Agenda
PGCRC Board Meeting
Tuesday, October 8, 2019
Location: Largo Office
9475 Lottsford Road, Suite 202
Largo, MD 20774
6:30pm - 8:00pm

I.	Call to Order	Bradley Farrar
II.	Introductions	Jennifer Iverson
III.	Approval of Minutes a. June 11, 2019	Linda Caler
IV.	Finance a. FY19 Audit of Financial Statements b. Review of YTD Financial Statements	 Mike Devlin Sarfino and Rhoades Martha Ferrara
V.	Program Expansions a. Family Connects b. PGCPS c. Budgetary Impact	
VI.	Facilities Report a. Family Support Center Needs i. Consultant Needed ii. Van Purchase Approval	
VII.	Fundraising a. Grants Report b. End of Year Appeal	 Yenny Lucero
VIII.	Executive Director's Report	Jennifer Iverson
IX.	Close	Bradley Farrar

Upcoming Dates
Wednesday, October 23, 8-4: Directors Institute, Newton White Mansion
Wednesday, December 4, 9-1:30: Dr. Goldson, CEO, guest at Director's Coffee Hour. Location TBD
Friday, December 13, 11-3: Holiday Party. Location TBD

Board of Directors Minutes
June 11, 2019
Resource Center – Largo Office

Members in attendance: Darlene Brown, Linda Caler, Shauna Berry Cooke, Anthony DeSantis, Tianya Edgerton, Bradley Farrar (President), and Suzanne LeMenestrel
On Conference Call: Ahlishia Shipley
Unable to attend: Oyinlola Balogun, Shelva Clemons, Shari Davis, Charita Mariner, Henry Mosley, and Audrey Pabs-Garnon
Staff in attendance: Jennifer Iverson, Maria Jimenez, Yenny Lucero, and Lynette Twilley
Call to Order: President Bradley Farrar called the meeting to order at 6:42 p.m. Maria Jimenez was introduced as the Resource Center's new Accountant, replacing Martha Ferrara. Anthony DeSantis announced that this would be his last board meeting as he has accepted new employment at the George Washington University.

Approval of Minutes: Linda Caler moved to approve the April 9, 2019 minutes. The motion was seconded by Darlene Brown. All were in favor.

FINANCIAL STATMENTS: Maria Jimenez reviewed the financial statements for the period that ended on April 30, 2019. Our financial position was reported as strong. The cash balance was reported at $460,000. During the past several months cash flow had increased and we were expecting that to continue through June. The year to date net income reflected a surplus of $48,000. Although we were faced with a $14,000 net income deficit as compared to the revised budget, we were anticipating a net income of $74,000 to close the fiscal year. Items that were below budget included local grants and revenue from fees for service. Adjustments will be made in our FY19 forecast. Additionally, revenue from fundraising was included as below budget because one event was not scheduled until May. Accounts receivable totaled $525,000 and was expected to decrease. Unrestricted net assets through April were $667,000. This represented three months of our revised budget operating expenses. It was estimated that we would end the year with close to $730,000 in cash in addition to the $74,000 net income. Questions were raised on page five of the Income Statement Current Year vs. Prior Year of how both the negative and positive variances in line items for state government grants, local government grants, non-profit partners, and fees for service were reached. It was noted that fees for services was down as was

training revenues. The two are related and this explained the negative variance of $32,240 between the current and previous fiscal year. Jennifer stated that she would look into the other items and forward a memo to explain the variances. Board President Bradley Farrar added that if need be, it could be done in a follow-up call.

FY2020 BUDGET: Maria Jimenez shared the methodology to prepare the budget. It is built from scratch based on expected revenues. Compensation is based on current salaries and benefits information. Expense allocations are built in for each program and grant. Expense categories are evaluated and based on knowledge of past activity. We use a comparison to the previous year's budget, historic data along with reasonable assumptions. Some of the major assumptions for the FY20 budget were to allow a 5% staff vacancy factor throughout the year, retirement contributions of 5% of salary with an additional 2% match, a projection that 70% of the staff will qualify for the match, sitting aside $5,000 for proposed tuition assistance, the estimate from our broker of a 5% office cost for health/dental insurance and $30,000 for the purchase of a vehicle. Added in the budget also is $20,000 for a space consultant as discussed at our last board meeting to review building location for the Family Support Center. The county continues to pay for the Largo space; the lease has been renewed for five years. Foundation funding was increased in the budget. Also noted was that our upcoming 30th anniversary was not added to the budget seeing that the actual anniversary is not until the following fiscal year. If need be, we can revise the budget for the anniversary at a later time. We anticipate total revenue at $2,589,300 with expenses of $2,571,400 which will close FY2020 at a net income of $17,900. As stated, we expect to end FY2019 with a reserve of approximately three months. The FY2020 budget has a slight surplus that will allow us to increase the level of reserves. Shauna Berry Cooke made a motion to approve the FY2020 budget as submitted. It was seconded by Tianya Edgerton. All were in favor. The budget was unanimously approved. Jennifer informed one other item to consider that could impact the budget is that we are in conversations with Dr. George Askew, Deputy Chief Officer to the County Executive, who is interested in helping us expand our home visiting program in the tune of $300,000. We have been very clear with them that we cannot do this unless we obtain enough money to do it well. This will be brought before the board once it becomes a true possibility.

FUNDRAISING:

Grants Report: Yenny Lucero reported that the Resource Center has submitted a total of $815,500 in grant proposals during FY19. Of this amount, $452,513 has been awarded, representing the rate of grant dollars at 55% for the year. This does not include the grant submissions that are pending. Our outstanding win rate based on the number of grant requests that have been secured is at 61% of proposals submitted. According to the Foundation Center, the average to win is 17%. Yenny will send out the facts from the Foundation Center. Among those recently awarded was $14,513 from the Washington Area Women's Foundation with assistant from former board member Kimberly Stokes, $40,000 from the Meyer Foundation, and $30,000 from the Prince George's County Community Partnership.

Bowie Baysox: Yenny thanked everyone who supported the Bowie Baysox event. The event was well attended with 132 present. Margaret Williams, Executive Director of Maryland Family Network, was highlighted. Falling short of our goal of $24,000, we raised $15,275. It was stated that fundraising should not cost more than 30% of what we bring in. Board President Bradley asked if there is anything that the board can do

to help reach our goal. Yenny informed that some funders have decreased their donations, there may be some fatigue over the years and a loss of connections. Each year we question if we want to continue with the event. It was suggested perhaps to put it off next year so that we are not spread too thin with the 30th anniversary. Jennifer added that we've observed that when corporations and people have a connection to a board member, they are more likely to give. A discussion focused on addressing how to engage people, how to keep them engaged, and to move the timing earlier in the year of when to make our request for the ask. It was recommended to have smaller events, do a monthly or quarterly check-in of highlights to keep former board members up to date and to invite them to serve on the Advisory Board. Another suggestion was to send links or obtain a listing of board members for each organization listed in the "cultivation" section of the Grant Update Report to see if we recognize anyone to connect with. Anthony DeSantis offered to set up a call with the Fundraising Committee.
30th Anniversary: As informed, the Resource Center is approaching its 30th anniversary in 2020. The Fundraising Committee will take the lead and is open for ideas. One suggestion was a lock-in. It was reported that Shelva Clemons has volunteered to participate in the planning.

DIRECTOR'S REPORT:
Board Portal: Jennifer reminded the board members that all of the handouts from meetings are placed in the board portal for review. It was requested that all the documents in the board portal be one document versus different links.
Annual Strategic Plan: Jennifer encouraged the members to read through the Strategic Plan. Significant strides have been made in almost all areas. We have done very well in objectives related to increase foundation funding and as well as in improving visibility and maintaining the public profile increasing revenue. She added that we would like goal number seven, to build and maximize the skills, ability and capacity of the human capital, to be our focus for FY2020. We have already begun with the employee survey, planning a staff day, improvement of the staff performance evaluation procedure, and identified board committee memberships. Jennifer will put together a demographic of vacancies on the board for distribution.
Programs Update: Final documentation was being submitted for re-accreditation of the Healthy Families Program. Jennifer and Danitza Simpson, Family Support Center Director, hosted a site visit and roundtable with Congressman Steny Hoyer, Congresswoman Barbara Lee (D-California), and Congresswoman Sylvia Garcia (D-Texas). Congressman Hoyer spoke on the value of immigrants to our society.
Facilities Update: During the roundtable with Congressman Hoyer, Monica Goldson, CEO of Prince George's County Public Schools, announced that the entire Judy Hoyer building (FSC location) would begin renovations in year 2021. The playground repairs are on hold. We felt that it is not wise to invest in repairs when the playground needs replacing. It was suggested to save what can be saved and to check with the school system to see if they can make the repairs. If we do not receive a favorable response from them, then reach out to Park and Planning. The Largo lease has been renewed for a period of five years through payment from the county.
Staff Update: We are fully staffed in the Healthy Families program. In anticipation of the departure of a Family Support Specialist for grad school, although there were two vacancies, we hired three. We've moved around some staff in the Early Childhood Mental Health program and was planning to hire one of our consultants to

bring leadership and clinical expertise to the program. All staff would be engaging in a day planned for training and lunch at Watkins Park. Board member, Shari Davis, assisted in securing a trainer on the subject of communications. The topic was requested based on results from the employee survey.
Upcoming Dates: Jennifer reviewed the upcoming dates. Board members were invited to accompany her visit with Councilmember Glaros on June 28th. The program directors were planning a director's retreat for strategic planning. The Prince George's County Public Schools closes the Family Support Center building on Fridays through the summer. Most staff move to a four 10-hour day for the period of July 1st- August 23rd. Our next board meeting is scheduled for October 8th.

BOARD REPORT CARD: The report card results were distributed for review. This item was tabled until the October meeting. Board President Bradley Farrar said that we may look into planning a retreat.

ADJOURNMENT: Shauna Berry Cooke motioned to adjourn the meeting at 8:15 p.m. Suzanne LeMenestrel seconded the motion. All were in favor.

PRINCE GEORGE'S CHILD RESOURCE CENTER, INC.

