child Care Home Support Coordinator
	13	Family Resource Center
	14	Family Support Project
	15	H.U.G.S.
	16	Insurance Benefit Package for Providers
	17	Nurturing Program
	18	Parents as Teachers
	19	Professional Development, Compensation and Retention
	20	Purchase of Care (Administration)
	21	Purchase of Care (Subsidy)
	22	Quality Enhancement
	23	Read-To-Me Program
	24	Support for Inclusion
Carteret County	1	Breastfeeding Support
	2	Child Care Resource and Referral Core Services
	3	Early Education Outreach
	4	Expansion of Operation--Newport Developmental Center
	5	Health Benefits for Child Care Providers
	6	Home Based Family Therapy
	7	Monitoring and Evaluation
	8	Parents as Teachers
	9	Pre-Kindergarten Program
	10	Ratio Reduction Subsidy
	11	Sexual Abuse of Young Children: Prevention, Intervention
	12	Supplement for Professional Development
	13	More at Four Pre-K Teacher Assistant

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Caswell County	1	BABY Program
	2	Child Care Quality Enhancements Project
	3	CCR&R
	4	Community Outreach and Awareness Program
	5	Educational Scholarships
	6	Educational/Training Incentives
	7	Evaluation
	8	Expanded Resources for Child Care Through Incentives
	9	Expansion of Child Care Subsidy (DSS FA)
	10	Inclusion Specialist
	11	Program Coordinator
	12	Subsidy (Administrative)
	13	Expanded Resources for Child Care Through Bonuses
Catawba County	1	Catawba County Parenting Network
	2	Catawba Co. Schools Parent Education Program
	3	Child Care Subsidy
	4	Child Care Subsidy Administration
	5	Children's Advocacy Center
	6	Children's Resource Center (CCR&R)
	7	Dental Health Education Project
	8	Dental Health Services
	9	Early Childhood Program Leadership Development
	10	Early Childhood Support Team A (Education Specialists)
	11	Early Childhood Support Team A (Nurses)
	12	Early Childhood Support Team B (Clinicians)
	13	Evaluation
	14	Family Support Project
	15	Quality Inclusive Environments
	16	Tyndall Center at Sipe's Orchard Home
	17	WAGES
	18	Child Care for Women in Recovery
	19	Child Care Quality Enhancement
	20	Centro Latino Activity
Chatham County	1	Before the Bell Rings-Kindergarten Preparedness
	2	Child Care Development
	3	Children's Health Resources Van
	4	De Madres a Madres/Aprendiendo con Mama
	5	Family Advocacy Program
	6	Family Resource Center
	7	Focus on Fathers
	8	Health and Safety Intervention
	9	Increasing Child Care Supply
	10	Little Kids
	11	Parenting Education Program
	12	Preschool Mental Health Outreach Program
	13	Professional Development & Education of Child Care Providers
	14	Program Coordination
	15	Program Evaluation
	16	Quality Improvement Grants
	17	Quality Subsidy Services
	18	Reaching Out to Latino Families
	19	Specialized Therapy
	20	We Care
	21	Chatham County More at Four

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Chowan/Gates/Perquimans	1	Behavior Management Specialist
	2	CCR&R
	3	Car Seat Safety Program
	4	Child Care Subsidy
	5	Evaluation Program
	6	Health Outreach and Education
	7	Literacy Outreach Program
	8	Nurse Educator
	9	Parents as Teachers
	10	Quality Enhancement
	11	Toddler Transit Program (Gates)
	12	WAGES
Cleveland County	1	Child Care Resource and Referral
	2	Dan W. Moore Scholarship Fund
	3	Education Benefits Coordinator
	4	Libraries Go For Children
	5	Medical Insurance Benefits for Providers
	6	More At Four (Cleveland County)
	7	Parents As Teachers
	8	Pathways To Quality
	9	PHCI-Access To Dental Health Care
	10	PHCI-Access To Health Care
	11	PHCI-Child Care Health Consultant
	12	PHCI-Health & Developmental Screenings
	13	Preschool Classrooms (Cleveland County Schools)
	14	Preschool Classrooms (King Mtn. District Schools)
	15	Preschool Classrooms (Shelby City Schools)
	16	Program Management
	17	Purchase Of Care
	18	Subsidy Administration
	19	W.A.G.E.\$
Columbus County	1	Child Care Health Consultant Nurse
	2	Child Care Resource and Referral
	3	Child Care Subsidies
	4	County Health Assessment
	5	Evaluation (Includes Program Coordination)
	6	Family Focused Inclusion Project
	7	Family Literacy Project
	8	Quality Enhancement
	9	Transportation
	10	WAGES
	11	Health Education Community Outreach
	12	Informing Parents about Child Care Choices
	13	Small Business Development for Child Care Providers

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Craven County	1	Beary Special Preschool
	2	Child Care Health Consultant
	3	Child Care Resource and Referral
	4	Child Care Subsidy
	5	Child Care Subsidy Administration
	6	Community Awareness
	7	Dental Hygienist
	8	Evaluation
	9	Even Start Classroom
	10	Expansion of Hours of Operation
	11	Health Check/Health Choice Coordination
	12	Inclusion Specialist
	13	More at Four Pre-K Classroom
	14	Parents as Teachers
	15	Professional Development Project
	16	Quality Enhancement
	17	Parent Outreach Specialist
	18	Ratio Reduction
	19	Technological Enrichment Program
	20	WAGES-- Tier II Level

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Cumberland County	1	Art Trunks/Parent Kits
	2	Autism Outreach and Resource Services
	3	BRIDGES Early Childhood Service Center
	4	Child Care Solutions (Core Services)
	5	Child Care Solutions (Quality Improvement Grants)
	6	Child Care Solutions (Subsidy)
	7	Cumberland Kids Communicating for Success
	8	DEC Clinical Evaluations
	9	Disability Resource Center
	10	DSS Child Care Subsidy
	11	DSS Child Care Subsidy Support
	12	Early Childhood Education Center
	13	Early Intervention Team
	14	EARLY-IN/Parent Education
	15	EARLY-IN/Program Outreach
	16	EARLY-IN/Blended Classrooms
	17	EARLY-IN/Transition Coordinator
	18	Education/Training/Wage Enhancements
	19	Families F.I.R.S.T.-Family Support Services
	20	Fascinate-U-Family Support Services
	21	FSU Child Care Scholarships
	22	FTCC Child Care Scholarships
	23	Head Start Full-Day, Full-Year at Ashton Woods
	24	Information Technology Service Center
	25	Kid Quest For Communication
	26	Kindermusik & Music Therapy Connection
	27	More At Four
	28	MOTHERREAD
	29	Omni Family Resource Center
	30	Read-To-Me
	31	Research and Development (Program Development & Evaluation)
	32	R&D Program Development (Comprehensive Community Health Plan)
	33	R&D Program Development (Unified Community Subsidy Plan)
	34	R&D WebSystem Integration and Support: Electronic Community
	35	Spainhour/Child Play
	36	SRRC Hearing and Speech/Language Screenings
	37	Teens-N-Tots
	38	Transportation LINK
	39	Early Childhood Comprehensive Screenings

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Dare County	1	Adolescent Parent Program
	2	Baby Link
	3	Child Care Resource and Referral Core Services
	4	Education Incentive Program
	5	Evaluation
	6	Family Support Services
	7	Increased Subsidy For Child Care Spaces
	8	Preventive Health Check
	9	Quality Enhancement Project
	10	Subsidy Administration
	11	Wings
Davidson County	1	Child Care Nurses
	2	Child Care Resource & Referral
	3	Child Care Subsidy (DSS)
	4	Child Care Subsidy Administration (DSS)
	5	Education for the Stars
	6	Evaluation
	7	Family Support
	8	Inclusion Initiative
	9	In-Home Family Therapy
	10	Quality Enhancement for Child Care Providers
	11	School Readiness Specialists
	12	Smart Start Quality Bonus
	13	Spanish Bilingual Support
	14	Substance Abuse Intervention for Pregnant Women and Parents of Preschool Children
	15	Transportation
	16	Transportation (More-at-Four)
	17	WAGE\$
	18	WINGS - Davidson Co. Library
Davie County	1	Child Care Health Consultant
	2	Community Awareness Plan
	3	Early Childhood Intervention Scholarships
	4	Education and Training Incentives
	5	Kindergarten Transitions
	6	Salary Administration
	7	Subsidy
	8	WAGE\$
	9	Hispanic Outreach Program
	10	Quality Enhancement Support and Training (QUEST)

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Down East	1	Cedar Grove Preschool
	2	Child Care Coordination (Subsidy Admin)-Edgecombe
	3	Child Care Coordination (Subsidy Admin)-Nash
	4	Child Care Resource and Referral
	5	Community Fellows
	6	Community Health Services Consortium
	7	Early Childhood Development and Learning
	8	Early Childhood Health Insurance
	9	Family Resource-Spaulding
	10	Family Resource Program
	11	Information & Support
	12	Parent To Parent
	13	Parents As Teachers/Parent-Teacher Resource Center
	14	Preschool Kindergarten Transition Program (Edgecombe)
	15	Quality Improvement Initiative
	16	Read Me A Story
	17	Scholarship Program
	18	SouthWest/Coker-Wimberly/Stocks
	19	Time Off For Parents
	20	WAGE\$
Duplin County	1	Child Care Health Consultant
	2	Child Care Resource and Referral
	3	Child Care Subsidies
	4	Child Care Subsidies Administration
	5	Development of Support for Higher Learning for Child Care Providers
	6	Maternal Care Coordinator for Non-Medicaid Hispanic Prenatal Women
	7	Pre-Kindergarten Classes
	8	Prescription and Screening Follow-Up Program
	9	Program Director
	10	Program Evaluator
	11	Quality Enhancement Project
	12	Service Promotion and Outreach
	13	Smart Start Transportation
	14	Special Needs Itinerant Preschool Teacher
	15	WAGE\$
Durham County	1	Child Care Health Consultant
	2	Child Care Quality Improvement
	3	Child Care Subsidy
	4	Choosing/Using Quality Child Care
	5	Early Childhood Outreach Project
	6	Evaluation
	7	FAMOSA
	8	Family Support Subsidy Project
	9	Healthy Families Durham
	10	Hispanic/Latino Family Consultation Services
	11	Linkages To Family (Child Health Services)
	12	Little River Family Resource Center
	13	Newborn Services
	14	School Readiness
	15	Smart Start Transportation
	16	Subsidy Administration
	17	Subsidy Administration (DACCA)
	18	WAGE\$ (Salary Enhancement Project)
	19	More At Four: Durham's Partnership For Children

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Forsyth County	1	ABCD: Best Start
	2	ABCD: Father Support
	3	ABCD: Great Beginnings
	4	ABCD: Great Beginnings Training For Child Care Providers
	5	Centerpoint: BABIES Family Intervention Specialist
	6	Child Care Health Consultant
	7	Children's Center H.E.L.P.
	8	Children's Center Transportation Services
	9	Community Involvement-Systems Change
	10	Coordinator Of Parent Services
	11	Creative Learning Center-Scholarships
	12	CSS: Hand To Hand (Mentoring Program For Teen Mothers)
	13	Downtown Health Plaza: Hispanic Interpreter
	14	Educational/Parenting Materials
	15	Emergency Care FECF
	16	Enhanced Subsidies/Journey To The Stars
	17	Expanded Food & Nutrition Program (NC Cooperative Extension)
	18	Family Services: Head Start Wrap Around
	19	FCDPH: Partners For Dental Health
	20	FECF: Early Education Program Coordination
	21	FECF: Salary Supplements
	22	FECF: Scholarships For Child Care Providers
	23	FECF: Smart Start Technical Assistance Center
	24	First Start Child Development & Family Resource Center
	25	Forsyth County Public Library: Library Outreach
	26	FTCC Instructor
	27	Incentives For Baby Love (a.k.a. Baby Bucks)
	28	Junior League: Read To Me
	29	LWFRF-Dental Care Clinic
	30	Medicaid Eligibility Worker (FCDSS)
	31	Minority Infant Mortality Reduction
	32	Pre-Kindergarten Classes In Child Care Centers
	33	More At Four Classes
	34	Preschool Dental Screening Project
	35	Program Coordination
	36	SCAN: Hospital Visitor/Welcome Baby
	37	SCAN: Professional/Parenting Education
	38	Scholarships/Subsidies FECF
	39	Special Children's School: Inclusion Program
	40	Special Children's School: Parents Together
	41	Special Children's School: Transportation Services
	42	St. Peter's Family Outreach
	43	UNC-CH-Evaluation Of Smart Start Projects
	44	WFRF: Administration Of Scholarships & Emergency Child Care
	45	WFRF: Continuum of Professional Development
	46	WFRF: Resource & Referral
	47	WFU: Bowman Gray: Parent Line
	48	WSFC Schools: First Steps To Kindergarten
	49	WS Urban League: F.E.A.T. (Family Education & Training)