JUNE 30, 2019 AND 2018

DRAFT

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors
Prince George's Child Resource Center, Inc.
Largo, Maryland

Report on the Financial Statements

We have audited the accompanying financial statements of Prince George's Child Resource Center, Inc. (a nonprofit organization), which comprise the statements of financial position as of June 30, 2019 and 2018, and the related statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to in the first paragraph present fairly, in all material respects, the financial position of Prince George's Child Resource Center, Inc. as of June 30, 2019 and 2018, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Other Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 4, 2019 on our consideration of Prince George's Child Resource Center, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Prince George's Child Resource Center, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Prince George's Child Resource Center, Inc.'s internal control over financial reporting and compliance.

DRAFT

October 4, 2019

PRINCE GEORGE'S CHILD RESOURCE CENTER, INC.

STATEMENTS OF FINANCIAL POSITION

	JUNE 30, 2019	JUNE 30, 2018
ASSETS		
CURRENT ASSETS:		
Cash (Note 1)	$ 599,198	$ 730,753
Grants and contracts receivable (Note 1)	423,715	212,934
Pledges receivable (Note 4)	-	50,000
Prepaid expenses	23,930	23,143
TOTAL CURRENT ASSETS	$ 1,046,843	$ 1,016,830
PROPERTY AND EQUIPMENT, NET (Notes 1 and 5)	24,413	21,110
TOTAL ASSETS	$ 1,071,256	$ 1,037,940
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES:		
Accounts payable	$ 38,914	$ 15,216
Capital lease obligations - current portion (Note 7)	5,584	4,854
Accrued expenses	126,702	132,396
Deferred revenue (Note 1)	1,320	54,262
TOTAL CURRENT LIABILITIES	$ 172,520	$ 206,728
OTHER LIABILITIES:		
Capital lease obligations - long-term portion (Note 7)	14,873	4,733
TOTAL LIABILITIES	$ 187,393	$ 211,461
COMMITMENT AND CONTINGENCIES (Notes 7 and 8)		
NET ASSETS (Notes 1 and 9)**:**		
Without donor restrictions	$ 704,885	$ 619,052
With donor restrictions	178,978	207,427
TOTAL NET ASSETS	$ 883,863	$ 826,479
TOTAL LIABILITIES AND NET ASSETS	$ 1,071,256	$ 1,037,940

The accompanying notes are an integral part of these financial statements.

PRINCE GEORGE'S CHILD RESOURCE CENTER, INC.

STATEMENTS OF ACTIVITIES

	FOR THE YEARS ENDED JUNE 30,					
	2019			2018		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
SUPPORT, REVENUE AND GAINS (Notes 1 10 11)**:**						
Government grants and contracts	$ 1,768,613	$ -	$ 1,768,613	$ 1,620,133	$ -	$ 1,620,133
Contributions, including in-kind contributions of $230,532 in 2019 and $226,740 in 2018	336,510	245,013	581,523	335,581	264,500	600,081
Training workshop fees	147,396	-	147,396	188,249	-	188,249
Fundraising events	13,395	-	13,395	11,895	-	11,895
Membership dues	10,971	-	10,971	11,165	-	11,165
Other	9,274	-	9,274	3,810	-	3,810
Loss from disposal of leased equipment	(2,432)	-	(2,432)	-	-	-
Net assets released from restrictions	273,462	(273,462)	-	211,367	(211,367)	-
TOTAL SUPPORT, REVENUE AND GAINS	$ 2,557,189	$ (28,449)	$ 2,528,740	$ 2,382,200	$ 53,133	$ 2,435,333
EXPENSES:						
Program services	$ 2,079,343	$ -	$ 2,079,343	$ 1,968,421	$ -	$ 1,968,421
Management and general	298,949	-	298,949	311,710	-	311,710
Fundraising	93,064	-	93,064	94,596	-	94,596
TOTAL EXPENSES	$ 2,471,356	$ -	$ 2,471,356	$ 2,374,727	$ -	$ 2,374,727
CHANGES IN NET ASSETS	$ 85,833	$ (28,449)	$ 57,384	$ 7,473	$ 53,133	$ 60,606
NET ASSETS, BEGINNING OF YEAR	619,052	207,427	826,479	611,579	154,294	765,873
NET ASSETS, END OF YEAR	$ 704,885	$ 178,978	$ 883,863	$ 619,052	$ 207,427	$ 826,479

The accompanying notes are an integral part of these financial statements.

PRINCE GEORGE'S CHILD RESOURCE CENTER, INC.

STATEMENT OF FUNCTIONAL EXPENSES

FOR THE YEAR ENDED JUNE 30, 2019

	Program Services						
	Healthy Families	Family Support Center	Community Programs	Subtotal	Management and General	Fundraising	Total
Salaries and benefits	$ 637,977	$ 366,080	$ 416,699	$ 1,420,756	$ 133,199	$ 26,546	$ 1,580,501
Consulting and professional fees	29,188	19,137	122,661	170,986	113,110	55,082	339,178
Rent (in-kind)	93,125	53,777	60,361	207,263	19,107	4,162	230,532
Travel and meetings	23,548	14,261	36,816	74,625	7,717	3,812	86,154
Client support and special program costs	11,842	15,282	41,897	69,021	-	360	69,381
Communications	8,977	1,726	6,901	17,604	46,863	565	65,032
Office expenses	8,650	5,740	10,219	24,609	37,006	8	61,623
Insurance and fees	-	-	-	-	32,320	-	32,320
Printing and production	-	-	5,948	5,948	-	687	6,635
Subtotal	$ 813,307	$ 476,003	$ 701,502	$ 1,990,812	$ 389,322	$ 91,222	$ 2,471,356
Allocation of indirect costs	39,892	22,829	25,810	88,531	(90,373)	1,842	-
Total Expenses	$ 853,199	$ 498,832	$ 727,312	$ 2,079,343	$ 298,949	$ 93,064	$ 2,471,356

The accompanying notes are an integral part of these financial statements.

PRINCE GEORGE'S CHILD RESOURCE CENTER, INC.

STATEMENT OF FUNCTIONAL EXPENSES

FOR THE YEAR ENDED JUNE 30, 2018

	Program Services						
	Healthy Families	Family Support Center	Community Programs	Subtotal	Management and General	Fundraising	Total
Salaries and benefits	$ 609,271	$ 364,514	$ 405,541	$ 1,379,326	$ 154,008	$ 36,714	$ 1,570,048
Consulting and professional fees	51,761	8,932	101,475	162,168	94,468	43,195	299,831
Rent (in-kind)	89,664	52,272	57,870	199,806	21,890	5,044	226,740
Travel and meetings	20,765	9,592	30,324	60,681	5,168	5,959	71,808
Communications	8,550	1,696	7,538	17,784	43,761	853	62,398
Office expenses	13,883	2,489	8,387	24,759	31,994	403	57,156
Client support and special program costs	22,064	10,762	11,409	44,235	-	-	44,235
Insurance and fees	-	-	-	-	33,642	-	33,642
Printing and production	3,236	-	5,076	8,312	-	557	8,869
Subtotal	$ 819,194	$ 450,257	$ 627,620	$ 1,897,071	$ 384,931	$ 92,725	$ 2,374,727
Allocation of indirect costs	31,532	18,365	21,453	71,350	(73,221)	1,871	-
Total Expenses	$ 850,726	$ 468,622	$ 649,073	$ 1,968,421	$ 311,710	$ 94,596	$ 2,374,727

The accompanying notes are an integral part of these financial statements.

PRINCE GEORGE'S CHILD RESOURCE CENTER, INC.

STATEMENTS OF CASH FLOWS

	FOR THE YEARS ENDED JUNE 30, 2019	2018
CASH FLOWS FROM OPERATING ACTIVITIES:		
Cash received from grantors, donors and other	$ 2,086,917	$ 2,173,745
Cash paid to employees, vendors and other	(2,210,308)	(2,124,719)
Interest paid	(2,411)	(2,172)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	$ (125,802)	$ 46,854
CASH FLOWS FROM FINANCING ACTIVITIES:		
Payments on capital lease obligations	(5,753)	(5,587)
NET INCREASE (DECREASE) IN CASH	$ (131,555)	$ 41,267
CASH, BEGINNING OF YEAR	730,753	689,486
CASH, END OF YEAR	$ 599,198	$ 730,753
RECONCILIATION OF CHANGES IN NET ASSETS TO NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES:		
Changes in net assets	$ 57,384	$ 60,606
Adjustments to reconcile changes in net assets to net cash provided by (used in) operating activities:		
Depreciation and amortization	10,888	10,647
Loss on disposal of capital lease	2,432	-
Changes in assets and liabilities:		
Decrease (increase) in:		
Grant and contract receivable	(210,781)	(59,769)
Pledges receivable	50,000	25,000
Prepaid expenses	(787)	8,940
Increase (decrease) in:		
Accounts payable	23,698	4,008
Accrued expenses	(5,694)	(2,499)
Deferred revenue	(52,942)	(79)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	$ (125,802)	$ 46,854
NON-CASH ACTIVITY:		
Acquisition of property and equipment under capital lease	$ 24,285	$ -

The accompanying notes are an integral part of these financial statements.

Note 1. Organization and Summary of Significant Accounting Policies

Organization - Prince George's Child Resource Center, Inc. (the "Center") was incorporated in the State of Maryland on March 17, 1992 and began operations as an independent not-for-profit organization on July 1, 1992. The Center was organized exclusively as a non-stock charitable organization for the purposes of operating a child care resource center for Prince George's County, Maryland under the Maryland Child Care Resources Network in order to strengthen child care delivery; provide technical assistance to employers regarding the provision of child care; and provide educational training for child care providers. The Center operates a Family Support Center whose purpose is to strengthen families by focusing on health, education, work training, employment assistance, child development, and parenting skills services. The Center also operates an in-home visitation program for at-risk families under the program Healthy Families Prince George's.

Income Tax Status - The Center is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code. However, income from certain activities not directly related to the Center's tax-exempt purpose is subject to taxation as unrelated business income. There was no unrelated business income for the years ended June 30, 2019 and 2018.

Basis of Accounting - The financial statements of the Center have been prepared on the accrual basis of accounting.

Basis of Presentation - The Center reports information regarding its financial position and activities for each of the two classes: (a) without donor restrictions and (b) with donor restrictions. Net assets with donor restrictions are created only by donor-imposed restrictions. All other net assets, including board-designated or appropriated amounts, are reported without donor restrictions.

Revenue Recognition and Deferred Revenue - Revenue from grants and contracts, primarily from government agencies, is recognized as the related costs are incurred. Payments received in advance on certain grants are classified as deferred revenue until earned.

Contributions are recognized as revenue at the earlier of when they are received or when the Center receives an unconditional promise from the donor to contribute a specific amount. Contributions received with donor restrictions are recognized as net assets without donor restrictions if restrictions are satisfied in the same year.

Training and workshop fees are recognized when the sessions are held.

Cash - For purposes of the statements of cash flows, the Center considers highly liquid investments purchased with an original maturity of three months or less to be cash.

Note 1. **Organization and Summary of Significant Accounting Policies** - (Continued)

Grants and Contracts Receivable - Accounts receivable primarily represent amounts due from grants and contracts and are reported at their outstanding balances, reduced by an allowance for doubtful accounts, if any. Accounts receivable are uncollateralized.

Management periodically evaluates the adequacy of the allowance for doubtful accounts by considering the Center's past receivables loss experience, known and inherent risks in the accounts receivable population, adverse situations that may affect the Center's ability to collect, and current economic conditions. The allowance for doubtful accounts is increased by charges to bad debts expense and decreased by charge offs of the accounts receivable balances. Accounts receivable are charged off based on management's case-by-case determination that they are uncollectible. As of June 30, 2019 and 2018, management determined that an allowance for doubtful accounts was not necessary.

Property and Equipment - Property and equipment are stated at cost, if purchased, or at estimated fair market value if contributed. Depreciation is computed on the straight-line basis over the estimated useful lives of the assets ranging from 3 to 10 years. Amortization is computed on the straight-line basis over the estimated useful lives of leasehold improvements ranging from 5 to 10 years. The Center capitalizes assets whose costs or donated value are in excess of $2,000.

The Center generally expenses the full cost of equipment purchased with grant funding in the year acquired.

When assets are retired or otherwise disposed, the cost and related accumulated depreciation are removed from the accounts with any resulting gain or loss reflected in the statements of activities. Maintenance and repairs are expensed when incurred.

Use of Estimates - The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Management believes that the estimates are reasonable in the circumstances; however, actual results could differ from these estimates.

Note 1. **Organization and Summary of Significant Accounting Policies** - (Continued)

Functional Allocation of Expenses - The Center attributes personnel costs to programs and administrative departments based on employee tracking of time spent on each program and administrative area. Other expenses directly benefiting a program or administrative area are charged to these in full. The center accumulates certain costs that are shared among programs and administrative departments in an indirect cost pool. These indirect costs include copier charges, supplies purchased in bulk, telephone and internet charges and general insurance. The indirect costs are allocated to each program and to administrative departments based on the direct labor dollars charged to each program or administrative department.

Special Program Costs: This account aggregates other miscellaneous expenses specific to the Center's programs. An example of this type of cost is reimbursements to child care providers.

Note 2. **Changes in Accounting Principle** - Management adopted the Financial Accounting Standards Board's Accounting Standards Update (ASU) 2016-14, *Presentation of Financial Statements of Not-for-Profit Entities*, for its 2019 financial statements. ASU 2016-14 requires the presentation of natural expenses by the various types of programs and supporting services, requires certain information about an organization's liquidity and cost allocation methods, clarifies the definition of management and general costs, and modifies the terminology of net asset categories, amount other changes. The implementation of this ASU had no effect on the changes in net asset classes for either period presented.

Note 3. **Availability and Liquidity of Financial Assets** - The Center's cash flows have seasonal variations during the year attributable to the training fees, foundation contributions and a concentration of government contributions received towards the last quarter of the fiscal year. The Center monitors the availability of the funds to make weekly payments and manages expenditures on a monthly basis via the analysis of deviations in the budget.

To manage liquidity, the Center maintains a line of credit of $250,000 with M&T Bank, which it may draw upon. No funds were borrowed under this agreement during the fiscal year ended June 30, 2019.

Note 3. **Availability and Liquidity of Financial Assets** - (Continued)

Financial assets available within one year of the statement of financial position date for general expenditure are as follows:

Financial assets at year end:	
Cash	$ 599,198
Accounts receivable	423,715
Total financial assets	$ 1,022,913
Less, amount not available to be used within one year:	
Restricted by donor	(178,978)
Financial assets available for general expenditures	$ 843,935

Note 4. **Pledges Receivable** - Pledges receivable are stated at the amount management expects to collect from outstanding balances. Management considers all outstanding balances to be fully collectible; therefore, no provision for uncollectible pledges has been recorded. A multi-year pledge receivable is not discounted to present value since management determined that such discount is immaterial. There were no pledges receivables at June 30, 2019. Pledges receivable of $50,000 at June 30, 2018 were collectible in less than one year.

Note 5. **Property and Equipment** - Property and equipment consisted of the following at June 30:

	2019	2018
Leasehold improvements	$ 668,911	$ 668,911
Transportation equipment	67,614	67,614
Furniture and fixtures	55,301	55,301
Equipment	44,743	42,452
Subtotal	$ 836,569	$ 834,278
Less, Accumulated depreciation and amortization	812,156	813,168
Property and Equipment, net	$ 24,413	$ 21,110

Total depreciation and amortization expense for the years ended June 30, 2019 and 2018 was $10,888 and $10,647, respectively.

Note 6. **Line of Credit** - The Center maintains a $250,000 line of credit. The line of credit bears interest at the one-month LIBOR plus three and one-half percent, is payable upon demand, and is secured by the Center's deposit accounts maintained by, and in the possession of, the financial institution. As of June 30, 2019 and 2018, the Center did not have any outstanding borrowings on this line of credit.

Note 7. **Commitment and Capital Lease** - The Center leases copiers under a capital lease. Capitalized leases are included in property and equipment at the present value of the minimum lease payments, and amortization of assets under capital leases is included in depreciation expense. In October 2018, two old copiers were returned, and replaced by new copiers under a new lease. The related net loss on the terminated copier lease is shown on the statement of activities. The net book value of equipment under capital lease as of June 30, 2019 and 2018 was $35,419 and $11,469, respectively.

Future minimum lease payments under the capital lease are as follows for the years ending June 30:

2020	$ 7,435
2021	7,435
2022	7,435
2023	1,859
Total minimum lease payments	$ 24,164
Less, amount representing interest	(3,707)
Present value of minimum lease payments	$ 20,457
Less, current portion	(5,584)
Long-term portion	$ 14,873

The interest rate on the capital lease is 10.32% and is reflective of the rate implicit in the lease.

Note 8. **Contingencies** - Contracts with government agencies are generally subject to audit and, therefore, costs could ultimately be disallowed upon audit. Management does not anticipate any costs to be disallowed, and if so, management believes they would not be material to these financial statements.

Note 9. **Net Assets** - Net assets with donor restrictions were for the following purposes at June 30:

	2019	2018
General operational support	$ 47,500	$ 80,000
Project WIN	38,656	66,222
Promote Healthy Families	36,824	2,046
Move-Eat-Learn Program	25,123	6,607
Training	13,785	22,424
Joining Voices Advocacy Project	11,033	20,885
Family Support Center	6,057	9,243
Total	$ 178,978	$ 207,427

Note 10. **Grants and Contracts** - Grants and contracts are funded through Maryland Family Network, Maryland State Department of Education, Prince George's County, and several foundations. All funds are used for the purposes of each grant and contract. Most funds are received on a cost-reimbursable basis.

Maryland Family Network: The Center entered into a cost-reimbursable contract with the Maryland Family Network, which is renewable on an annual basis through an application process. These funds are used for the purposes of the Center as outlined in Note 1. The contract cannot be used to fund the Family Support Center outlined in Note 1.

The Center also entered into a contract with the Maryland Family Network to fund a family support center, as outlined in Note 1, and to provide support for self-sufficiency, parenting education, and English language instruction.

Maryland State Department of Education: The Center contracted with the Maryland State Department of Education to provide early mental health consultation for children under five years of age enrolled in child care programs in Prince George's County.

Prince George's County: The Center contracted with four County agencies to perform services to County residents. The Department of Family Services contracted with the Center to provide in-home intervention services through Healthy Families Prince George's. The Department of Social Services also funds early intervention services through Healthy Families Prince George's. The Department of Housing and Community Development funded a portion of the Family Literacy Program at the Family Support Center. The Health Department contracted with the Center to provide mental health consultation in child care centers in targeted neighborhoods.

Note 11. **In-Kind Contributions** - Contribution revenue includes in-kind contributions representing the fair value of office space donated to the Center by Prince George's County, Maryland. The value of in-kind office space received totaled $230,532 and $226,740 for the years ended June 30, 2019 and 2018, respectively. The Center also receives other in-kind contributions that are offset by an equal amount of expense.

Note 12. **Retirement Plan** - The Center maintains a defined contribution plan (the "Plan") under Internal Revenue Code Subsection 401(k). All employees are eligible, regardless of years of service, to make voluntary contributions to the Plan. Voluntary contributions are subject to IRS limitations. The Center may also make discretionary matching and non-elective contributions to the Plan on an annual basis.

Prior to July 1, 2017 the Center did not make matching contributions, and discretionary non-elective contributions were on an increasing scale based upon years of service without limitation. Effective July 1, 2017, the Board approved a matching contribution and limited the discretionary non-elective contribution to 5%. Employer contributions to the Plan were $73,643 and $69,449 for the years ended June 30, 2019 and 2018, respectively.

Note 13. **Concentration of Credit Risk** - Financial instruments, which potentially subject the Center to concentrations of credit risk, include deposits with commercial banks. The Center's cash management policies generally limit its exposure to concentrations of credit risk by maintaining cash accounts at financial institutions whose deposits are insured by the Federal Deposit Insurance Corporation (FDIC). Balances in these accounts may exceed the FDIC coverage limit at times throughout the year. At June 30, 2019, the total cash balance in excess of the limit was $346,883.