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APPENDIX E

APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Franklin/Graham/Vance	1	Adolescent Parenting Program
	2	Child Care Health Consultant
	3	Child Care Quality Improvement
	4	Child Care Resource and Referral
	5	Cradle to Class--Parents as Teachers
	6	Family Support Initiative
	7	Franklin County Subsidy
	8	Franklin County Subsidy Administration
	9	Granville County Subsidy
	10	Granville County Subsidy Administration
	11	KinderCamp--Granville County
	12	Mi Centro
	13	More at Four in Granville County
	14	More at Four in Vance County
	15	Program Coordination and Evaluation
	16	Project Family -- Franklin County
	17	Project Family Read--Granville and Vance Counties
	18	Service Promotion and Outreach
	19	Vance County Subsidy
	20	Vance County Subsidy Administration
	21	WAGES--Franklin, Granville and Vance Counties
	22	In-Home Breastfeeding Support--Franklin, Granville and Vance Counties
Guilford County	1	Childcare Substitutes
	2	Child Advocacy Center
	3	Childcare Nurses
	4	Children with Special Needs
	5	Dental Hygiene
	6	Family Childcare Outreach
	7	Family Support
	8	Foster Care
	9	Healthy Start
	10	Newborn Visits
	11	NICU Family Support
	12	Prenatal Care by Private Physicians
	13	Prenatal Substance Abuse Counseling
	14	Purchase of Care (DSS)
	15	Purchase of Care/More at Four
	16	Purchase of Care/Quality (Bright Stars)
	17	Purchase of Care-Quality Administration (DSS)
	18	Reach for the Stars
	19	Ready for School (Guilford County School System)
	20	Ready for School (United Child Development Services)
	21	Resource and Referral/Caregiver Training (POINTS)
	22	Supported Parenting Education
	23	W.A.G.E.\$

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APPENDIX E

APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Halifax/Warren	1	Child Care Coordination (Halifax)
	2	Child Care Coordination (Warren)
	3	Child Care Resource and Referral (Bi-County)
	4	Child Care Subsidies (Halifax)
	5	Child Care Subsidies (Warren)
	6	Children with Special Needs (Halifax)
	7	Evaluation (Bi-County)
	8	Fatherhood Support Group
	9	In-Home Breastfeeding Support Program
	10	Nutrition Education (Bi-County)
	11	Quality Improvement Project
	12	Mini Grants
	13	Parenting Network
	14	Parents as Teachers, Too (Halifax)
	15	Prenatal Health Education and Coordination
	16	Program Support, Coordination and Evaluation
	17	Pre-Kindergarten - Halifax County Schools
	18	Pre-Kindergarten - Weldon City Schools
	19	Pre-Kindergarten - Roanoke Rapids Schools
	20	Pre-Kindergarten - Warren County Schools
	21	WAGE\$ Salary Supplement (Bi-County)
	22	White Oak Parent Child Center (Halifax)
Harnett County	1	Community Awareness
	2	Family Child Care Home Licensure
	3	Intervention Specialists
	4	Outdoor Learning Environments
	5	Parents as Teachers
	6	Parent Education Child Care
	7	Program Coordinator/Evaluator
	8	Quality Enhancement
	9	Ratio Reduction
	10	Subsidy - Via DSS - Purchase of Care
	11	Subsidy Administration
	12	Teens as Parents
	13	WAGE\$
	14	Substitute Program
Henderson County	1	Child Care Health Consultants
	2	CCR & R Core Services
	3	Child Care Subsidy - Admin
	4	Child Care Subsidy - Admin
	5	Enhanced Support for Latino Families
	6	Ongoing Parents Education
	7	Preventive Dental Health
	8	Program Evaluation
	9	Quality Assistance and Assurance Project
	10	WAGE\$
	11	More at Four
	12	Parents as Teachers
	13	Quality Assistance and Assurance Project

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APPENDIX E

APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Hertford County	1	Administration of Smart Start Subsidies
	2	Child Care Resource and Referral
	3	Child Care Health Consultation and Health Screenings
	4	Educational Incentives
	5	Facility Quality Improvement Grants
	6	Identification Of High Risk Children In The Hospital Setting
	7	HCPC Childcare Transportation
	8	Head Start Transportation
	9	Parents As First Teachers
	10	Program Support Services
	11	Public Pre-Kindergarten Program
	12	WORKS Salary Supplement
	13	In-House Breastfeeding Support Program
	14	Purchase of Care-Subsidy
Hoke County	1	Books for Kids
	2	Child Care Resource and Referral
	3	Child Care Quality Enhancement Project
	4	Child Care Scholarship Program - DSS Subsidy
	5	Child Care Scholarship Program - DSS Subsidy Admin
	6	Childcare to Support
	7	Children's Health Fair
	8	CREST (Compensation, Retention, Education Strategies for Teachers
	9	ECI Enhanced Therapy Services (Sandhills Center)
	10	Evaluation
	11	Health Training for Child Care Providers
	12	Mobile Health Unit
	13	Mobile Preschool
	14	Parent to Parent Program
	15	Parents as Teachers
	16	Pediatric Advice Nurse
	17	Pediatrician Expansion
	18	Pre-Kindergarten Expansion - More at Four
	19	Preliteracy English as a Second Language
	20	Program Coordination
	21	Read to Me Project
	22	Speech/Hearing Screening
Hyde County	1	Children's Health Fair
	2	Fun'n Learn Resource Library
	3	Head Start Summer
	4	Increase Access
	5	Ocracke Preschool
	6	ProTech
	7	Provider Incentives--Stars
	8	SmarTEA (Smart Teachers Education/Advancement
	9	WAGES

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APPENDIX E

APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Iredell County	1	CCR & R
	2	Carolina's Children
	3	Community Education/Public Awareness
	4	Comprehensive Benefits Plan
	5	Cooperative Playroom
	6	CPR/First Aid Training
	7	Dental Treatment
	8	Early Learning Resource Center
	9	Families for Kids
	10	(Inclusion of Children with Special Needs) Early Learning Specialists
	11	Intensive Quality Care Team
	12	Ladder to Success
	13	Latino Outreach
	14	Monetary Awards for Academic Achievement
	15	Multi-Disciplinary Outreach Team
	16	Parent Education and Support
	17	Parents as Teachers
	18	Program Evaluation
	19	Purchase of Care DSS (subsidy)
	20	Child Safety
	21	Substitute Pool
	22	Summer Enrichment Program
Johnston County	1	Behavioral Intervention Specialist
	2	Child Care Health Consultant
	3	Child Care Provider Training Center
	4	Child Care Resource and Referral
	5	Child Care Subsidy-Via DSS (Purchase of Care to Eliminate/Prevent a Wait List)
	6	Community Awareness
	7	Domestic Violence Prevention and Support Services
	8	Early Creative Experiences in Science
	9	Eligibility Specialist - Via DSS
	10	Head Start Wrap-Around (Extended Day and Summer Full Day Care)
	11	Johnston County Physician Education
	12	Literature Enrichment Program
	13	Mobile Kids Dental Clinic
	14	More at Four of Johnston County
	15	Parents as Teachers
	16	Professional Development Coordinator
	17	Program Coordination and Evaluation
	18	Quality Enhancement Initiative
	19	Subsidy Bonus Incentives - Via DSS (For 4 & 5 Star Rated Facilities)
	20	Substitute Program
	21	Teacher Initiative Program
	22	The Mobile Family Resource Center
	23	WAGES
Jones County	1	CARTS Transportation
	2	CCR & R - Cooperative Playgrounds
	3	CCR & R - Core Services
	4	CCR & R - Quality/Enhancements/Environmental Scales
	5	CCR & R - Salary Supplements
	6	Monitoring and Evaluation
	7	Nurse Educator
	8	Pre-K Program
	9	Sick Child Clinic

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APPENDIX E

APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Lee County	1	Child Care Resource and Referral
	2	Lee County Even Start Literacy Program
	3	New Dawn Preschool
	4	Quality Enhancement
	5	Parents as Teachers
	6	Program Coordinator
	7	Program Evaluator
	8	Subsidy
	9	Subsidy Administration
	10	Substitute Program
	11	TEACH Early Childhood Health Insurance Program
	12	WAGES
Lenoir/Greene	1	Child Care Health Consultant
	2	Child Care Resource & Referral/Resource Library
	3	Comprehensive Pediatric Services (Greene)
	4	Dental Program (Kinston Community Health Center)
	5	Enhanced Family Services (Greene DSS Admin)
	6	Evaluation Coordinator
	7	Face to Face
	8	Greene County Family Literacy
	9	Greene County Pre-K
	10	Increased Child Care Coordination/Case Management (Lenoir DSS Admin)
	11	Lenoir County Pre-K (Pre-K Expansion)
	12	More at Four (Lenoir & Greene Counties)
	13	Parents as Teachers - Greene County
	14	Parents as Teachers - Lenoir County
	15	Professional Development Coordinator
	16	Quality Enhancement Project
	17	Storyteller Project
	18	Substitute Program
	19	Summer Enrichment (Lenoir)
	20	WAGES
	21	Waiting List Avoidance/Maintenance of Effort (Lenoir DSS Purchase of Care)
	22	Waiting List Avoidance (Subsidy-Greene Regular Purchase of Care)
	23	Young Fathers Project

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APPENDIX E

APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Lincoln/Gaston	1	Adolescent Parenting
	2	Bringing Life into Focus
	3	Child Care Expansion
	4	Child Care Information and Referral
	5	Child Care Salary Supplement
	6	Child Care Subsidy
	7	Child Care Subsidy Administration
	8	Community College
	9	Dental Clinic
	10	Inclusion/Behavioral Specialist
	11	Individual Professional Development Plan
	12	Journey to the STARS
	13	Pediatric Oral Surgery Program
	14	Program Coordination/Collaboration
	15	Program Evaluation
	16	Quality Child Care Team
	17	Quality Enhancement - Phase I
	18	Quality Enhancement - Phase II
	19	VIP - Parenting Project
	20	Behavior Management
	21	Child Care Health Consultant - Gaston County
	22	Child Care Health Consultant - Lincoln County
	23	Child Care Training
Madison County	1	CCR & R
	2	Child Care Health Consultation
	3	Child Care Quality Improvement Coordinator
	4	Child Care Subsidy and Admin
	5	Evaluation
	6	Madison County Early Childhood Health and Planning Initiative
	7	Provider Education and Compensation Initiative - Planning
	8	Public Education and Information
	9	Star Supplement
	10	Supporting Family Choices: Kith and Kin Care
Martin/Pitt	1	Child Care Health Consultant (Martin)
	2	Child Care Health Consultant (Pitt)
	3	Child Care Resource & Referral
	4	Community Education and Program Coordination
	5	Inclusion Specialist
	6	The Nurturing Project
	7	Parent To Parent Support (Martin & Pitt)
	8	Partners For Healthy Families (Martin)
	9	Program Evaluation
	10	QUEST
	11	Reduce Child Care Waiting List via DSS (Martin & Pitt)
	12	WAGES (Martin & Pitt)

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
McDowell County	1	Educational Scholarships
	2	Enhancing Resource & Referral
	3	Expanded Eligibility
	4	Family Resource Programs
	5	FIPP-Family Resource Program
	6	First Steps
	7	Healthy Start
	8	McSmiles
	9	Parenting Skills Enhancement
	10	Program Evaluation
	11	Quality Enhancement
	12	Quality Enhancement Bonus
	13	Quality Enhancement Bonus
	14	Quality Enhancement Bonus Consultant
	15	Salary Supplements
	16	Subsidy Administration
	17	Wait List Prevention
Mecklenburg County	1	Adolescent Parent & Child Development Project
	2	Agape Family Center
	3	Asian Library Pre-Literacy Center
	4	Biddle Point Dental Personnel Expansion
	5	Breastfeeding Peer Counselor Program
	6	Bridging the Gap
	7	Bright Beginnings Community Project
	8	Bright Beginnings-More at Four
	9	Caution Curriculum for Parent/Caregiver
	10	Central Avenue Bilingual Preschool & Parent Resource Center
	11	Central Avenue Bilingual Preschool (Operations Expense)
	12	Childcare Subsidy
	13	Childcare Subsidy Administration
	14	Childcare Training Calendar
	15	Child Safety Seat Distribution Program
	16	Criminal Justice Program Childcare Subsidies
	17	Developing Grant-Lakewood
	18	Early Childhood Specialist for Community Policing
	19	Family Independence Initiative
	20	FCCH Training: Moving on Up
	21	Family Support & Education
	22	Family Support Project
	23	For Daddies Only Support Group
	24	GranCare: Grandparents Raising Grandchildren
	25	Hispanic Family Education
	26	Hope Haven Child Development Center
	27	Inclusion Project
	28	Infant-Toddler Special Therapy Network
	29	Intensive Home Visitation (Healthy Families America model)

(Mecklenburg continued)

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Mecklenburg County	30	NICU Child Service Coordination
	31	Parent & Community Education
	32	Program Evaluation
	33	Program Management
	34	Quality Initiative (QI) Project
	35	Resource & Referral
	36	Speech/Language Screenings
	37	Star Rating Bonus Program
	38	Storytimes To Go
	39	The Court Clubhouse
	40	Thompson Child Development Center
	41	Weekday School Operating Funds
Mitchell/Yancey	1	Breastfeeding Support
	2	Child Care Resource and Referral Core Services
	3	Early Childhood Intervention
	4	Enhanced Curriculum
	5	Head Start Expansion
	6	Quality Enhancement Project
	7	Smart Smiles Dental Project
	8	Subsidy - Administration
	9	Subsidy - Comprehensive Child Care Supports
	10	Substitute Program
	11	Transportation Services
Montgomery County	12	WAGES
	1	Books for Kids
	2	Child Care Central (CCR & R)
	3	Child Care Health Consultant
	4	Child Care Subsidy
	5	Child Care Subsidy Administration
	6	Children Hear, and See in Montgomery County
	7	Children's Health and Safety Initiative
	8	Community Outreach
	9	Early Childhood Education Specialist
	10	Early Childhood Intervention (ECI) Expansion
	11	Education Incentive Supplements
	12	Parents as Teachers Too
	13	Parent to Parent
	14	Personnel Plus
	15	Postpartum Home Visit and Parent Education
	16	Program Coordination
	17	Program Evaluation
	18	Quality Enhancement Grants
	19	School Readiness Coordinator
	20	START (Scholarships Targeting At-Risk Tots) Pre-K
	21	Storytelling Packets

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Moore County	1	Assessment of At-Risk Children
	2	Car Seat Safety
	3	Case Management for Children with Asthma
	4	Childcare for Family Literacy
	5	Child Care Health Consultant
	6	CREST (Compensation, Retention, Education, Strategies for Teachers)
	7	Dental Care Access Project
	8	Educational Scholarships for Childcare Providers
	9	Encouraging Early Literacy
	10	Enhanced Child Care Resource and Referral
	11	Enhanced Therapy Services
	12	Interpreter Services
	13	Kindergarten Orientation Program
	14	Moore County DSS Subsidy
	15	Moore County DSS Subsidy Administration
	16	Moore Fun Health Fair Coordinator
	17	Parent Leadership Institute
	18	Parent to Parent Program
	19	Program and Contract Management
	20	Program Evaluation
	21	Quality Enhancement Project
	22	Scholarship for Inclusive Preschools
	23	Scholarship Program (SCC)
	24	School Readiness Program
	25	Specialized Support to Children with Disabilities
	26	Therapy Enhancement
	27	Therapy Outreach Project
New Hanover County	1	Affordable and Quality Child Care
	2	Child Care Nursing Program
	3	CPR/First Aid Training for Child Care Providers
	4	Family Services
	5	Growing Readers
	6	Health Check Coordination
	7	Intervention/Inclusion Services UCP
	8	Latino Support Services
	9	Mental Health Intervention Specialist
	10	Mental Health Services/Training for Special Needs Children, Providers, Parents
	11	Outreach and Education
	12	Parents as Teachers
	13	Program Manager/Evaluator
	14	Quality Enhancement Program
	15	Subsidy
	16	Subsidy Administration
	17	WAGES Project
Northampton County	1	Child Care Availability Need Assessment
	2	Child Care Health Consultant
	3	Child Care Resource & Referral
	4	Parenting Education for Teen Parents
	5	Quality Enhancement (Raising Provider Stars)
	6	Smart Start Child Care Worker
	7	Subsidized Child Care/DSS Subsidy

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Onslow County	1	Breastfeeding is Best
	2	Caring for Children Training for the Future
	3	Child Care Health NET (Nurse)
	4	Child Care Quality Enhancement
	5	Child Care Resource and Referral
	6	Elimination of the Waiting List
	7	Every Child Counts
	8	Family Reunification Visitation Project
	9	Parents as Teachers (PEERS)
	10	Parent Education Enhancement Project
	11	Pre-school Literacy Outreach
	12	Program Evaluation
	13	Subsidy Administration
	14	Teen Adolescent Parenting Program
	15	WAGES
	16	World Class Child Care Professional Training
Orange County	1	Bilingual Resource Coordination
	2	Case Management and Family Support
	3	Child Care Scholarship Program
	4	Child Care Shape Up (Child Care Health Consultant)
	5	Child Care Social Work
	6	Child Health Awareness Project
	7	Community Development
	8	Enhanced Child Service Coordination
	9	Expanded Resource and Referral
	10	Families in Focus
	11	KidScope Child Care Consultant
	12	Mental Health/Special Services
	13	More at Four
	14	PACT Therapist
	15	Parent Education Coordination
	16	Project Child Care Upgrade
	17	Program Management and Evaluation
	18	Program Prescolar
	19	Smart Start Dental Project
	20	Summer Kindergarten Academy
	21	WAGES
Pamlico County	1	Child & Family Outreach Program
	2	Child Care Health Consultation
	3	Evaluation
	4	Parent Education Outreach
	5	Professional Development Coordination
	6	Quality Enhancement Program
	7	Subsidized Child Care (via DSS)
	8	Touching the Lives of Children

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Pender County	1	At-Risk Preschool
	2	Child Care Health Project
	3	Child Care Subsidy
	4	Child Care Subsidy Administration
	5	Dental Project
	6	Early Childhood Professional Development
	7	Early Intervention and Inclusion Services
	8	Prenatal and Child Outreach Program
	9	Program Evaluation
	10	WAGES
	11	Pre-K Literacy Outreach
	12	Quality Enhancement (Swinging for the Starts)
	13	Child Care Resource and Referral Services
	14	More at Four
Person County	1	Bright Smiles
	2	Child Care Resource and Referral Core Services
	3	Community Services Team - Family & Child Therapist
	4	Community Services Team - Nurse
	5	Dental Services
	6	DSS Subsidy
	7	DSS Subsidy Administration
	8	Early Childhood Associates Degree
	9	Early Childhood Scholarship
	10	Education Reward Program
	11	Evaluation
	12	Families Helping Families
	13	Head Start Expansion
	14	Hispanic Community Liaison
	15	In-Home Breastfeeding Support
	16	More at Four
	17	Preschool Disabilities Coordinator
	18	Quality Bonus
	19	Quality Enhancement
	20	Quality Services Supplement
	21	Subsidy Scholarships
	22	Teens Toting Tots
	23	Transportation to Child Care
	24	Transportation to Community Services
	25	Very Important Parents
Polk County	1	Child Care Substitutes
	2	DSS Subsidy
	3	DSS Subsidy Administration
	4	Evaluation
	5	Health Insurance Supplements
	6	Joining Hands
	7	Program Coordination
	8	Subsidy Star Supplements
	9	Technical Assistance
	10	Wage Supplements
	11	More at Four

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Randolph County	1	Child Care Health Nurse Consultation, Screening, and Education
	2	Child Care Resource and Referral
	3	Child Care WAGES\$ Project
	4	Evaluation
	5	Expanding Subsidy (DSS)
	6	Financing a Quality Child Care System--Pilot Study
	7	Franklinville Parents as Teachers (PAT) Program
	8	High Hopes (Archdale/Trinity)
	9	Parents and Communities Together--Community Based Parent Education
	10	Postpartum/Newborn Home Visits
	11	Program Coordination
	12	Public Education and Outreach
	13	Quality Improvement Plan
	14	School Readiness Community-Based Initiative
	15	School Readiness--Community Based Initiative: Early Childhood Development Center Classroom (Asheboro City Schools)
	16	School Readiness--Community Based Initiative: Pre-Kindergarten Class at Randleman Elementary
	17	School Readiness--Community Based Initiative: Pre-Kindergarten Class at Southmont Elementary School
	18	School Readiness Community-Based Initiative: Liberty Early Childhood Center
	19	Subsidy Administration (DSS)
	20	T.E.A.C.H. Plus

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Region A	1	Cherokee County Family Resources-Parents as Teachers
	2	Cherokee County Health Department-Smart Start Nurse
	3	Childcare Resource and Referral
	4	Childcare Waiting List
	5	Child's Garden: Preventative Services for Emotionally and Behaviorally Challenged
	6	Clay County Family Resource Center
	7	Communications Disorders Specialist
	8	Community Early Learning Groups
	9	Dental Health Preschool Initiative
	10	Early Education Cherokee Language Specialist
	11	Eastern Band of Cherokee Indians-Smart Start Nurse/Childcare Health Consultant
	12	Evaluation
	13	Expanded Eligibility for Childcare
	14	Graham County Family Resource Center
	15	Graham County Parents as Teachers
	16	Graham County Smart Start Nurse/Childcare Health Consultant
	17	Haywood Book Express
	18	Haywood County Health Department-Smart Start Childcare Nurses
	19	Haywood County Parents as Teachers
	20	Haywood County Welcome Baby
	21	Head Start Wrap Around
	22	HOPPS (Healthy Opportunities from Pregnancy to Preschool in Swain)
	23	Jackson County Family Resource Center
	24	Jackson County Smart Start Childcare Health Consultant
	25	K.A.R.E/Second Step
	26	Kids Are Special-Clay County Health Department
	27	Macon County Parents as Teachers
	28	Macon County Smart Start Health Project
	29	Partnership Administration
	30	Project Manager
	31	Reading Rover
	32	Region A Partnership for Children Evaluation
	33	Regional Training Center
	34	Special Support for Children with Special Needs
	35	Subsidy Administration
	36	Swain County Parents as Teachers
	37	Swain Family Resource Center
	38	WAGES
Richmond County	1	Child Care Health Consultant
	2	Child Care Resource and Referral
	3	Child Care Subsidy
	4	Child Care Subsidy Administration
	5	Comprehensive Health Screenings "A"
	6	Comprehensive Health Screenings "B"
	7	Early Connections
	8	ESL Parents and Children Together (PACT)
	9	Even Start Preschool Transportation
	10	Health Check Coordination
	11	Into the Mouths of Babies
	12	Language Diversity
	13	Parents as Teachers
	14	Program Coordination and Evaluation
	15	Quality Enhancement Grants
	16	Early Childhood Intervention Expansion
	17	WAGES
	18	Child Care Star Enhancement
	19	Educational Wage Incentive Program

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Robeson County	1	Child Care Resource and Referral
	2	Child Care Subsidy Administration
	3	Environmental Quality Star Tracks
	4	Evaluation
	5	Health and Safety Intervention
	6	Healthy Steps
	7	Homespun Nurturing Peer Counselor Program
	8	Inclusion Initiative
	9	Learning Together Project
	10	Learning Together Support
	11	Maintaining the Child Care Subsidy
	12	More at Four
	13	Newborn/Postpartum Home Assessment
	14	Parents as Teachers
	15	Program Coordination and Community Education
	16	READ Family Literacy/Family ESL
	17	Robeson County Early Childhood Advocacy Program
	18	Robeson County Wage Supplement
	19	Shining Star Preschool
	20	Speech, Hearing and Middle Ear Screenings for two-Year Olds
	21	Subsidy Administration
	22	Transportation
	23	Hands-Up to the Stars
Rockingham County	1	Additional Slots for Pre-K
	2	Child Care Affordability (DCD Purchase of Care, Funding Authorization)
	3	Child Care Subsidy Administration (DCD Funding Authorization)
	4	Child Care Resource and Referral
	5	Children's Program
	6	Community and Family Resource and Outreach Centers
	7	Early Childhood Education Incentive Program
	8	Healthy Start Initiative
	9	Parents as Teachers
	10	Program Coordinator/Evaluator
	11	Providing for the Providers
	12	Public Awareness
	13	Quality Enhancement
	14	Transition to Kindergarten Pilot Project
	15	Transportation
	16	WAGES

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APPENDIX E

APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Rowan County	1	Child Care Leadership Advancement
	2	Child Care Resource and Referral
	3	Child Care Subsidies
	4	Child Care Subsidy Administration
	5	Early Childhood Professional Development Initiative
	6	Health Services for Children
	7	Health Link
	8	Include Me
	9	Nurturing Program
	10	Parents as Teachers
	11	Planning and Evaluation
	12	Quality Enhancement Support and Training Program (QUEST)
	13	Quality Improvement Continuum
	14	Salary Supplement
	15	Smile Savers
	16	Speech/Language and Hearing Screening Program
	17	Star License Enhancement Program
	18	Stories-to-Go
Rutherford County	1	C.A.R.E.
	2	Child Care Quality Technical Assistance
	3	Child Care Resource and Referral
	4	Child Care Subsidy Program
	5	Child Care Subsidy Administration
	6	Dental Care for Kids
	7	Evaluation
	8	Even Start Family Literacy Project
	9	Head Start
	10	Health Care Screenings
	11	Insurance Benefits Package for Providers
	12	Motherlearn--Child Care
	13	Motherlearn--Transportation
	14	Parents as Teachers
	15	Service Coordination
	16	C.A.M.P. (Children and Male Partnership)
Sampson County	1	Child Care Resource & Referral
	2	Program Coordination/Evaluation
	3	Community Awareness
	4	Benefits Package For Child Care Providers (Sick Leave)
	5	Child Care Health Consultant
	6	Professional Development
	7	Parents As Teachers
	8	Planning for Collaborative Pre-K Classes
Scotland County	1	Beginning Literacy Program
	2	Child Care Health Consultant
	3	Child Care Quality Coordination
	4	Environmental Ratings Technical Assistance and Resources
	5	Child's Day Out (Parent and Child Education)
	6	Parents as Teachers (PAT)
	7	Child Care Provider Professional Development Program
	8	Program Coordination
	9	Program Evaluation/Contracts Coordination
	10	Scotland County Secondary Adolescent Pregnancy Prevention
	11	Smart Start Child Care Subsidy
	12	Smart Start Child Care Subsidy Administration