Note 14. **Reclassifications** - Certain amounts in the prior year financial statements have been reclassified for comparative purposes to conform with the current year presentation.

Note 15. **Subsequent Events** - In preparation of these financial statements, the Center has evaluated events and transactions for potential recognition or disclosure through October 4, 2019, which is the date the financial statements were available to be issued.

PRINCE GEORGE'S CHILD RESOURCE CENTER, INC.
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2019

FEDERAL GRANTOR/PASS-THROUGH GRANTOR PROGRAM TITLE	FEDERAL CFDA NUMBER	PASS-THROUGH ENTITY IDENTIFYING NUMBER	FEDERAL EXPENDITURES
U.S. Department of Health and Human Services:			
Pass-through programs from:			
Prince George's County Department of Family Services:			
Healthy Families	93.505		$ 440,533
Prince George's County Department of Social Services:			
Healthy Families	93.558		135,000
Maryland Family Network:			
Professional Development and Building Capacity	93.575	G1701MDCCDF	185,664
Infants and Toddlers	93.575	G1801MDCCDF	64,225
Family Support Center	93.590	G-1501MDFRPG	30,000
Total U.S. Department of Health and Human Services			$ 855,422
U.S. Department of Housing and Urban Development:			
Pass-through program from:			
Prince George's County Department of Housing and Community Development:			
Family Literacy	14.218	112-2142-2018	$ 30,000
TOTAL EXPENDITURES OF FEDERAL AWARDS			$ 885,422

PRINCE GEORGE'S CHILD RESOURCE CENTER, INC.
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2019

NOTE A - BASIS OF PRESENTATION

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal grant activity of Prince George's Child Resource Center, Inc. under programs of the federal government for the year ended June 30, 2019. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of Prince George's Child Resource Center, Inc., it is not intended to, and does not present the financial position, changes in net assets, or cash flows of Prince George's Child Resource Center, Inc.

NOTE B - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

NOTE C - SUBRECIPIENTS

Prince George's Child Resource Center, Inc. did not provide federal awards to any subrecipients during the year ended June 30, 2019.

NOTE D - INDIRECT COST RATE

Prince George's Child Resource Center, Inc. has elected not to use the 10% de minimis indirect cost rate allowed under the Uniform Guidance.

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Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

To the Board of Directors
Prince George's Child Resource Center, Inc.

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Prince George's Child Resource Center, Inc. (a nonprofit organization), which comprise the statement of financial position as of June 30, 2019, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 4, 2019.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered Prince George's Child Resource Center, Inc.'s internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Prince George's Child Resource Center, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of Prince George's Child Resource Center, Inc.'s internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

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

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Prince George's Child Resource Center, Inc.'s internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Prince George's Child Resource Center, Inc.'s internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

DRAFT

October 4, 2019

SARFINOANDRHOADES, LLP

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Independent Auditors' Report on Compliance for Each Major Program and on Internal Control Over Compliance Required by the Uniform Guidance

To the Board of Directors
Prince George's Child Resource Center, Inc.

Report on Compliance for Each Major Federal Program

We have audited Prince George's Child Resource Center, Inc.'s compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of Prince George's Child Resource Center, Inc.'s major federal programs for the year ended June 30, 2019. Prince George's Child Resource Center, Inc.'s major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

Auditors' Responsibility

Our responsibility is to express an opinion on compliance for each of Prince George's Child Resource Center, Inc.'s major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about Prince George's Child Resource Center, Inc.'s compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of Prince George's Child Resource Center, Inc.'s compliance.

Opinion on Each Major Federal Program

In our opinion, Prince George's Child Resource Center, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2019.

Report on Internal Control Over Compliance

Management of Prince George's Child Resource Center, Inc. is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered Prince George's Child Resource Center, Inc.'s internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of Prince George's Child Resource Center, Inc.'s internal control over compliance.

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

DRAFT

October 4, 2019

PRINCE GEORGE'S CHILD RESOURCE CENTER, INC.

SCHEDULE OF FINDINGS AND QUESTIONED COSTS

FOR THE YEAR ENDED JUNE 30, 2019

Summary of Auditors' Results

1. The auditors' report expresses an unmodified opinion on the financial statements of Prince George's Child Resource Center, Inc.

2. No significant deficiencies were disclosed during the audit of the financial statements.

3. No instances of non-compliance material to the financial statements of Prince George's Child Resource Center, Inc. were disclosed during the audit.

4. No significant deficiencies were disclosed during the audit of the major federal award program.

5. The auditors' report on compliance for the major federal program for Prince George's Child Resource Center, Inc. expresses an unmodified opinion.

6. Audit findings, if applicable, that are required to be reported in accordance with 2 CFR section 200.516(a) are reported in this Schedule.

7. The program tested as a major program included:

CFDA Number	Name of Federal Programs or Contract
93.575	Child Care and Development Block Grant

8. The threshold for distinguishing Types A and B programs was $750,000.

9. Prince George's Child Resource Center, Inc. was determined to be a low-risk auditee.

Findings - Financial Statement Audit

No matters were reported.

Findings and Questioned Costs - Major Federal Award Programs Audit

No matters were reported.

To: Jennifer Iverson, PGCRC

From: Maria Jimenez, YPTC

Date: September 16, 2019

Subject: August 2019 Financial Statements

Your financial statements for August 2019 are attached. These reports include:

- Comparative Statements of Financial Position (Balance Sheet)
- Accounts Receivable Aging Summary
- Net Asset Roll Forward
- Statement of Activities (Income Statement) Actual vs Budget
- Statements of Activities (Income Statements) Current Year vs Prior Year
- Statements of Activities (Income Statements) Current Year by Program
- Cash Flow Forecast

Overview:

We ended August 2019 with a net income of 14K. We have a 12K surplus compared to FY20 budget. Our net assets increased by 43K. Our overall cash position is healthy. As of August 31, 2019, PGCRC experienced some delays with the county's contracting process.

Balance Sheets, Accounts Receivable Aging, and Net Asset Roll Forward:

- At 591K, our cash balance has increased compared with the last fiscal year (482K). We are in a safe range cash position.
- Our accounts receivables has decreased by 27K compared with the last fiscal year (408K).
- Accounts receivable totals 381K including:
    - 231K of current billings on cost reimbursable grants
    - 73K of prior month billings on cost reimbursable grants
    - Scheduled installments of multi-year foundation grants totaling 77K
- As of 8/31/2019 our unrestricted net assets balance is 737K, which is equal to 3.4 months of our revised budgeted operating expenses.

Income Statements Actual vs Budget:

We show three versions of income statements with a net income of 14K for this fiscal year. Our statement of activities, actual versus revised budget, shows the following variances:

- YTD net income of 14K exceeds the budget by 12K

- Revenue is 23K above the FY20 budget. This is mainly due to local government and non-profit grants, particularly DFS Expansion, and Maryland Family Network. We received an increase of 24K in the DFS expansion 2019/2020 Budget. The increase in revenue is offset by the decrease in foundation revenue. Our foundation revenue is awarded on an uneven schedule throughout the year and it is normal to have budget variances from month to month.

- At 440K, expenses are slightly above the FY20 budget by 12K. This is mainly due to compensation. The non-compensation expenses are slightly under the budget. The low expense level is typical for the summer months. We expect expenses and the related billings on cost reimbursable contracts, to adjust up to the budgeted levels as we move into the Fall months.

Cash Flow Forecast:

We experienced negative cash flow in July 2019 and we have small positive cash in August 2019. This is normally what happens for the first months of the fiscal year due to delays in the county's contracting process. We projected that our cash flow will be negative for the first six months of FY20 and after that cash flow will be positive. As a result, FY20 projected ending cash is 733K which is a healthy cash position for the organization.

Please feel free to contact me with any questions.

Prince George's Child Resource Center
Comparative Statements of Financial Position (Balance Sheets)
As of August 31, 2019 and 2018

	Aug 31, 19	Aug 31, 18	$ Change	% Change
Assets				
Current Assets				
Cash	591,629	481,756	109,873	23%
Accounts Receivable	381,076	407,958	(26,881)	-7%
Other Current Assets	40,061	36,528	3,533	10%
Total Current Assets	1,012,767	926,241	86,525	9%
Fixed Assets	22,593	19,331	3,262	17%
TOTAL ASSETS	**1,035,360**	**945,572**	**89,788**	**9%**
Liability & Equity				
Liabilities				
Current Liabilities				
Accounts Payable	15,837	9,096	6,741	74%
Deferred Revenue	-	10,475	(10,475)	-100%
Current portion of LTC lease	5,681	4,499	1,182	26%
Line of Credit Obligation	-	-	-	0%
Other Current Liabilities	100,979	109,219	(8,239)	-8%
Total Current Liabilities	122,497	133,288	(10,791)	-8%
Long Term Cap Lease	13,885	4,024	9,862	245%
Total Liabilities	136,382	137,311	(929)	-1%
Net Assets				
Unrestricted Net Assets *	737,208	617,629	119,579	19%
Temp. Restricted Net Assets	161,769	190,632	(28,863)	-15%
Total Net Assets	898,977	808,261	90,717	11%
TOTAL LIABILITIES & NET ASSETS	**1,035,360**	**945,572**	**89,788**	**9%**

*** The unrestricted net assets balance represents 3.4 months of budgeted operating expenses**

Prince George's Child Resource Center
Accounts Receivable Aging Summary
As of August 31, 2019

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Professional Childcare Provider Network	-	-	-	1,400	-	1,400
Shipley, Ahlishia J.	-	-	-	-	250	250
Mariner, C	-	-	-	-	500	500
Joseph E. Robert Jr. Charitable Trust	-	-	-	-	25,000	25,000
PGCPS	2,579	-	-	-	-	2,579
Cafritz Foundation	-	-	-	-	20,000	20,000
Corina Higginson Trust	-	-	-	-	2,500	2,500
DFS	73,963	14,130	-	(495)	493	88,092
DSS	29,232	23,342	-	-	2,353	54,927
MFN-Family Support Center	75,665	-	-	-	-	75,665
MFN-Resource Center	35,237	24,045	-	-	-	59,282
MSDE	17,324	8,556	2	-	-	25,882
Prince George's County	-	25,000	-	-	-	25,000
	233,999	**95,074**	**2**	**(11,024)**	**63,025**	**381,076**