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Stanly County	1	Child Care Resource and Referral
	2	Child Care Subsidy
	3	Child Care Subsidy Administration
	4	Community Outreach
	5	Dental Health Program
	6	Developmental Screenings
	7	Early Childhood Resource Center
	8	Education Service Incentives
	9	Family Resource Services
	10	Infant Care Program
	11	Outreach Health Services
	12	Pre-K Classes
	13	Professional Development Substitute Teacher
	14	Program Evaluation
	15	Quality Bonus/Incentives
	16	Quality Improvement Grants
Stokes County	1	CCR&R
	2	Childcare Scholarships
	3	Comprehensive Educational Enhancements
	4	Early Childhood Educational Enhancements
	5	Educational Scholarship Program for Non-T.E.A.C.H.
	6	Family Support Network
	7	FTCC Early Childhood Education Classes
	8	Healthier Children in Stokes County
	9	Parents as Teachers
	10	Program Evaluation
	11	Quality Enhancement Project/ITERS/ECERS/FDCRS
	12	S.E.E.K.
	13	Share a Book with a Child (Motherread)
	14	Smart Start Funds for DSS
	15	Smart Start Funds for Subsidy Coordinator (DSS)
	16	Stokes Longevity Awards
	17	Stokes Salary Supplement Program
	18	Substitute Reimbursement Program

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Surry County	1	Building Strong Foundations for Early Learning
	2	Child Care Resource and Referral--Surry County Early Childhood Partnership
	3	Child Development Specialist-Surry County Early Childhood Partnership
	4	DSS Subsidy
	5	DSS Subsidy Administration
	6	EFNEP - NC Cooperative Extension Service
	7	Enhancement--Surry County Early Childhood Partnership
	8	Evaluator--Surry County Early Childhood Partnership
	9	Expansion--Surry County Early Childhood Partnership
	10	Family Literacy (FL) Parent as Teachers (PAT)--Life Span
	11	Family Resource Coordinator--Surry SCAN
	12	Four-Year Old School Ready--Surry County Schools
	13	In-House Breastfeeding Support Program
	14	Literacy Outreach--Northwest Regional Library
	15	Mount Airy Pre-K
	16	On-Site Child Care Training--Surry Community College
	17	Parent Aide--Surry SCAN
	18	Provider Training--Surry Community College
	19	Regulatory Upgrades--Surry County Early Childhood Partnership
	20	Salary Supplement--Surry County Early Childhood Partnership
	21	smART sART Works--Surry Arts Council
	22	Surry County Health, Education, and Well-being Program--SCHNC
	23	Teaching for Tomorrow--Surry County Schools
	24	Welcome Baby/PAT--Surry SCAN
Transylvania County	1	Behavior Intervention
	2	Child Care Quality and Technical Assistance
	3	Child Care Resource and Referral Outreach
	4	Eliminate the Waiting List
	5	Emergency/Respite and Special Needs Fees
	6	Healthy Smiles Dental Project
	7	Increased Subsidy Eligibility
	8	Kindergarten Readiness Assessment and Transition Planning
	9	Needs and Resources Assessment
	10	Parents as Teachers
	11	Professionals Through Development
	12	Program Evaluation
	13	Star Rating Bonus
	14	Subsidy--Administration
	15	WAGES
Tyrrell County	1	Child Care Provider Program
	2	Child Care Scholarship
	3	Head Start Summer Program
	4	Move Ahead Preschool Program--WINGS Outreach
	5	NC Early Childhood Credentialing
	6	Preschool Program

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APPENDIX E

APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Union County	1	CCRI/Union County
	2	Center Pre-K
	3	Child Abuse Prevention Program
	4	Community Education
	5	Comprehensive Health Screenings
	6	Early Childhood Resources Center
	7	Education Stars
	8	Fair Play
	9	Family Literacy
	10	Inclusion Specialist
	11	Intensive ESL
	12	More at Four
	13	PEACE Program
	14	Peer Counselor Breastfeeding
	15	Program Evaluation
	16	Program Manager
	17	Quality Enhancement Program
	18	Scholarships (Associates Degree)
	19	School Pre-K Class
	20	Subsidy Administration
	21	Subsidy Purchase of Care
	22	WAGES

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APPENDIX E

APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Wake County	1	Child Care Assistance Network Quality Bonus Enhancement
	2	Child Care Center Technical Assistance Quality Enhancement Initiative
	3	Child Care Substitute Support Program
	4	Child Health Outreach Worker (South/East)
	5	Developmental/Speech, Language and Hearing Screening Program
	6	Early Childhood Professional Development
	7	Emergent Literacy
	8	Enriching Families Nurturing Children
	9	Healthy Smiles
	10	Healthy Start I (Child Care Health Consultant)
	11	Healthy Start II (Pediatric Development Specialist)
	12	IFSP Community Mentor
	13	Kinship Outreach
	14	More At four Pre-Kindergarten Program
	15	Mothers on the Move
	16	Operation First Day
	17	Outreach for School Success: Mental Health Prevention/Intervention/Referral
	18	Outreach for School Success: Parents As Teachers
	19	Outreach for School Success: Quality Enhancement
	20	Parent-to-Parent, Family Support Network of Wake County
	21	Program Coordination/Community and Partner Capacity Building Project
	22	Program Improvement and Evaluation
	23	Quality Enhancement Initiative
	24	Resource Support for Children with Special Needs
	25	Smart Start Subsidy Project (Wake County Human Services)
	26	Subsidy Administration
	27	Transition to Kindergarten
	28	Family Support-Emergency and Planned Respite Care
	29	WAGES Project
	30	Welcome Baby Plus
	31	Community Voices for Young Children
	32	Integrating Family, Health and Education
	33	Identifying Emotionally/Socially Challenged Children Birth to Three Years
	34	Quality Enhancement Initiative for Family Child Care Homes: Phase II (CCR&R)
	35	Quality Enhancement Initiative for Family Child Care Homes: Phase II (CPI)
	36	Wake Med's Hospital-Home Early Intervention Program
	37	A Sense of Community (East Wake Education Foundation Contract)
Washington County	1	Child Care Resource and Referral--Core Services
	2	Child Care Subsidy
	3	Early Care and Education Quality Enhancement Project
	4	Early Childhood Awareness Campaign
	5	Family Literacy and Family Life Education
	6	Incentives to Increase Caregiver Education
	7	Pre-Kindergarten Enrichment Program
	8	Program Coordinator
	9	Quality Enhancement Grants
	10	School Readiness
	11	Smart Start Child Care Coordinator

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APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Watauga County	1	CCR&R Services
	2	Childcare Subsidy Eligibility Expansion
	3	Childcare Subsidy-Administration
	4	Childcare Subsidy-Eliminate the Waiting List
	5	Early Childhood Education (ECE) Faculty
	6	Infant-Toddler Incentives
	7	License Upgrades
	8	Parents as Teachers
	9	Partnership Administration
	10	Postpartum Home Visits
	11	Pre K Teachers
	12	Program Coordination
	13	Public Preschools
	14	Salary Supplements
Wayne County	1	Child Care Resource and Referral
	2	Child Care Subsidy (Includes Administration)
	3	Child Care Coordination
	4	Collaboration Preschool
	5	Community Coordination
	6	Family Literacy
	7	Head Start Wrap Around
	8	Health Service Team
	9	In-Home Breastfeeding Education
	10	Intensive Intervention ("First Steps")
	11	More At Four Pre-K Classrooms
	12	Parenting Skills (Wayne Uplift)
	13	Parents As Teachers
	14	Pierre The Pelican
	15	Professional Development
	16	Program Coordination/Evaluation
	17	Reaching The Stars (Quality Enhancement)
	18	School Readiness
	19	WAGES (CCSA)
Wilkes County	1	Childcare Scholarship Program
	2	DSS Smart Start Subsidy
	3	DSS Subsidy Administration
	4	Expanded Child Find
	5	Family Outreach
	6	Family Resource Center-Clingman
	7	Family Resource Center-Wilkes
	8	Kindergarten Transition
	9	Mentor/Substitute Program
	10	MESH Expansion
	11	Mini Bonus for Accreditation and Inclusion
	12	Preschool Health Consultant
	13	Program Evaluation
	14	WAGES
	15	Wilkes CCR&R Core Services

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APPENDIX E

APPROVED ACTIVITIES AT ALL LOCAL PARTNERSHIPS FOR FY2002-2003 (continued)		
PARTNERSHIP	COUNT	ACTIVITY TITLE
Wilson County	1	Smart Start Child Care Coordinator
	2	Adolescent Parenting Program and FACT Program
	3	Child Care Resource and Referral
	4	Child Care Subsidy
	5	Child Care Subsidy Administration
	6	Creative Outreach
	7	Dental Health Education Program for child Care Centers
	8	Parent Responsibility Training
	9	Professional Development--TEACH
	10	Program Coordination
	11	Program Evaluation
	12	Quality Improvements
	13	WAGE\$
	14	W.I.N.G.S.
Yadkin County	1	Baby Bucks
	2	Big Steps to Kindergarten
	3	Child Care Resource and Referral
	4	Child Care Health Activity
	5	Child Care Outreach Activity
	6	Child Care Subsidy (DSS)
	7	DSS Subsidy-Administration
	8	Hispanic Outreach Coordinator
	9	More at Four
	10	Parents as Teachers
	11	Preschool Scholarship Activity
	12	Professional Development Supplement
	13	Program Coordination
	14	Program Evaluation
	15	Quality Enhancement
	16	Read2Me
	17	Subsidy Outreach Worker (DSS)
	18	Transportation Outreach Activity
	19	Under 5 Club for Families with Kids--Birth to Five
	20	Welcome Baby
Source: Local Partnerships' List of Approved Activities, Unaudited		

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COMPARISON OF SMART START AND MORE AT FOUR LEGISLATION		
AREA	SMART START	MORE AT FOUR
Statute	G.S. 143-168.10B-15 AND SESSION LAW 2001-424 (various sections):	SESSION LAW 2001-424, SECTION 21.76B
Purpose	To ensure that all children have access to high-quality early childhood education and developmental services in order to enhance school readiness.	To provide quality pre-kindergarten services in order to enhance kindergarten readiness for these children.
Target Group	Birth to age Five	Age Four
Establishment	Pilot projects to be phased-in over time. Specific representative groups were assigned to project including parents, early childhood specialists, local authorities, and representatives of DHHS.	Pilot projects to be phased-in over time. Specific representative groups were assigned to project including parents, early childhood specialists, local school authorities, local smart start partnerships, DPI representatives.
Oversight	State-level Board of Directors—policy	Operated by Governor's office with separate Administrative Unit
	North Carolina Partnership for Children—oversight, monitoring	
	Open Meetings Law (GS 143B-168.14(2); GS 143B-168.12) Public Records Law (GS 143B-168.14(2); GS 143B-168.12)	Not specified
Planning	To receive state funds, each local partnership shall develop a comprehensive, collaborative, long-range plan of services to children/families in service delivery area. NCPC shall approve the ongoing activities, programs, and services and hold the local partnerships accountable for financial and programmatic integrity. (GS 143B-168.12; GS 143B-168.14)	Guidelines will be established for a system to reimburse local school boards and systems, private child care providers, and other entities willing to establish and provide pre-kindergarten programs to serve at-risk children. A process and system for reimbursing providers will build upon existing child care subsidy reimbursement system.

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AREA	SMART START	MORE AT FOUR
Matching Requirements	Each local partnership is required to report and document a minimum of 10% of the local partnership's state appropriation in non-state cash and in-kind contributions.	A local contribution should be demonstrated.
	Collaborative effort, by design, of the major local stakeholders in developing local plans to address local issues.	Collaboration with State agencies and other organizations (NCPC named specifically) in design of program.
Required Procedures	Local Partnership's shall adopt procedures to ensure that all personnel who provide services to young children and their families know and understand their responsibility to report suspected child abuse, neglect, or dependency as defined in G.S. 7B-101. (GS 143B-168.14(a)(3))	Not specified
Insurance	The local partnership shall furnish adequate insurance to protect the local partnership, NCPC and the state against claims that may arise from the partnership's performance.	The program shall include a system of accountability
Accountability	All local partnerships shall participate in uniform, standard fiscal accountability plan developed/adopted by NCPC. (GS143B-168.12(a)(4); GS 143B-168.14)	The program shall include a system of accountability
	All local partnerships shall participate in the regional accounting and contract management system.(GS143B-168.12(a)(5))	The program shall include a system of accountability
	Contracts awarded by local Partnerships shall include statement that contract is subject to monitoring by local partnership and NCPC; that contractors receiving over \$100,000 shall be fidelity bonded unless contract is for child care subsidy services; that contractors are subject to audit oversight by State Auditor; and are subject to G. S. 143-6.1 for audit requirement. (GS 143B-168.12)	The program shall include a system of accountability
	Local partnership must ensure they have proper procedures in place to account for equipment acquired with state funds. This includes proper use, identification, replacement and disposal	The program shall include a system of accountability

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AREA	SMART START	MORE AT FOUR
State Funds-- Supplanting	State funds allocated to local partnerships shall not supplant current expenditures by counties on behalf of young children and their families and maintenance of current efforts on behalf of these children shall be sustained. State funds shall not be applied without Secretary's approval where State or federal funding sources, such as Head Start, are available or could be made available to that county. (GS 143B-168.15(e))	Consideration should be given to the reallocation of existing funds from State and local programs that provide kindergarten related care and services.
State Funds-- Use of	Funds allocated to local partnerships for direct services, 70% of the funds spent in each year shall be used in child care related activities and early childhood education programs that improve access to child care and early childhood education services, develop new child care and early childhood education services, and improve quality of child care and early childhood education services in all settings. (GS 143B-168.15)	Funds must be spent on recommended curriculum established for pre-kindergarten programs such as WINGS, Bright Beginnings, and others.
	Any portion of the payment under a contract not used for designated purposes must revert back to NCPC and thereafter to appropriate funding source. In addition, unexpended funds that exceed qualifying expenditures must be returned to NCPC.	Not specified
	Program income may be used to further service program objectives through existing activities approved by NCPC, in accordance with policy. Use of program income to further administrative objectives is prohibited.	Not specified
	No funds from NCPC can be used to carry on propaganda or otherwise attempt to influence legislation, to influence outcome of any public election, or to carry on directly or indirectly any voter registration drive.	Not specified

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AREA	SMART START	MORE AT FOUR
Competitive Bidding	All local partnerships shall use competitive bidding practices in contracting for goods and services on all contract amounts based on procedures specified by a written policy developed by the Board of Directors of NCPC: greater than \$1,500, but less than \$5,000, three verbal quotes must be obtained; \$5,000 but less than \$15,000, three written quotes; \$15,000 or more but less than \$40,000, a request for proposal process; and \$40,000 or more, a request for proposal process and advertising in a major newspaper is required. (SL 2001-424, Section 21.72(b))	Per opinion from Attorney General, More at Four is of higher hierarchy in legislation, and although funded through local partnership organizations, are exempt from this requirement.
Contracting	The local partnership must submit to NCPC two executed quarterly reports of the expenditures at the end of each quarter.	The program shall include a system of accountability
	Compliance with Title VI and VII of Civil Rights Act of 1964, Section 504 of Rehabilitation Act of 1973 and Americans with Disabilities Act (ADA) and all requirements imposed by federal regulations, rules and guidelines issued pursuant to these Titles for both personnel employed and clients served.	Not specified
	All nongovernmental subcontractors are to be notified of their responsibilities under GS. 143-6.1 thus ensuring accountability for all contracts.	
Monitoring	The local partnership is responsible for performing the activities in Attachment I of the contract.	The program shall include a system of accountability
	Local partnership staff is required to administer all subcontracts including, but not limited to, documentation of bidding of subcontracts, periodic payments to each subcontractor, and implementing an on-site contracts management and monitoring system as defined by NCPC that ensures accountability for all contracts.	Not specified
	The local partnership must ensure that all subcontractors are notified of their responsibility to comply with equipment conditions.	

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AREA	SMART START	MORE AT FOUR
Audits	Each local partnership shall be subject to an annual financial and compliance audit from the Office of the State Auditor. (GS 143B-168.14)	No audit requirements established through the legislation. Will be audited, if audited, as part of local school system audit (county) or through local partnership audit. If standalone entity, audit requirement would depend on level of funding.
Program Evaluation	An evaluation component through Frank Porter Graham. Information evaluated on programmatic basis with no emphasis on child-specific data.	Outside independent research organization to design an evaluation component. Requires child-specific information.
	A method of evaluating the progress and success of each local partnership. Functions within DHHS guidelines and activities are tied directly to child care rating systems.	A quality control system. Compliance with DHHS, DPI, and other guidelines. May use child care rating system to assist in determining program participation.
Family Involvement	Funds family services activities through Family Support activities including parent education, literacy, and home visiting.	An emphasis on ongoing family involvement with the pre-kindergarten program.
Source: Summarized by OSA from Legislation, Regulations		

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ACCOMPLISHMENTS OF THE SMART START PROGRAM As provided by the North Carolina Partnership for Children, Inc.

Smart Start's Impact on North Carolina's Children, Families & Communities



Smart Start is achieving its goal of ensuring NC's young children are prepared when they enter kindergarten. Studies show that children are healthier and better prepared to enter school than ever and the coordination of children's services is more effective in local communities because of Smart Start.

Smart Start:

Improves School Readiness

- Children who attend Smart Start-supported child care centers have better language and math skills than children in centers not participating in Smart Start. *(FPG/UNC Evaluation, Smart Start and Preschool Child Care Quality in North Carolina: Change over Time and Relation to Children's Readiness, March 2003)*

Improves the Quality of Child Care

- Family child care programs participating in Smart Start provide higher quality child care. *(FPG/UNC Evaluation report, Family Child Care in NC)*
- The percentage of high quality child care centers has increased from 20% in 1993 to 66% in 2001. The percentage of poor quality child care centers has decreased from 80% in 1993 to 34% in 2001. *(NC Division of Child Development data)*
- The quality of center-based care in NC has improved significantly over time because of Smart Start. Child care centers participating in more Smart Start quality improvement activities provide higher quality care. *(FPG/UNC Evaluation report, The Effects of Smart Start on the Quality of Child Care)*

Improves Access to High Quality Child Care for All Families

- Since 1993, the quality of child care centers in North Carolina has risen 283%--from 576 centers in 1993 to 2,210 in 2001. *(NC Division of Child Development data)*
- Smart Start programs created 56,455 additional child care spaces for working families, since 1993. *(Smart Start quarterly report data)*
- More than 155,000 working families have received financial assistance to cover part of the costs of child care since Smart Start began in 1993. *(Smart Start quarterly report data)*

ACCOMPLISHMENTS OF THE SMART START PROGRAM

As provided by the North Carolina Partnership for Children, Inc.

Supports Children with Special Needs

- Children with special needs are more likely to be in higher quality child care because of Smart Start. *(FPG/UNC Evaluation report, The Effects of Smart Start on Young Children with Disabilities and their Families, 1996)*
- From 1994 to 1999, the number of child care facilities enrolling children with special needs increased by 50 percent, thanks to Smart Start training and resources. *(FPG/UNC Evaluation report, Smart Start and Quality Inclusive Child Care in NC, 2000)*

Improves Teacher Education

- In 2001, 82% of child care teachers had a college degree or received some college credits—as compared to 41% in 1993. *(Child Care Services Association, 2002)*

Improves Child Care Teacher Retention

- In 1993, 42% of child care teachers left their classroom within one-year. In 2001, 31% of child care teachers left their classroom within one year. *(Child Care Services Association, 2002)*

Improves Access to Children's Health Services

- Smart Start children are more likely to be immunized on time. In 2001, more than 50,234 children benefited from Smart Start immunization support services, compared to 8,743 in 1996. *(FPG/UNC Evaluation report, The Effect of Smart Start Health Interventions on Children's Health and Access to Care, 2001 and Smart Start quarterly report data)*
- Smart Start children are more likely to have a regular source of health care than children who are not. *(FPG/UNC Evaluation report, The Effect of Smart Start Health Interventions on Children's Health and Access to Care, 2001)*
- Non-Smart Start children are more likely to use an emergency department as their regular source of health care. *(FPG/UNC Evaluation report, The Effect of Smart Start Health Interventions on Children's Health and Access to Care, 2001)*
- The number of children who received Smart Start health and developmental screenings has tripled since 1996—increasing from 40,000 in 1996 to 120,000 in 2001. *(Smart Start quarterly report data)*

ACCOMPLISHMENTS OF THE SMART START PROGRAM

As provided by the North Carolina Partnership for Children, Inc.

Provides Support to Families of Young Children

- Over 90% of families participating in Smart Start activities read to their child at least once a week. *(FPG/UNC Evaluation report, Families and the NC Smart Start Initiative)*
- In FY 2000-2001, more than 28,700 parents participated in Smart Start parenting classes, support groups and home visiting programs, compared to 14,651 in 1996. *(Smart Start quarterly report data)*

Improves the Economy of NC Communities

- Nearly \$400 million has been added to the North Carolina economy through the creation of 56,455 additional child care spaces.
- Smart Start funds are used to leverage more than \$177 million in private support for services to young children and their families.

Improves Collaboration and Coordination of Child and Family Services

- Smart Start has improved the coordination and effectiveness of local service agencies and programs that serve young children and their families. *(FPG/UNC Evaluation report, Collaboration: A Smart Start Success, 2001)*

Source: North Carolina Partnership for Children, Inc., Unaudited

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North Carolina Partnership for Children

April 3, 2003

Mr. Ralph Campbell, Jr.
State Auditor
Office of the State Auditor
2 S. Salisbury Street
20601 Mail Service Center
Raleigh, NC 27699-0601

Dear Mr. Campbell:

This letter serves as the response by the North Carolina Partnership for Children, Inc. (hereinafter referred to as "NCPC") to the Performance Audit of the NCPC and the Smart Start Program dated February 2003 by the Office of the State Auditor.

NCPC SUMMARY:

We appreciate the conclusions drawn in this operational, versus programmatic, Performance Audit regarding the effectiveness of Smart Start's planning, oversight, and administration. It concluded that:

- generally expenditures were reasonable and necessary, complied with regulations and related to program objectives;
- NCPC is viewed by the local partnerships as providing effective assistance and timely responses as evidenced by anonymous surveys conducted by the auditors; and
- the local partnerships effectively assess local needs, develop plans to meet those needs, and the approved activities relate to Smart Start's mission, goals, and objectives.

Each of these conclusions included some examples of areas that could be improved and NCPC will immediately address each item as we constantly strive to improve our efficiency and effectiveness.

This audit was not intended to be a programmatic evaluation of Smart Start. The General Assembly has spent \$6.6 million over the ten-year history of Smart Start evaluating the program, including 31 independent research-based studies. Two previous performance audits by national accounting firms were also commissioned by the General Assembly. All of the programmatic evaluations conducted have concluded that Smart Start is achieving significant results and meeting its intended mission and goals.

The Performance Audit draws the following four conclusions:

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building brighter futures

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1. **Conclusions:** In general, expenditures at the 16 partnerships visited were reasonable and necessary, complied with regulations and related to program objectives. However, the Office of the State Auditor judged some expenditures to be unreasonable or unnecessary and felt these expenditures may be indicative of systemic problems.

NCPC Response: ALL Smart Start funds must be spent in a financially responsible manner. To more clearly define appropriate expenditures, NCPC will develop standardized cost principles based upon responsible business practices for implementation July 1, 2003. The total questioned costs of \$52,127 are *less than 7/100ths of 1%* of the total funds expended by the 16 local partnerships during the period audited and are in no way indicative of a systemic problem. As indicated in our detailed response to this finding later in this letter, NCPC strongly contends that \$20,658 is directly related to the mission and objectives of Smart Start and is neither unreasonable nor unnecessary.

2. **Conclusions:** The local partnerships rated NCPC as providing effective assistance and timely responses. Further, the executive directors noted improvement in NCPC's assistance in recent years. It was noted NCPC should better document its strategic planning process; NCPC and the local partnerships need to consistently sign, date and adequately document Board minutes; and improve Board attendance. It was also noted that NCPC monitoring and technical assistance staff did not travel as much as their job descriptions stated and noted a lack of follow-up by NCPC on corrective actions taken by local partnerships regarding monitoring issues.

NCPC Response: NCPC agrees and will ensure that all Board issues are resolved and that a formal procedure is implemented for following up on corrective actions to be taken by local partnerships.