Prince George's Child Resource Center
Net Asset Roll Forward
For the year ending June 30, 2020

			Balance at 6/30/2019	Additions	Releases	Balance at 8/31/2019
Unrestricted Net Assets			**705,513**	**445,560**	**(413,865)**	**737,208**
Restricted Net Assets						
Grantor	**Grant Expires**	**Purpose**				
J. Roberts Bequest-(time restricted)	N/A	General Operations	25,000	-	-	25,000
Amerigroup-Anthem	12/31/2016	Eat-Move-Learn Program (HF)	25,123	-	-	25,123
Prince Georges Co. Local Dev Council	6/30/2019	Training	13,785	-	(11,335)	2,449
Weinberg Foundation	6/30/2019	Project WIN	38,656	-	(5,755)	32,901
Fund for Children Youth and Families	12/30/2019	Family Support Center	3,856	-	(1,330)	2,526
Washington Area Women's Foundation	12/31/2018	Advocacy	11,033	-	(4,103)	6,930
Corinna Higgonson Trust	6/30/2019	General Operations	2,500	-	-	2,500
Greater Washington Community Foundation	10/31/2019	Healthy Families	4,812	-	(1,485)	3,326
MGM Resort Foundation	12/31/2019	Healthy Families	10,000	-	-	10,000
Cafritz-Matching Grant (time restricted)	4/1/2019	General Operations	20,000	-	-	20,000
Wells Fargo	4/18/2019	Healthy Families	7,500	-	-	7,500
Dollar General Literacy Foundation	4/30/2020	Family Support Center	2,201	-	(2,201)	-
WAWF: Rainmakers Giving Cicle	6/30/2020	Healthy Families	14,513	-	-	14,513
Nora Roberts Foundation	6/30/2020	Family Support Center	-	5,000	-	5,000
Crescent Cities Charities	6/30/2020	Family Support Center	-	4,000	-	4,000
Total Restricted Net Assets			**178,978**	**9,000**	**(26,209)**	**161,769**
Total Net Assets			**884,491**	**454,560**	**(440,074)**	**898,977**

Prince George's Child Resource Center
Statement of Activities (Income Statement)
Actual vs Budget
For the two months ended August 31, 2019

	YTD Actual	YTD Budget	Variance
Ordinary Income/Expense			
Income			
4100 · Contributions Income-Restricted			
4120 · State Gov. Grants/Contracts	25,880	24,750	1,130
4130 · Local Gov. Grants/Contracts	198,419	162,750	35,669
4140 · Corporations	5,000	-	5,000
4150 · Foundations	9,000	29,167	(20,167)
4160 · Non-Profit Partners	134,947	95,783	39,163
Total 4100 · Contributions Income-Restricted	**373,245**	**312,450**	**60,795**
4400 · Contributions Income-Unrestrict			
4430 · Local/State Grants/Cont.&Appro.	-	16,500	(16,500)
4460 · Foundations	15,000	23,833	(8,833)
4470 · Individuals	1,202	3,667	(2,465)
Total 4400 · Contributions Income-Unrestrict	**16,202**	**44,000**	**(27,799)**
4900 · Fundraising Events	-	4,600	(4,600)
4900 · Contributions In-Kind	39,070	39,333	(264)
5000 · Fees for Service	23,694	29,500	(5,806)
5100 · Memberships	1,650	1,667	(17)
5400 · Miscellaneous Income	700	-	700
Total Income	**454,560**	**431,550**	**23,010**
Expense			
6100 · Compensation	308,824	284,883	23,941
6300 · Special Program Costs	2,803	7,183	(4,381)
6500 · Consultants & Professional Services	47,826	55,533	(7,707)
6700 · Communications	12,766	13,650	(884)
6900 · Media	10	767	(757)
7100 · Transportation and Meetings	14,108	10,933	3,175
7300 · Supplies	2,491	5,000	(2,509)
7500 · Equipment, Depreciation	6,994	5,200	1,794
7700 · Space Costs	130	133	(3)
7900 · Insurance, Fees, Charges	5,061	5,950	(889)
7960 · In-Kind Expenses	39,070	39,333	(264)
7980 · Miscellaneous	(9)	-	(9)
7990 · Allocated Indirect Costs	-	-	-
Total Expense	**440,074**	**428,567**	**11,507**
Net Income (Loss)	**14,486**	**3,000**	**11,503**

Prince George's Child Resource Center
Statements of Activities (Income Statements)
Current Year vs Prior Year
For the two months ended August 31, 2019

	YTD Actual	Prior YTD	Variance
Income			
4100 · Contributions Income-Restricted			
4120 · State Gov. Grants/Contracts	25,880	28,551	(2,671)
4130 · Local Gov. Grants/Contracts	198,419	139,494	58,924
4140 · Corporations	5,000	0	5,000
4150 · Foundations	9,000	3,000	6,000
4160 · Non-Profit Partners	134,947	124,415	10,531
Total 4100 · Contributions Income-Restricted	**373,245**	**295,461**	**77,784**
4400 · Contributions Income-Unrestrict			
4460 · Foundations	15,000	15,000	-
4470 · Individuals	1,202	3,144	(1,943)
Total 4400 · Contributions Income-Unrestrict	**16,202**	**18,144**	**(1,943)**
4900 · Contributions In-Kind	39,070	38,422	648
5000 · Fees for Service	23,694	27,902	(4,208)
5100 · Memberships	1,650	1,526	124
5400 · Miscellaneous Income	700	400	300
Total Income	**454,560**	**381,855**	**72,705**
Expense			
6100 · Compensation	308,824	275,016	33,808
6300 · Special Program Costs	2,803	813	1,989
6500 · Consultants & Professional Services	47,826	45,538	2,288
6700 · Communications	12,766	15,232	(2,466)
6900 · Media	10	78	(68)
7100 · Transportation and meetings	14,108	11,037	3,071
7300 · Supplies	2,491	4,831	(2,340)
7500 · Equipment, Depreciation	6,994	3,386	3,608
7700 · Space Costs	130	130	-
7900 · Insurance, Fees, Charges	5,061	4,832	229
7960 · In-Kind Expenses	39,070	38,422	648
7980 · Miscellaneous	(9)	759	(768)
7990 · Allocated Indirect Costs	-	-	-
Total Expense	**440,074**	**400,073**	**40,000**
Net Income (Loss)	**14,486**	**(18,219)**	**32,705**

Prince George's Child Resource Center
Statement of Activities (Income Statement)
By Program
For the two months ended August 31, 2019

	Healthy Families	Family Support Center	Training	Special Programs	M&G and Fundraising	TOTAL
Income						
4100 · Contributions Income-Restricted	170,840	89,665	59,282	53,459	-	**373,245**
4400 · Contributions Income-Unrestrict	-	-	-	-	16,202	**16,202**
4900 · Contributions In-Kind	15,760	8,673	6,220	4,613	3,804	**39,070**
5000 · Fees for Service	-	-	22,944	750	-	**23,694**
5100 · Memberships	-	-	1,650	-	-	**1,650**
5400 · Miscellaneous Income	-	700	-	-	-	**700**
Total Income	**186,599**	**99,038**	**90,096**	**58,822**	**20,005**	**454,560**
Expense						
6100 · Compensation	125,209	68,763	48,979	36,642	29,231	**308,824**
6300 · Special Program Costs	1,459	953	224	166	-	**2,803**
6500 · Consultants & Professional Services	9,033	42	7,060	6,012	9,497	**31,644**
6700 · Communications	1,396	312	1,273	314	244	**3,538**
6900 · Media	-	-	10	-	-	**10**
7100 · Transportation and meetings	6,913	3,815	816	1,434	1,131	**14,108**
7300 · Supplies	209	66	706	169	540	**1,690**
7500 · Equipment, Depreciation	4,054	-	-	-	1,120	**5,174**
7700 · Space Costs	-	-	-	-	130	**130**
7900 · Insurance, Fees, Charges	-	-	-	-	1,683	**1,683**
7960 · In-Kind Expenses	15,760	8,673	6,220	4,613	3,804	**39,070**
7980 · Miscellaneous	-	-	-	-	(9)	**(9)**
7990 · Allocated Indirect Costs	12,674	6,870	5,142	3,651	3,072	**31,411**
Total Expense	**176,707**	**89,494**	**70,431**	**53,000**	**50,442**	**440,075**
Net Income (Loss)	**9,892**	**9,544**	**19,665**	**5,821**	**(30,437)**	**14,486**
YTD Budgeted Net Income	**(1,800)**	**(19,967)**	**28,683**	**1,400**	**(5,325)**	**2,991**
Variance	**11,692**	**29,511**	**(9,018)**	**4,421**	**(25,111)**	**11,495**