3. **Conclusions:** Lack of participant-specific data for the program limits Smart Start's ability to demonstrate both the short-term and long-term program outcomes. The Smart Start evaluation program currently conducted by the Frank Porter Graham Child Development Institute should be reviewed and validated by an independent source since FPG has been intimately involved in the Smart Start program since its inception.

NCPC Response: Studies have determined that development of a client information system would be monumental and extremely expensive. Smart Start is not a single program that can easily count its participating children. Smart Start is instead an umbrella initiative that includes a variety of different programs, all related to school readiness. While each activity tracks its individual participants, the comprehensive characteristics of Smart Start make it difficult to track children and their families who have received Smart Start services from multiple agencies and organizations.

The General Assembly has spent over \$6.6 million during Smart Start's 10-year history directing the Frank Porter Graham Child Development Institute to evaluate the program. No basis has been provided in this report to request additional funds to evaluate Frank Porter Graham's competence and their independence. The issue of independence has already been carefully studied not once, but twice. Two previous audits (*one by the Office of the State*

*Auditor and one by Coopers & Lybrand) concluded that Frank Porter Graham can independently and objectively evaluate Smart Start. Coopers and Lybrand stated that Frank Porter Graham is *not only the most qualified entity in North Carolina, but also quite probably the best in the country, to conduct such an evaluation.**

4. **Conclusion:** The local partnerships effectively assessed local needs and developed strategic plans to address those needs. In general, the approved activities relate to Smart Start's mission, goals, and objectives. However, it was stated that some approved activities may have only a marginal relationship to the primary mission of the program even though they address an identified need at the local level. Based on similarities between the Smart Start and More at Four programs, the two should be combined to improve coordination of services, accountability of programs, and reduce administrative costs.

Response: The audit identified activities that *MAY* have a marginal relationship to the primary mission of the program *EVEN THOUGH* they address an identified need at the local level. Smart Start is comprehensive and locally designed. Local partnerships assess the needs of their young children and their families and create programs that directly address the greatest needs in their counties. All Smart Start programs must be coordinated with a county's existing program and can be funded only if they address critical needs related to the Smart Start mission. All program outcomes are reviewed annually before future funding decisions are made. Over the past few years, with more limited funding and better guidance about what provides the greatest outcomes, Smart Start has narrowed its focus to make sure the programs that are funded are those that will provide the best results.

Decisions about the administration of More at Four are best determined by the Governor and the General Assembly. Smart Start will continue to work in partnership with More at Four to achieve effective coordination and accountability of all services to four-year-olds.

We are carefully considering all recommendations in this report in the context of the Smart Start initiative and will continue to make the best decisions possible on behalf of the Smart Start program and the children, families and taxpayers of North Carolina. Smart Start is a unique initiative that empowers community leaders to assess the needs of children birth to 5, to plan and fund programs to meet those needs and to evaluate their results. See Appendix G of this report for a list of accomplishments of the program.

INDIVIDUAL FINDINGS AND RESPONSES

1. **Finding:** Some local expenditures did not appear reasonable, necessary, or related to the program's mission.

Recommendation: NCPC and the local partnerships should ensure that the State Smart Start resources are spent for activities, materials, and equipment that are closely aligned with the mission and objectives of the program. Specifically, the partnerships should ensure their policies and procedures follow prudent business practices. Since the Smart Start program is heavily dependent on State funding, the General Assembly should consider requiring the local partnership and NCPC to adopt cost principles that are patterned after State policies. Such a change would improve controls over expenditures while reinforcing the tie with program objectives.

NCPC RESPONSE: We agree with the recommendation to adopt cost principles and in consultation with the Smart Start Audit Team at the Office of the State Auditor will develop standardized cost principles based upon responsible business practices for implementation July 1, 2003. NCPC and local partnerships are committed to using resources only for activities, materials and equipment closely aligned with the mission and objectives of Smart Start.

This audit report concluded that, "In general, expenditures at the 16 partnerships visited WERE reasonable and necessary, complied with regulations and related to program objectives." (emphasis added) This finding questioned expenditures totaling \$52,127 as to their "reasonableness and necessity." NCPC disagrees that all of the items questioned are unreasonable or unnecessary.

NCPC also strongly disagrees with the statement in the audit that these questioned costs "may be indicative of systemic problems." The questioned costs of \$52,127 are *less than 7/100ths of 1%* of the total funds expended by these 16 local partnerships during the period reviewed by the auditor. In addition, a single questioned expenditure represented almost half of the amount questioned. Therefore expenditures totaling only \$30,730 were questioned at the remaining partnerships. These immaterial questioned costs in *no way* indicate a systemic problem.

NCPC strongly contends that the following \$18,918 is directly related to the mission and objectives of Smart Start as defined in legislation.

Booklets, CD-roms, and videos for a parenting skills activity \$1,743

This activity is supported by the legislation N.C. G.S. §143B-168.11 (a) that states the mission of Smart Start is "...high-quality early childhood education and development services for children and families." Parents are a child's first and primary teacher. Parents need opportunities to learn appropriate strategies to ensure their child's intellectual, social, emotional and physical development, which are essential for a child being ready for school. Adults, as do children, learn in different ways. Making information available in various media formats, including a language other than English, increases the potential that parents will enhance their knowledge, skills and abilities to maximize their potential for improving their child's school readiness skills. Use of this type of media materials also allows for continued use in future years at no additional cost.

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Training videos for transportation provider dealing with workplace violence, employee morale, substance abuse and compliance with Americans with Disability Act \$4,987

Smart Start's mission is to assure that young children are healthy and ready for school. Transportation services often are used to transport children to a program and/or service. Employees of transportation services turnover frequently and often do not have the training to ensure children are dealt with in a safe and developmentally appropriate manner. This is particularly true for transporting young children in appropriate car seats. If parents do not feel that their child is safe when being transported, they will not use the transportation service. As a result the child does not receive the appropriate service. The training videos dealt with a variety of training issues and were provided so that current and new drivers as well as transportation monitors have a consistent program of training that ensures the safety of all children.

Gifts and Recognitions \$11,068

Of the items questioned, \$7,900 was used to provide recognition activities for child care providers and programs whose achievements (increased star rated licenses or additional educational levels) directly increased the quality of child care – a primary mission of Smart Start. Child care providers receive extremely low pay, have high turnover and receive minimal public recognition and reward for their work and assistance in the growth and development of children. Therefore, it is important for local partnerships to utilize Smart Start funds to recognize the achievements of their child care providers in increasing the quality of child care, demonstrate appreciation to increase morale and reduce turnover of child care workers, and to motivate them to achieve further education.

Payments for employees/ travel/ subsistence reimbursements \$6,499

Of the amount questioned:

- a. \$3,693 is reasonable, necessary and directly related to the mission of Smart Start since it involves the payment of dues or tuition for Smart Start employees to belong to local civic or professional groups such as the local Chamber of Commerce. Smart Start's success is based on community collaboration and planning in each of the counties. Memberships in local civic groups provide an excellent opportunity for education, collaboration and advocacy for early childhood services. It also allows staff to make business contacts for fundraising purposes to meet the legislative match requirement.
- b. \$595 is for a preparation course for the Professional in Human Resources Certification Exam. This expenditure is directly related to providing effective management of Smart Start funds. Due to the size of this partnership and their in-house services, knowledge of current human resources practice and employment law is critical for the person responsible for human resources. This certification is through the Human Resource Certification Institute, a certifying organization created for the purpose of maintaining performance standards and increasing the level of professionalism of individuals in the human resources field.

2. **Finding:** Multiple staff members attended the same out-of-state conferences.

Recommendation: NCPC and the local partnership should limit the number of employees attending the same out-of-state conferences due to the costs. NCPC and the partnerships should institute a policy whereby staff attending will share information acquired with other partnership staff upon return.

NCPC RESPONSE: NCPC and the local partnerships currently monitor and justify travel based on the benefits to Smart Start. To the extent possible, information from conference and training sessions is shared with other partnership staff and local communities. As noted, two of the eight conferences listed were not paid from Smart Start funds and were approved parts of private grants.

In the limited cases where multiple staff members attended out of state training, there were specific gains achieved that would not have been possible with more limited attendance due to different individuals having different program responsibility and focus.

The reasons for multiple attendees at each questioned conference is addressed below:

National Association of Family Child Care Conference, \$6,888

Local partnership staff members who attended this training provide direct technical assistance to teachers in child care centers and family child care homes. As a result of the training, staff members were certified to train child care providers to achieve national accreditation to increase the quality of their programs.

Center for Child Care Workforce Summer Institute, \$3,942

Each local partnership attendee received intensive training in one of these five core areas: public policy, leadership development, child care classroom environments, public awareness, or financing child care. These are key areas in increasing the quality of child care and reducing teacher turnover rates, both of which are directly related to the mission of Smart Start.

Zero to Three National Conference \$3,124

This conference provided intense training and best practices about children, birth to three, for four direct service providers who returned to the county to provide technical assistance for 800 child care teachers and administrators. Conference trainers included doctors, mental health experts, researchers, and education experts.

National Association for the Education of Young Children Conference, \$3,505

All of the attendees were formal conference presenters and the Association paid their registration fees, but they did not pay travel for presenters. This national conference includes over 1000 training sessions with tracks ranging from administration to public policy to research to specific programmatic sessions (education, literacy, health, school readiness, children with special needs, etc.) Each of these staff members was responsible for providing technical assistance in different areas that were featured at this conference.

Alabama Home Sites, \$1,386

This travel was paid for by a private grant as part of approved grant activities.

In 2000 the Children Community Fellows Program of this local partnership was chosen by a foundation to participate in its Grassroots Leadership Development Learning Program. The goal of the program was to strengthen the efforts of organizations working with grassroots leaders throughout the Southeast. Emphasis was placed on “peer learning,” including “conducting site visits” to learn about practices in similar programs in the Southeast. The grant administrator worked with the partnership to identify the Federation of Child Care Centers of Alabama, which has the goal of improving the quality of child care and to build the leadership of parents and child care providers in low-income communities. The visit enabled the partnership to create a more effective Community Fellows Program and to improve the quality of family child care homes locally.

Acre Family Day Care, \$5,531

This travel was paid for by a private grant as part of approved grant activities.

This local partnership has received funding from a foundation since 2000 to participate in its national Family Home Child Care Initiative. The foundation only funded 10 organizations’ activities in the entire country. The foundation grant encouraged active peer-to-peer networking and site visits and included funding for a team of stakeholders, including board, staff, providers and parents to visit and learn from the Acre Family Day Care. Acre’s organizational model is acknowledged as a national leader in child care networks, and the technical assistance received during the site visit has proven invaluable to the partnership.

National Leadership Conference, \$13,808

This conference, sponsored by the National Center for Nonprofits, provided rigorous training for newly-hired staff that was part of a newly-organized department with a new business function. Because these staff members work with multiple partnerships, there is a critical need to provide consistent services and training. The conference training included board and leadership training, effective technical assistance and focused on successful strategies to build strong local organizations.

National Association for the Education of Young Children, \$4,205

All of the staff members attending were formal conference presenters and the Association paid their registration fees, but they do not pay travel for presenters. One participant’s costs were **fully covered** by the Association, as she was a member of the Association’s Board. This national conference includes over 1000 training sessions with tracks ranging from administration to public policy to research to specific programmatic sessions (education, literacy, health, school readiness, children with special needs, etc.) Each of these staff members was responsible for providing technical assistance in different areas that were featured at this conference.

3. **Finding:** Some partnerships spent funds on capital projects and playground equipment despite legislative restrictions on those purchases.

Recommendation: The local partnerships should comply with legislation regarding expenditure of funds for capital improvements or playground projects. NCPC, in its oversight role, should

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immediately review all capital expenditures at all partnerships. NCPC should require repayment of unallowable costs or consider decreasing the allocation for any partnerships that violate legislative restrictions regarding expenditures of funds. In the future NCPC should approve only authorized capital improvements and purchases.

NCPC RESPONSE: The intent of all partnerships is to fully comply with legislative prohibitions. However, the definition of what specifically constitutes “capital” is subject to interpretation. “Capital” is defined in legislation as “land acquisition, new construction, or rehabilitation of existing facilities, and repairs and renovations.” As indicated below, the two expenditures in the audit report do not specifically fall under this definition.

The report cites \$20,000 in questioned capital expenditures for a “kitchen renovation at a child care center.” The local partnership approved funding to this center for the purchase of kitchen equipment, including dishtables, a range and range hood, sinks and a dishwasher. As the definition of “capital” does not refer to “equipment,” the partnership did not consider these expenditures to fall under the definition of “capital.”

The report also cites \$5,150 for installation of cabinets and shelves in the building of a partnership. As the definition of “capital” does not refer to “furniture and fixtures,” these expenditures were not considered to fall under the definition of “capital.”

In the case of the new child care center at a local church, this capital project was an activity in the fiscal year ended June 30, 2001—a year when capital expenditures were allowed. This project was approved by the Division of Child Development of the Department of Health and Human Services for encumbrance into the fiscal year ended June 30, 2002 to allow its completion.

We have been, and will continue to, take immediate action to require repayment of expenditures that are determined, in consultation with the Division of Child Development (our funding agency), to fall under the definition of “capital.”

4. **Finding:** NCPC does not maintain centralized files for each partnership documenting program oversight.

Recommendation: NCPC should develop and maintain a centralized filing system with files for each partnership that clearly documents the oversight and assistance provided to partnerships. This central file should include all documentation for the strategic plan approval process and support for conclusions reached and decisions made.

NCPC RESPONSE: NCPC has maintained a centralized filing system for programmatic oversight for each local partnership since 1996 but will revise the system to also include:

- A. A strategic plan review checklist that outlines each aspect of the review / approval process.
- B. Original approval letters and updated approval letters.
- C. A copy of the originally requested version of the activity description as well as a copy of the approved version along with documentation of each aspect of the review / approval process.

- D. Documentation of on-site technical assistance visits.
- E. Documentation of technical assistance provided by phone and email.

5. **Finding:** NCPC employees are not performing the level of on-site monitoring and assistance required.

Recommendation: NCPC management should review staff assignments and responsibilities. Staff in the Planning Services Unit and Financial Services Unit should be required to schedule periodic on-site monitoring and technical assistance visits to local partnerships. In addition, NCPC should adequately follow-up and document recommended corrective actions in a timely manner.

NCPC RESPONSE: NCPC agrees with the recommendation that timely follow-up on monitoring visits should be done. Both the programmatic and financial monitoring procedures will be revised to incorporate a procedure for ensuring that corrective actions for areas of concern noted at local partnerships is formally followed up and documented in a timely manner.

NCPC does schedule periodic on-site monitoring technical assistance. Extensive assistance is also provided to local partnerships by telephone, e-mail, and formal training sessions. For the period under audit, NCPC provided approximately 100 formal training sessions covering a wide variety of programmatic, financial and compliance topics. North Carolina is a geographically large state and staff is limited. Staff time “in transit” to local partnerships is not always the best use of taxpayer funds, especially in these austere times. Thus, NCPC strives to ensure that technical assistance visits to local partnerships are necessary and a valuable use of state resources.

NCPC had already begun reviewing staff assignments much earlier this fiscal year and has made changes to provide more focus to the monitoring function. The performance audit report does not reflect these recent changes in staff assignments and responsibilities. NCPC was not staffed to begin its financial monitoring function until February 2001 (halfway through the period under audit) and its programmatic monitoring function until the spring of 2000. As these functions have recently been developed and implemented, our primary goal has been to monitor as many partnerships as expediently as possible

Intensive focus has been placed on local partnership monitoring and technical assistance during the past year and will continue in the future. In addition, as local partnership audit findings remain an issue of concern, NCPC’s Board of Directors approved a Local Partnership Performance Improvement Plan (the “Plan”) in September 2002 to provide intensive monitoring, technical assistance and training to ten local partnerships that were identified to have serious financial and/or compliance deficiencies. **These 10 partnerships, which account for only 12% of the partnerships, received 40% of the total number of audit findings for the fiscal year ended June 30, 2001.** Local partnerships in the Plan are required to develop a comprehensive corrective action plan to address all identified deficiencies and are given a limited time to complete the action plan. Those that do not resolve deficiencies in the time allowed face potential loss of funding. The performance audit report does not reflect the implementation of this Plan.

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As noted in the audit report, the local partnerships rated NCPC as providing effective technical assistance and timely responses. NCPC will continue to strive for the highest standards in providing support to, and oversight of, the local partnerships.

- 6. Finding:** NCPC Board has not had the required number of members for more than two years.

Recommendation: NCPC should immediately notify the Governor and the appropriate legislators regarding the existing Board vacancies. The legislators should appoint new members as soon as possible. Additionally, NCPC staff should establish a set procedure for dealing with Board issues such as resignations as soon as they arise to assure compliance with the legislation controlling the Smart Start program.

NCPC RESPONSE: NCPC has instituted a formal written process for notifying the Governor and legislators who are responsible for appointing ALL of NCPC board members, immediately of any vacancies. This process will be followed in all cases, even when the appointee has also notified the appointing body.

- 7. Finding:** NCPC Board has difficulty achieving a quorum at Board meetings.

Recommendation: NCPC should formally adopt and enforce a policy regarding Board attendance that complies with the intent of the authorizing legislation. Further, the Board minutes should consistently reflect whether absences are excused for each member absent. NCPC should ensure that meetings are held often enough to provide adequate oversight of the program administration. We suggest the Board meet every other month.

NCPC RESPONSE: The Board will adopt an attendance policy at its June 2003 meeting. We agree that there was a period of time during 1998 in which the NCPC Board did not achieve a quorum and several meetings were canceled. Under new leadership, the state partnership has consistently achieved a quorum at every scheduled meeting except one since June 1999.

We agree the Board minutes should indicate if absences are excused. All absences were excused through prior notification by phone or e-mail from the individuals, but the excused absences were not documented in the minutes until January 2002.

The Board will consider the recommendation to meet every other month. It currently meets in January, March, June and September. In addition board committees meet between board meetings to work on board, organization and policy issues.

- 8. Finding:** NCPC Board minutes contained inadequate documentation and approval.

Recommendation: The NCPC Board Chair and Secretary should sign and date a copy of the minutes of each meeting in a timely manner to indicate these are the official minutes of the Board. Further, minutes should contain a list of all Board members present and/or absent and provide

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detailed activity of all items discussed and voted upon. Minutes of the last meeting should continue to be distributed to all members prior to the next meeting for review and approval at the next meeting. Finally, NCPC should comply with the open meetings requirement contained in legislation and provide adequate notice of all Board meetings.

NCPC RESPONSE: We agree that all Board minutes should be signed and dated by the appropriate officer as designated in the bylaws. Since January 2002 all Board minutes are signed but were not dated. We will ensure in the future that all minutes are signed, dated, and present board members and excused absences are noted.

NCPC will continue to comply with the Open Meetings Law requirement contained in legislation and provide adequate notice of all Board meetings.

9. Finding: Local Boards experienced difficulties achieving quorums at meetings.

Recommendation: Local partnerships should adopt attendance policies and/or enforce existing attendance policies. NCPC should consider revising its current local Board composition policy to reduce the number of required positions. Local partnerships should follow NCPC policy to allow certain members to appoint designees in their absence. NCPC should require that mandated Board members appoint a designee to attend in their absence. Local partnership Boards should follow NCPC policy regarding the use of proxies and amend their bylaws to reflect NCPC guidelines. Lastly, NCPC should establish a policy prohibiting voting by polling absent members and utilizing polling to meet quorum requirements.

NCPC RESPONSE: We agree that local partnership boards should adopt and/or enforce attendance policies, allow designees to be named where allowed, require mandated positions to name designees if they do not plan to attend and follow the NCPC guidance regarding the use of proxies. We will provide additional guidance to the local boards on these recommendations. We will also provide guidance regarding the use of voting by polling absent members.

The North Carolina Partnership for Children is currently considering changes to local board membership that will provide local boards more flexibility while protecting the integrity of the board's work. The responsibilities of local Smart Start boards are to assess the needs of their county's young children, to create a system of care and education and plan early childhood services for their county(ies), to allocate Smart Start funding, and to oversee the local partnership organization. Local partnership boards are therefore designed to include a broad group of individuals who are knowledgeable about early childhood issues, who oversee current resources in the county, and who are dedicated to meeting the needs of young children and their families. While achieving a quorum is challenging due to the fact that the 21 required members have other major responsibilities in the county, each of them is critical to making the best-informed decisions on behalf of young children.

10. Finding: Local Board minutes were not adequately documented.

Recommendation: The local Board Chair and Secretary/Treasurer should sign and date a copy of the minutes of each meeting to indicate these are the official minutes of the board. Further, these minutes should contain a list of all board members present and/or absent, state whether a quorum was met, and provide detailed activity of all items discussed and voted upon. Local boards should continue to distribute minutes of the last meeting to all members prior to the next meeting for review and approval at the next meeting.

NCPC RESPONSE: We agree local partnership board minutes should be signed and dated by the appropriate officer as outlined in the bylaws of the corporation, should include an indication of the members absent and present, indicate whether a quorum is present and adequately detail the items discussed. Minutes of the last meeting are and will continue to be distributed to all members prior to the next meeting for review and approval. NCPC will provide the local partnership boards with a template of the format for board minutes that reflect all of the necessary information.

11. Finding: Lack of child-specific data limits effective evaluation of program outcomes.

Recommendation: The General Assembly should consider adding a requirement to develop a child-specific database to the Smart Start legislation. While we recognize that Smart Start activities encompass a great variety of services and providers, we believe that child-specific data could be captured. The availability of this data would significantly enhance the ability to evaluate program outcomes.

NCPC RESPONSE: We agree that a system that collects child-specific data would enhance the ability to evaluate program outcomes. However, feasibility studies have concluded that development of such a system is prohibitively expensive and time-consuming due to the comprehensive nature of Smart Start.

It is important to recognize that Smart Start is not a single program, like More at Four, that can easily count its participating children. Smart Start is instead an umbrella initiative that includes a variety of different programs, all related to school readiness, which makes it difficult to track children and their families who have received Smart Start services from multiple agencies and organizations. In fact, the original legislation authorizing Smart Start prohibited the tracking of children, in recognition of these issues and because of fears of intrusion into the family life of the children served.

Later legislation eliminated the prohibition on tracking and encouraged the Frank Porter Graham/UNC-CH Smart Start evaluation team to examine the issue. They conducted a feasibility study of a client information system in 1997, which concluded that a client information system would be useful—to the broader NC service system, not just for Smart Start and that such a system would require high levels of cooperation and support from the legislature, NC Department of Health and Human Services, NC Department of Public Instruction, NC Partnership for Children, each local partnership board, local school administrators, state and local leaders of major agencies like the Department of Social Services, as well as private organizations such as the United Way.

The task of developing a client information system would be monumental and extremely expensive.

NCPC disagrees with the statement in the audit report that without a child-specific database, “neither short-term nor long-term program outcomes can be accurately measured.” The Frank Porter Graham researchers have addressed the issue of tracking by following a group of children over time and documenting the effects of Smart Start on the children’s outcomes. Over 500 preschoolers who attended child care centers were recruited in this long-term study. The researchers documented the degree to which their center participated in Smart Start and followed these children into kindergarten to assess their school readiness skills. Findings from the first part of this study were recently reported, which proves the positive impact Smart Start has on preparing young children for school. This study examined the longer-term program outcomes of Smart Start without a child-specific database, proving that a child-specific database is not the only way of measuring long-term outcomes.

12. Finding: Independent assessment of the program evaluation function has not been performed.

Recommendation: The General Assembly should authorize an independent review of the program evaluation function of Smart Start and the evaluation of the educational effectiveness of the program. This review should assess evaluation procedures used and validity of data acquired in previous reports. Further, the review should include effectiveness measures to evaluate the education impact and design of the Smart Start program. The expertise of the State Superintendent of the Department of Public Instruction and local school superintendents should be sought in this review.

NCPC RESPONSE: The General Assembly has spent \$6.6 million, excluding the cost of annual financial audits and the performance audits, during Smart Start’s 10-year history directing the Frank Porter Graham Child Development Institute (FPG) to evaluate the program. Their evaluation included 31 independent research-based studies that demonstrated children in programs with Smart Start support have better cognitive and math skills and fewer behavior problems than children not impacted by Smart Start.

This audit report provides no basis to request additional funds to evaluate Frank Porter Graham’s competence and its independence. The issue of independence has already been studied twice. Two previous audits (one by the Office of the State Auditor and one by Coopers & Lybrand) concluded that the Frank Porter Graham Institute can independently and objectively evaluate Smart Start and is not only the most qualified entity in North Carolina, but quite probably the country, to conduct such an evaluation.

Following the 1995 audit of FPG, State Auditor Ralph Campbell concluded, “Based on our audit work, we have concluded that the FPG Center can independently and objectively perform the research necessary to evaluate the Smart Start initiatives.”

In 1996, at the request of the North Carolina General Assembly, Coopers & Lybrand, a national accounting/consulting firm, conducted a comprehensive performance audit of the State’s Smart

Start program, including the FPG Center evaluation. This audit report reached the following conclusion:

“We found that FPG is conducting a very thorough and comprehensive evaluation of the Smart Start program. In fact, we believe that they are the most qualified entity in the State of North Carolina, if not the country, to conduct such an evaluation. FPG should continue to be the evaluator of the program.”

Since these audits, the FPG/UNC-CH Smart Start team has continued to perform at these high levels to ensure their independent status. As required in legislation, members of the FPG evaluation team have conducted the statewide evaluation and helped local partnerships conduct their own local evaluations by providing evaluation technical assistance as part of our state evaluation contract. Studies of Smart Start have been published in 3 peer-reviewed journals and all Smart Start studies have undergone university peer review.