Prince George's Child Resource Center

FY19 Accrual and Cash Forecast

As of August 31, 2019

			Projected												
Revenues	**Jul 19 Actual**	**Aug 19 Actual**	**Sep 19 Forecast**	**Oct 19 Forecast**	**Nov 19 Forecast**	**Dec 19 Forecast**	**Jan 20 Forecast**	**Feb 20 Forecast**	**Mar 20 Forecast**	**Apr 20 Forecast**	**May 20 Forecast**	**Jun 20 Forecast**	**TOTAL FY20**	**TOTAL FY20 Budget**	**Variance**
State Government	8,556	17,324	12,262	12,262	12,262	12,262	12,262	12,262	12,262	12,262	12,262	12,262	**148,500**	**148,500**	-
Local Government	67,645	130,774	87,708	87,708	87,708	87,708	87,708	87,708	87,708	87,708	87,708	87,708	**1,075,500**	**1,075,500**	-
Foundations & Corporations	15,000	14,000	28,900	28,900	28,900	28,900	28,900	28,900	28,900	28,900	28,900	28,900	**318,000**	**318,000**	-
Nonprofit Partners	54,899	80,048	43,975	43,975	43,975	43,975	43,975	43,975	43,975	43,975	43,975	43,975	**574,700**	**574,700**	-
Individual	1,151	51	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	**22,000**	**22,000**	-
Fundraising Events	-	-	2,760	2,760	2,760	2,760	2,760	2,760	2,760	2,760	2,760	2,760	**27,600**	**27,600**	-
Fees for Service	11,613	12,081	15,331	15,331	15,331	15,331	15,331	15,331	15,331	15,331	15,331	15,331	**177,000**	**177,000**	-
Membership and Misc.	975	1,375	765	765	765	765	765	765	765	765	765	765	**10,000**	**10,000**	-
Contributions In-kind	19,535	19,535	19,693	19,693	19,693	19,693	19,693	19,693	19,693	19,693	19,693	19,693	**236,000**	**236,000**	-
Total Revenues	**179,373**	**275,188**	**213,474**	**213,474**	**213,474**	**213,474**	**213,474**	**213,474**	**213,474**	**213,474**	**213,474**	**213,474**	**2,589,300**	**2,589,300**	**-**
Expenses															
Compensation	152,894	155,930	140,048	140,048	140,048	140,048	140,048	140,048	140,048	140,048	140,048	140,048	**1,709,300**	**1,709,300**	-
Special Program Expenses	1,051	1,752	4,030	4,030	4,030	4,030	4,030	4,030	4,030	4,030	4,030	4,030	**43,100**	**43,100**	-
Consultant Svcs & Prof Fees	17,021	30,806	28,537	28,537	28,537	28,537	28,537	28,537	28,537	28,537	28,537	28,537	**333,200**	**333,200**	-
Communication	7,184	5,582	6,913	6,913	6,913	6,913	6,913	6,913	6,913	6,913	6,913	6,913	**81,900**	**81,900**	-
Publications, Printing & Media	10	-	459	459	459	459	459	459	459	459	459	459	**4,600**	**4,600**	-
Transportation and Meetings	4,358	9,750	5,149	5,149	5,149	5,149	5,149	5,149	5,149	5,149	5,149	5,149	**65,600**	**65,600**	-
Supplies	1,322	1,169	2,751	2,751	2,751	2,751	2,751	2,751	2,751	2,751	2,751	2,751	**30,000**	**30,000**	-
Eqpt & Depreciation	2,505	4,489	2,421	2,421	2,421	2,421	2,421	2,421	2,421	2,421	2,421	2,421	**31,200**	**31,200**	-
Space Costs	65	65	67	67	67	67	67	67	67	67	67	67	**800**	**800**	-
Insurance, Fees & Charges	2,344	2,717	3,064	3,064	3,064	3,064	3,064	3,064	3,064	3,064	3,064	3,064	**35,700**	**35,700**	-
Expenses In-kind	19,535	19,535	19,693	19,693	19,693	19,693	19,693	19,693	19,693	19,693	19,693	19,693	**236,000**	**236,000**	-
Miscellaneous	-	(9)	1	1	1	1	1	1	1	1	1	1	**-**	**-**	-
Total Expenses	**208,288**	**231,785**	**213,133**	**213,133**	**213,133**	**213,133**	**213,133**	**213,133**	**213,133**	**213,133**	**213,133**	**213,133**	**2,571,400**	**2,571,400**	**-**
Change in Net Income (accrual)	**(28,916)**	**43,402**	**341**	**341**	**341**	**341**	**341**	**341**	**341**	**341**	**341**	**341**	**17,900**	**17,900**	**-**
CASH FLOW ADJUSTMENTS:															
Purchase of fixed assets	-	-	-	-	-	-	-	-	-	-	-	-	**-**		
Depreciation expense	745	1,075	910	910	910	910	910	910	910	910	910	910	**10,920**		
Change in receivables	31,626	6,497	(100,000)	(100,000)	(100,000)	(50,000)	150,000	75,000	75,000	75,000	150,000	(50,000)	**163,123**		
Change in other current assets	(5,276)	(118)	-	-	-	-	-	-	-	-	-	-	**(5,394)**		
Change in payables	(24,897)	(3,620)	-	-	-	-	-	-	-	-	-	-	**(28,517)**		
Change in other current liabilities	17,797	(43,734)	-	-	-	-	-	-	-	-	-	-	**(25,936)**		
Change in deferred revenue	(1,320)	-	-	-	-	-	-	-	-	-	-	-	**(1,320)**		
Changes in capital leases	-	(988)	450	450	450	450	450	450	450	450	450	450	**3,512**		
Net cash flow adjustments	**18,676**	**(40,887)**	**(98,640)**	**(98,640)**	**(98,640)**	**(48,640)**	**151,360**	**76,360**	**76,360**	**76,360**	**151,360**	**(48,640)**	**116,388**		
NET CASH FLOW	**(10,240)**	**2,515**	**(98,299)**	**(98,299)**	**(98,299)**	**(48,299)**	**151,701**	**76,701**	**76,701**	**76,701**	**151,701**	**(48,299)**	**134,288**		
Beginning Cash	599,355	589,115	591,629	493,330	395,031	296,733	248,434	400,136	476,837	553,538	630,240	781,941			
Ending cash	**589,115**	**591,629**	**493,330**	**395,031**	**296,733**	**248,434**	**400,136**	**476,837**	**553,538**	**630,240**	**781,941**	**733,642**			

FAMILY CONNECTS CORE MODEL COMPONENTS

The Family Connects model has a number of components that are critical features for communities to replicate the model. The core components are listed and described below as those critical for implementation to be distinguished from those activities that may be selected as auxiliary to the program and specific to the setting. These components are necessary for replicating the model as an evidence-based program derived from the evaluation studies of Durham Connects, the Family Connects model in Durham, North Carolina. Other program components may be included in dissemination locations as important options, auxiliary resources, and/or those that address specific local needs. FCI team members are able to work with communities to ensure that such requested components are in alignment with the evidence-base.

The Community-Wide Approach

The Family Connects program is community-based with community ownership, and it is seen as part of the continuum of care for newborns and their parents in the community.

The Family Connects program is designed for universal community coverage; all families with newborns in a catchment area are eligible, whether region, state, city, or neighborhoods.

In order to achieve program certification, a community reach of at least 60 to 70 percent of the *a priori* identified population is essential. This aligns with community reach and the community level outcomes as demonstrated in the two program randomized controlled trials and for which the program is approved for MIECHV funding.

Community Alignment

A Community Advisory Board (CAB) that includes consumers and community resources/stakeholders is required to align resources relevant to families with newborns. The CAB may be a part of an existing group for community services' coordination or developed specifically for the Family Connects local program.

Available community resources are compiled in a web based format and / or printed directory (the Agency Finder) and updated regularly. Regular review should allow identification of gaps in community services as well as new community services that address family needs.

A direct link between Family Connects and the local Department of Social Services is essential to facilitate the family's ease of access to and knowledge about eligible services, such and Medicaid and SNAP benefits (food stamps). Through community alignment activities programs must demonstrate regular and active participation of this key stakeholder.

Through the CAB and associated workgroups, Family Connects programs identify gaps in needed community services for families, document them, and to work to address these gaps with community stakeholders

In addition to the clinical follow up, a brief contact by phone or mailed survey is made regarding client satisfaction and successful linkage to referrals at one month after the family's case is closed. These data are essential to program operations and community alignment decision-making.

Nurse Home Visits

The initial Family Connects home visit is scheduled as close to birth as possible. Scheduling at the birth hospital is one method used to accomplish universal service delivery. Other options may be explored for local differences in hospitals and communities.

The initial home visit (referred to as the Integrated home visit; IHV) occurs at approximately 3 weeks after birth/after the infant comes home to the family. The IHV generally requires 1 ½ to 2 hours and may be followed by 1 to 2 follow-up visits/telephone calls to complete the assessments, allow for more direct supportive guidance, and ensure linkages to local services and resources. The primary goal of follow up is to support the connections to community resources.

Family Connects home visitors are Registered Nurses, providing health and psychosocial assessments of newborn, mother, and family.

The collaboration of a pediatrician or family medicine physician is needed for input and verification of the infant assessment and to be available for nurse questions about infants' and families' health needs.

The collaboration of a psychologist or clinical social worker is needed for input and verification of the maternal mental health assessment and to be available for nurse questions about infants' and families' mental health needs.

Nurse visitors are trained in the family friendly high inference approach for assessing family needs and risk factors in 12 factors that reflect child and family health, caring for the infant, household safety and stability, and parental well-being. Rating and responding accordingly to family needs is documented by the Family Support Matrix, the home visit tool developed by Family Connects.

Nurse visitors are trained to provide systematic education in response to parent queries and nurse observations in areas of possible difficulties in adapting to the newborn (e.g., breastfeeding, support for "baby blues" and others).

Anticipatory and supportive guidance is spelled out in the home visit protocol and provided by home visitors at all visits (e.g., back to sleep, the benefits of tummy time).

Family and nurse plan together for individualized connections to and recommendations for community resources and services.

The clinical team has weekly team meetings (case conference) for peer review of families seen during the preceding week.

Systematic quality assurance includes: protocol adherence, accurate assessment of family risks and needs, inter-rater reliability in rating the *Family Support Matrix* at a high >75% adherence and reliability level >.60 Kappa Cohen statistic.

Documentation of the home visit(s) and contacts with families and community services related to family needs in an electronic medical record is essential.