- 13. Finding:** Some approved activities may have only a marginal relationship to the primary mission of the program.

Recommendation: NCPC and the local partnerships should ensure that approved activities closely match the mission, goals, and objectives of the Smart Start program. To best serve children from birth to age five and most efficiently utilize funding, Smart Start should concentrate on activities that directly improve health and school readiness of the target population. Finally, the partnerships should ensure that services are not provided to people outside the target age range with Smart Start funds. Local partnership staff should, however, direct persons outside the target age range to other programs providing the needed services.

NCPC RESPONSE: Smart Start’s mission is to ensure that all of North Carolina’s children enter school healthy and prepared for school success. The General Assembly created Smart Start to have a broad mission because narrowly focused programs had not previously been successful in preparing children for school success. Each year since its beginning, the scope has been narrowed through Smart Start’s performance-based standards. Current research about what produces the best outcomes in Smart Start and in school readiness studies has been used and will continue to be used to refine the focus.

NCPC agrees that all funding should be directed toward achieving the mission of Smart Start and be targeted to services that most directly impact young children and their readiness for school. This mission applies to children in child care as well as the two-thirds of the state’s young children who are not in formal child care programs. Smart Start focuses on children who are at higher risk because of poverty, developmental delays or family risk factors. This broad mission requires multiple strategies for achieving the best results. Examples of programs that are targeted to children not in child care are home visitation programs, parent education classes, teen parenting classes, and breastfeeding support.

The level of intensity of a service determines the number of children that can be served by the program. Developmental screenings, for example, may be provided for hundreds of children while

more intensive programs such as services for children with special needs may serve fewer children. Only an assessment of needs and available funding can determine which activities are funding priorities, as determined by the local partnerships' boards of directors.

An explanation of the activities judged in the audit to be "Marginally Related to the Primary Mission" is as follows:

ACTIVITY: BREASTFEEDING PROGRAMS - Budget \$56,068

This activity is directly related to Smart Start's mission to ensure children are healthy and ready for school. The purpose of the Breastfeeding Program, which is projected to serve 200 mothers, is to ensure breastfeeding success of mothers of infants. Breastfeeding has positive health benefits since breast milk acts as a baby's first immunization because it contains antibacterial and antiviral agents that protect the infant against disease and aids in the development of an infant's immune system. A study reported in the *Journal of the American Medical Association* reports a direct relationship between duration of breastfeeding and a child's intelligence. Breastfeeding also enhances the quality of care in an infant's first months of life and assists in a child's successful attachment to her mother that impacts the child's emotional health.

This program serves only mothers who would not be eligible for similar services elsewhere.

ACTIVITY: SUPPORT GROUP FOR FATHERS OF FOSTER AND ADOPTIVE CHILDREN - Budget \$14,292

This project did not receive any Smart Start funding as the program received funds from a federal grant to cover the costs of the proposed services.

Even though not funded by Smart Start, the activity was approved because it directly relates to assisting at-risk children to be ready for school. The purpose of this project is to assist foster and adoptive fathers to be engaged with their young children in ways that help prepare them for school success, which is the mission of Smart Start. In an analysis of nearly 100 studies on parent-child relationships, a child's perceptions of paternal acceptance/rejection, affection/indifference was a critical indicator in predicting the social, emotional, and cognitive development and functioning of children. Having a loving and nurturing father was extremely important for a child's happiness, well being, and social and academic success.

Research relative to a father's involvement is particularly strong in terms of developing strong attachments that create positive self-esteem, in developing a greater sense of competence and better intellectual development and academic success. When fathers are involved during the early years, children have the most potential to be successful when they arrive at school.

ACTIVITY: LOCAL SYMPHONY PERFORMANCES AT CHILD CARE CENTERS - Budget \$4,963

This activity is directly related to Smart Start's mission by engaging children in musical experiences in child care programs in order to extend their learning. Many of the children served have only limited exposure to musical experiences and almost no experience with real-life musicians where interaction can take place. Music and art are appropriate and highly effective

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ways to impact the learning of young children. According to nationally recognized research, the arts develop critical thinking skills and significantly and positively impact learning in other disciplines.

ACTIVITY: THEATRICAL PERFORMANCES AND MINI-WORKSHOPS FOR TEACHER - Budget \$5,282

This activity is directly related to Smart Start's mission by extending children's learning through play acting, story telling, and other dramatic play activities. Teachers also received training in problem solving methods, using interactive learning as a technique. Research shows that children learn best by being actively involved and by experiencing the world through all their senses. These workshops and demonstrations provided such experiences and are related to Smart Start's school readiness mission.

ACTIVITY: SERVICES TO GRANDPARENTS RAISING GRANDCHILDREN – Budget \$130,218

This activity is directly related to Smart Start's mission by assisting approximately 200 grandparents who are in the role of parent to their grandchildren. Currently in this county, there are over 9,000 preschool age children who live in households headed by grandparents. These families have unique needs that require specialized services that address the emotional and financial challenges of raising grandchildren at this time in their lives.

The Smart Start authorizing legislation acknowledges that "Parents have the primary duty to raise, educate and transmit values to young preschool children and the State can assist parents in their role as the primary caregivers and educators of young preschool children." The law further states, "There is a need to explore innovative approaches and strategies for aiding parents and families in the education and development of young preschool children." This GranCare program provides support, education and early learning resources for grandparents to ensure that their grandchildren are healthy and ready to succeed and is directly related to the Smart Start mission.

ACTIVITY: COMMUNITY FELLOWS – Budget \$125,213

The budget for this activity has been revised to \$64,745. This activity directly relates to Smart Start's mission by developing leadership skills among community members who are involved in family support work and to train them as mentors for young children. Training sessions include workshops, annual retreats, individual coaching, and technical assistance. This activity is directly related to one of the goals of Smart Start, to foster collaboration and systemic change through local Smart Start partnerships to ensure that children, ages birth to 5, enter school healthy and ready to learn. The legislation states "there is a need to explore innovative approaches and strategies for aiding parents and families in the education and development of young preschool children." (G.S. §143B-168.10 (3)).

The Community Fellows Program is designed to facilitate a coordinated system of community services to improve the quality of life for children and families. This family support system includes child care, family resource centers, social services and health departments, schools and other family-focused nonprofits, etc.

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The Community Fellows Program was instrumental in this partnership receiving a multi-million dollar grant from the W.K. Kellogg Foundation's, SPARK Initiative. The Kellogg Foundation emphasizes three components for efforts it funds: 1) capacity building; 2) “helping people help themselves;” and 3) ensuring the health, happiness and well-being of children. These components are the basis of the Community Fellows Program as part of Smart Start’s mission.

ACTIVITY: FAMILY COURT SUPPORT SERVICES – Budget \$6,288

This activity was funded for only one quarter in FY 2001-2002, in the amount of \$1,462, as start up until other funding could be secured. During this quarter 240 children and their families benefited.

This activity is supported by the legislation G.S. §143B-168.11 (a) as “...high-quality early childhood education and development services for children and families” as well as the Smart Start’s mission to ensure that all children enter school healthy and prepared for success. The primary goals of this program were to build stronger co-parent relationships, reduce the stress children experience as a result of conflict, and assist families in crisis by providing necessary information and services. The ultimate outcome was to produce more effective parents, reduce the risks to young children, and improve their chances of long-term success.

This activity was created in response to 2000 data that showed the county as having the highest per capita divorce rate in North Carolina. This activity assisted the children of divorcing families to deal with this major life transition by providing programs and access to services. Research demonstrates that many children who experience parental divorce, compared with children in continuously intact two-parent families, exhibit more behavioral problems, more symptoms of psychological maladjustment, lower academic achievement, more social difficulties and poorer self-concepts. All of these problems impede the learning process for young children.

The program participants described in the following activities as “outside the target age range” are all the parents of young children except for the dental services activity. Since the Smart Start mission is to serve young children from birth to 5 and their families, it is appropriate for these participants to receive Smart Start services. Supporting and educating families are the most effective ways to impact young children who are not in formal child care programs. An explanation of the activities judged to serve “Participants outside the target age range” is as follows:

ACTIVITY: PRENATAL HEALTH CHECK-UPS AND NUTRITIONAL EDUCATIONAL SERVICES – Budget \$18,446

Prenatal care increases the likelihood that children will be born healthy, which is integral to the mission of Smart Start that children will be healthy and ready for school success. Children whose mothers receive adequate prenatal care are less likely to have low-birth weight, to be born with a developmental disability and/or experience delays in normal development. In 1985, the National Academy of Sciences Institute of Medicine reported that prenatal care is an effective intervention, strongly and clearly associated with improved outcomes for children.

This activity is targeted to non-Medicaid eligible mothers, many of whom do not speak English and are not served by other prenatal services.

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ACTIVITY: PARENTAL SUPPORT AND MENTORING FOR PARENTS OF CHILDREN WITH SPECIAL NEEDS – Budget \$41,144

The budgeted amount ONLY represents the portion of the activity related to children birth to five. The remaining part of the activity, which was for children over 5, was paid from non-Smart Start sources. Therefore, this activity did not serve children outside of the target age range with Smart Start funds.

ACTIVITY: TEENS AND TOTS – Budget \$182,000

The purpose of this program is to work with pregnant teens to help them become responsible parents. The program served 116 teens in FY 2001-02. In most cases, teen parents are not prepared to be parents and young children who are born to teen parents are at greater risk of school failure. In this program the teen parents are educated about early brain development, how to care for their young child(ren), health-related issues, and are supported so their child(ren) will develop appropriately and achieve success in school.

Teen parents are not served in this program if other services are available from government or private sources.

ACTIVITY: DENTAL SERVICES – Budget \$171,000

Smart Start only funded services to children age birth to 5. Between July 2001 and May 2002, Smart Start funded 70% of the operating costs of the dental clinic. The remaining portion of the operating costs was provided by other sources. During this same period, 76% of the patients served by the clinic were children between birth to 5 years of age. Therefore, Smart Start did not serve children outside of the target age range.

The purpose of this activity is to meet the dental needs of children who have no other dental services available. The dental services were begun in response to the critical lack of dental services for Medicaid-eligible children in the county.

- 14. Finding:** The More at Four program may overlap the existing Smart Start missions, goals and activities.

Recommendation: Based upon our observations of the similarities between the programs, More at Four should be an activity within the Smart Start program. If the programs are combined, the State could achieve cost savings and efficiencies through combining administrative staffs and the associated costs. Further, greater coordination and accountability of existing programs could be achieved.

NCPC RESPONSE: Decisions about the administration of More at Four are best determined by the Governor and the General Assembly. Smart Start will continue to work in partnership with More at Four to achieve effective coordination and accountability of all services to four-year-olds. While the success of each program is clear, the scope and organizational structure of the two programs differs in meaningful ways.

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Smart Start is a public private partnership with local decision-making and services differ across counties. It serves young children from birth, and their families, with the goal that all children will arrive at school healthy and ready for school. Major strategies of Smart Start include improving the quality of child care, health and developmental screenings, and family support. More at Four has a targeted mission to implement a state funded pre-kindergarten program for at-risk 4 year olds. Uniform standards and guidelines are established and monitored at the state level. More at Four is intended as an educational pre-kindergarten for four year olds for 180 school days per year.

Regarding the Leandro decision, in order for children to enter school and be successful they must have certain needs met in the earliest years of life. Smart Start is a part of this ongoing process in a broad way and More at Four has been held to be an explicit component of the Leandro decision.

Thank you for the opportunity to respond to the audit.

Sincerely,

A handwritten signature in black ink, reading "Karen W. Ponder". The signature is fluid and cursive, with the first name "Karen" being more prominent.

Karen W. Ponder
Executive Director

cc: NCPC Board of Directors
Peggy Ball, Director, Division of Child Development

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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.

EXECUTIVE BRANCH

The Honorable Michael F. Easley	Governor of North Carolina
The Honorable Beverly M. Perdue	Lieutenant Governor of North Carolina
The Honorable Richard H. Moore	State Treasurer
The Honorable Roy A. Cooper, III	Attorney General
Mr. David T. McCoy	State Budget Officer
Mr. Robert L. Powell	State Controller
Mr. Ashley Thrift	Chair, North Carolina Partnership for Children, Inc.
Ms. Karen Ponder	Executive Director, North Carolina Partnership for Children, Inc.

LEGISLATIVE BRANCH

Appointees to the Joint Legislative Commission on Governmental Operations

Senator Marc Basnight, Co-Chairman	Representative James B. Black, Co-Chairman
Senator Charlie Albertson	Representative Richard T. Morgan, Co-Chairman
Senator Kever M. Clark	Representative Martha B. Alexander
Senator Daniel G. Clodfelter	Representative E. Nelson Cole
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Senator Ellie Kinnaird	Representative Dewey L. Hill
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Senator Patrick J. Ballantine	Minority Leader of the N. C. Senate
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April 9, 2003

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