Implementation and Data Monitoring

The dissemination of the Family Connects model requires training and monitoring by the Family Connects International (FCI) Office in Durham, North Carolina. The initial training and start up is spelled out by FCI prior to the training contract and usually requires 12 to 18 months, after which yearly on and off site monitoring is used to verify continued implementation of model requirements

Family Connects sites will document program implementation using the Family Connects International database used for the site's formative evaluation as well as certification of implementation of the model by the FCI

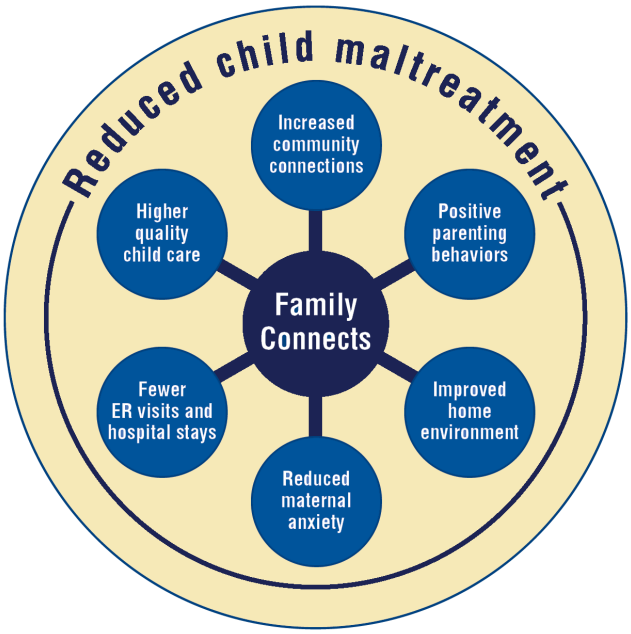
Family Connects: An overview of the evidence

The earliest months of human life are foundational for later development — including social, emotional, and brain development — with the physical and mental health of the parents playing a critical role. Too many families of newborn infants have unmet needs that keep them from achieving successful outcomes for their children, and most communities are not organized in ways that identify and serve these families effectively.

Family Connects International offers an evidence-based model that combines engagement and alignment of community service providers with short-term nurse home visiting beginning in the first month after birth. Family Connects is designed to be delivered to all families with newborns, voluntarily and free-of-charge.

Our aim is to create systems change at the population level — advancing the well-being of all infants and their families by ensuring they have a medical home and are provided with physical- and mental-health screenings, comprehensive assessments, and connections to community resources that support their individual family needs and preferences in the critical first months following birth.

An ongoing, randomized controlled trial of Family Connects published in Pediatrics and the American Journal of Public Health shows the model has positive affects for families in a number of key areas:



- **Mothers were 28% less likely to report possible clinical anxiety.**
- **Mothers reported significantly more positive parenting behaviors, like hugging, comforting and reading to their infants.**
- **Mothers expressed increased sensitivity to, and acceptance of, their infants.**
- **Home environments were improved — safety is improved and the number of learning materials increased.**
- **Community connections increased by 15%.**
- **Families used higher quality child care.**
- **Child maltreatment is reduced.**

Duke FAMILY CONNECTS INTERNATIONAL

Connecting every child to a healthy future

www.familyconnects.org | familyconnects@duke.edu | 919-681-8504

Impact on Child Emergency Medical Care

Infants had 50% fewer emergency room visits and hospital overnight stays in the first year of life. Fewer emergencies reduces the cost of health care. The study showed that:

At 6-months of age:

• Every $1 spent on the program resulted in a $3.02 savings on emergency care for infants at age six months.
- Calculated per infant emergency medical costs using published rates = $423 per ER visit and $3,722 per hospital night
- Average cost of emergency care for infants in control group = $165 per ER visit and $2456 in overnight costs
- Average emergency medical costs for participating infants = $165 per ER visit and $372 in overnight costs
- Program costs for Family Connects participants = $500-700

At 24-months of age:

• Every $1 spent in program costs resulted in $3.17 in savings through reductions in total child emergency medical costs billed through age 24 months.
- Calculated per infant emergency medical care costs using hospital billing records.
- Total child emergency medical care billing costs reduced by $2,217 per child between birth and 24 months
- Average program costs for Family Connects participants remains the same = $500-700

Supporting literature

Goodman, W.B., Dodge, K.A., O'Donnell, K.J., Murphy, R.A. (In review). Randomized controlled trial of *Durham Connects*: Effects on child emergency medical care.

Goodman, W.B., Bai, Y., Murphy, R.A., O'Donnell, K., & Dodge, K.A. (In prep). Impacts of universal postnatal home visiting on child maltreatment and emergency medical care through age 5 years.

Goodman, W.B., O'Donnell, K., Murphy, R.A., Dodge, K.A. (2018). Moving beyond program to population impact: Toward a universal early childhood system of care. Journal of Family Theory & Review, DOI:10.1111/jftr.12302.

Dodge, K.A. (2018). Toward population impact from early childhood psychological interventions. American Psychologist, 73 (9), 1117-1129.

Dodge, K.A., Goodman, W.B., Murphy, R.A., O'Donnell, K., Sato, J., & Guptill, S. (2014). Implementation and randomized controlled trial evaluation of universal postnatal nurse home visiting [Special Issue]. American Journal of Public Health, 104, S136-S143.

Dodge, K.A., Goodman, W.B., Murphy, R.A., O'Donnell, K., & Sato, J. (2013). Randomized controlled trial evaluation of universal postnatal nurse home visiting: Impacts on child emergency medical care at age 12-months [Special Issue]. Pediatrics, 132, S140-S146.

Dodge, K.A., Goodman, W.B., Murphy, R.A., O'Donnell, K., Sato, J. (2013). Toward population impact from home visiting. Zero to Three, 33, 17-23.

Family Connects International is a program of the Center for Child and Family Policy and Sanford School of Public Policy at Duke University

Revised Jan. 25, 2019

September 30, 2019

Mr. Jennifer Iverson
Prince George's Child Resource Center
Largo, Maryland

Re: Lottsford Business Center
9475 Lottsford Road, Largo, Maryland

Dear Jennifer:

EDGE Commercial, LLC exclusive leasing agent for Lottsford of Landover, LLC, is pleased to present the following proposal for Prince George's County Child Resource Center (Tenant) to expand their Lease at Lottsford Business Center:

Building:	9475 Lottsford Road, Largo, Maryland, comprising approximately 122,000 square feet.
Expansion Premises:	Approximately 1,202 rentable square feet.
Commencement:	The Commencement Date shall be on or about December 1, 2019.
Term:	The lease term shall be coterminous with the Existing lease and shall expire on June 30, 2024.
Rental Rate:	The Rental Rate shall be reduced to $22.35 per s.f., full service.
Escalation:	The rental rate shall be increased per the existing lease.
Tenant Improvements:	Tenant shall take space in "as is" condition except that Landlord shall provide four offices as indicated on the attached plan
Brokerage Commissions:	In the event a lease addendum is executed between the parties, Landlord shall be responsible for the payment of a brokerage commission to EDGE Commercial per a separate agreement.

Other terms:	All other terms of the original lease and any addenda shall remain in full force and effect.
Contingency:	Until a mutually agreeable lease addendum has been signed by Landlord and Tenant this proposal is nonbinding on either party. This proposal is subject to withdrawal and/or prior leasing by Landlord at any time.

We appreciate the opportunity to submit this proposal and look forward to working with you. Should you have any questions, please give us a call at 301 222-0210. This proposal shall expire on October 10, 2019.

Sincerely,

Kenneth E. Fellows
Principal

ACCEPTED AND APPROVED:

Tenant: Prince George's County Child Resource Center

By: _____

Title: _____

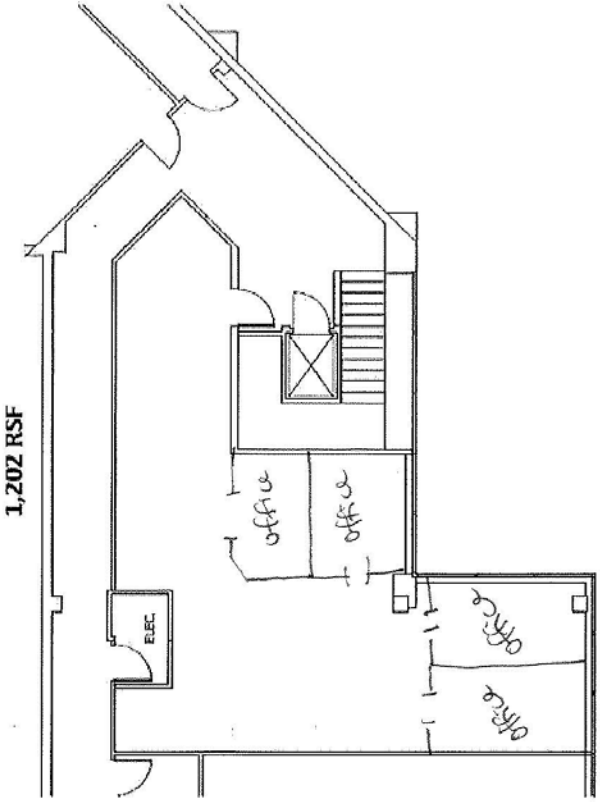
Date: _____

Landlord: Lottsford of Landover, LLC

By: _____

Title: _____

Date: _____


1,202 RSF
ELEC
office
office
office
office

PRINCE GEORGE'S CHILD RESOURCE CENTER, INC

Prince George's Child Resource Center
Grants Update
October 8, 2019

Fiscal Year Start: July 1, 2019 **Fiscal Year End:** June 30, 2020

GRANTS AWARDED

Funder	Program	Requested	Received
Crescent Cities Charities	Family Support Center	$5,000	$4,000
Costco Wholesale	FSC - Family Literacy	$5,000	$5,000
Nora Roberts Foundation	FSC - Family Literacy	$5,000	$5,000
George Preston Marshall Foundation	Healthy Families	$20,000	$15,000
Philip L. Graham Fund	FSC - Van Replace	$50,000	$50,000
Maryland State Department of Education	Fiscal Agent - ECAC	$25,000	$25,000
Prince George's County CDBG	FSC - Family Literacy	$30,000	$30,000
		Total:	**$134,000**

CLOSED LOST

Funder	Program	Requested	Close Date
Kaiser Permanente	Family Support Center	$25,000	August 30, 2019
Wish You Well Foundation	Family Support	$5,000	September 23, 2019
Venable Foundation, Inc.	General Operating	$10,000	September 27, 2019

PROPOSALS PENDING

Funder	Program	Requested	Date Submitted
Sidgmore Family Foundation	Family Support Center	$5,000	June 27, 2019
United Nations Federal Credit Union	Family Support Center	$25,000	June 28, 2019
Dimick Foundation	Healthy Families	$5,000	July 17, 2019
Greater Washington Community Foundation	Fiscal Agent - Census	$6,000	July 26, 2019
TEGNA Foundation	Family Support Center	$10,000	August 27, 2019
Phase Foundation	Family Support Center	$5,000	August 29, 2019
Harry & Zoe Poole Foundation	Family Support Center	$10,000	September 9, 2019
Congressional Sports for Charity	Family Support Center	$10,000	September 10, 2019
GWCF: Sharing Prince George's	Healthy Families	$20,000	September 30, 2019
Prince George's County Council - Domestic Violence	Healthy Families	$30,000	September 25, 2019
Washington Area Women's Foundation	Advocacy with MFN	$100,000	September 27, 2019
County Council Appropriations - Glaros	General Operating	$5,000	September 30, 2019
Nordstrom	Healthy Families	$10,000	October 1, 2019
MGM Resorts Foundation	Healthy Families	$10,000	October 4, 2019
	Total:	**$251,000**	

UPCOMING

Funder	Program	Will Request	Deadline
United Way of the National Capital Area			
Greater Washington Community Foundation	Census	$15,000	October 10, 2019
Prince George's County CDBG FY21	FSC - Family Literacy	$30,000	October 25, 2019
The Morris & Gwendolyn Cafritz Foundation	General Operating Support	$60,000	November 1, 2019
The Max and Victoria Dreyfus Foundation	Healthy Families	$15,000	November 10, 2019
Many Hands, Inc.	Healthy Families	$100,000	November 15, 2019
Prince George's County Council Appropriations	General Operating Support	$5,000	TBD
Boeing Employee Community Fund (ECF)	Family Support Center	$10,000	TBD
Fund for Children, Youth, and Families	Family Support Center	$50,000	TBD

IMF Civic Fund	Family Support Center	$15,000	December 31, 2019
Walter A. Bloedorn Foundation	Healthy Families	$10,000	December 31, 2019
PNC Bank	Building for Succes Conf.	10,000.00	January 31, 2020
Eugene and Agnes E. Meyer Foundation	General Operating Support	50,000.00	January 31, 2020

CULTIVATING

Funder	Who do you know?
A. James and Alice B. Clark Foundation	
Ada L & Albert M Wibel Foundation	
Andrew & Julie Klingenstein Family Fund	
Ceres Foundation	
Cigna Foundation	
Crimsonbridge Foundation	
Dodge Family Fund	
J. Willard and Alice S. Marriott Foundation	
JS Plank and DM Dicarlo Foundation	
Kahlert Foundation	
Open Society Foundations	
Rite Aid Foundation	
Verizon Foundation	
William S. Abell Foundation	

Resolution authorizing Jennifer Iverson, Executive Director, to exceed check writing limit of $20,000.

RESOLVED, that the Executive Committee of Prince George's Child Resource Center (PGCRC) grants Jennifer Iverson, Executive Director of PGCRC, authorization to sign a check to Maryland Family Network (MFN) in the amount of $29,250 on March 8, 2019. PGCRC received a $65,000 grant award from the Washington Area Women's Foundation for a joint advocacy project with MFN; the check payment reflects the amount owed to MFN for their efforts toward shared grant goals, as is documented in the signed Memorandum of Understanding between PGCRC and MFN.

_____

Bradley Farrar, President Date

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding represents an agreement between Prince George's Child Resource Center, Inc. (PGCRC) and Maryland Family Network (MFN) to implement a joint child care advocacy project.

On December 13, 2018, Washington Area Women's Foundation (Grantor) approved a grant under the Early Care and Education Funders Collaborative (ECEFC) to PGCRC (Grantee Partner) in the amount of $65,000.00 to support an advocacy partnership with MFN to coordinate Maryland State and Prince George's County level advocacy efforts around early care and education systems change. The grant period is January 1, 2019 - December 31, 2019.

PGCRC and MFN agree to work together toward the following deliverables:

1. Increase the number of early care and education providers in Prince George's County that accept child care subsidies
2. Reduce the number of unregulated child care providers operating in Prince George's County
3. Increase the number of families accessing child care subsidies
4. Train 90 child care center directors on early childhood education practices and/or engage them in participating directly in advocacy efforts, and
5. Train 200 family child care providers on early childhood education practices and/or engage them in participating directly in advocacy efforts.

Prince George's Child Resource Center, Inc. agrees to:

- Provide management for the project, including submission of required reports to grantor
- Hire MBST Solutions as advocacy consultant to support project implementation
- Support and grow Joining Voices – Prince George's County's child care provider advocacy group
- Provide advocacy related training to child care providers
- Provide one-time payment to MFN in the amount of **$29,250** upon execution of this agreement.

Maryland Family Network agrees to:

- Conduct state-level advocacy efforts during and after the legislative session that further the stated goals of this project
- Coordinate messaging with PGCRC to support joint advocacy agenda
- Support reporting requirements by providing PGCRC with information about grant-related activities and results

SIGNATURES OF AGREEMENT

Jennifer Iverson, Executive Director — Date 5/7/19
Prince George's Child Resource Center, Inc.

Margaret Williams, Executive Director — Date 5/7/19
Maryland Family Network

PGCRC
Draft Procurement Policy
Effective 7/1/2018

Procurement Policy

PGCRC is utilizing the grace period allowable under Uniform Grant Guidance. This policy will become effective July 1, 2018.

Purpose

The purpose of this policy is to ensure that goods and services purchased for the performance of a federal grant are obtained in a cost-effective manner and in compliance with federal regulations.

Scope

This policy applies to PGCRC's employees authorized to initiate and/or approve purchases paid with federal grant funds.

Responsibility

The Program Director/Manager is responsible for determining whether a purchase is allowable under the terms of the federal grant and will ensure purchases are in accordance with this policy. The Executive Director will provide decision support upon request.

The Executive Director is responsible to review the completed vendor selection form for reasonableness and compliance with PGCRC's procurement policy, and approve the selected vendor.

The Bookkeeper will retain documentation of purchase transaction records under federal grants.

Code of Conduct

As representatives of PGCRC, all employees are expected to conduct themselves in a professional and ethical manner, maintaining high standards of integrity and the use of good judgment. Employees are expected to be principled in their business interactions and act in good faith with individuals both inside and outside PGCRC.

The following Code of Conduct shall govern the performance, behavior and actions of PGCRC., including Board members, employees, directors, volunteers, or agents who are engaged in any aspect of procurement, including – but not limited to – purchasing goods and services; awarding contracts and grants; or the administration and supervision of contracts.

1. No employee, officer, director, volunteer or agent of PGCRC shall participate in the selection, award or administration of a bid or contract supported by federal funds if a conflict of interest is real or apparent to a reasonable person.

2. Conflicts of interest may arise when any employee, officer, director, volunteer or agent of PGCRC has a financial, family or any other beneficial interest in the vendor firm selected or considered for an award.

3. No employee, officer, director, volunteer or agent of PGCRC shall do business with, award contracts to, or show favoritism toward a member of his/her immediate family, spouse's family or to any company, vendor or concern who either employs or has any relationship to a family member; or award a contract or bid which violates the spirit or intent of Federal, State and local procurement laws and policies established to maximize free and open competition among qualified vendors.

4. PGCRC's employees, officers, directors, volunteers or agents shall neither solicit nor accept gratuities, gifts, consulting fees, trips, favors or anything having a monetary value in excess of $25 dollars ($25) from a vendor, potential vendor, or from the family or employees of a vendor, potential vendor or bidder; or from any party to a sub-agreement or ancillary contract.

Vendor Selection Requirements

	Less than $10,000	**Between $10,000 and $250,000**	**Greater than $250,000**
Bid process required?	No	Written	RFP
Acceptable forms of comparison	N/A	Verbal, published catalogues, written	Written only
Minimum number of bids required	3 price checks (recommended)	3	3
Submit bid documentation to the Bookkeeper?	No	Yes	Yes

For Micro-purchases under 48 CFR Subpart 2.1 Currently: under $10,000:

A minimum of three (3) prices, written or verbal, should be obtained. Formal documentation of vendor selection is not required. Buyers are expected to conduct an informal cost/price analysis and select the vendor offering the best mix of quality, service and price for the specified need. Reasonable efforts shall be made to ensure fair and competitive pricing.

For Small purchases under 48 CFR Subpart 2.1 Currently: from $10,000 to $250,000:

A minimum of three (3) prices, written or verbal, are required. Vendor selection must be made on the basis of the same precise and accurate description of the specifications and technical requirements for the item or service. Web price lists and catalogue listings, as well as telephone quotes, can be considered. **Buyers must complete a Vendor Selection Form. A copy of the completed form must be attached to the selected vendor's invoice and submitted to the Accounting/Finance Office for payment**.

For purchases under 48 CFR Subpart 2.1 Currently: $250,000 and over:

A minimum of three (3) written bids are required. The bids may come in response to a formal Request for Proposal (RFP) or a Request for Quote (RFQ). Each vendor must be provided with the same precise and accurate description of the specifications and technical requirements for the item or service. Written bids may be received by mail, fax or email and should be signed/e-mailed by an authorized representative of the vendor. See Obtaining Competitive Bids below. **Buyers must complete a Vendor Selection Form. A copy of the completed form and all written bids must be attached to the selected vendor's invoice and submitted to the Accounting/Finance Office for payment.**

When lease options are available, an analysis of the lease versus buy option must be performed to determine which alternative would be the most economical and practical form of procurement.

Obtaining Competitive Bids

Solicitations for goods and services shall provide the following:

• A clear and accurate description of the technical requirements for the material, product, or service desired. The description shall not be designed to limit competitive solicitation from multiple vendors.

• Requirements that the bidder must fulfill and all other factors to be used in evaluating bids and proposals.

• A description of the technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards.

• Preference, to the extent practical and economically feasible, for products and services that conserve natural resources and protect the environment and are energy efficient.

• Positive efforts shall be made to utilize small-business, minority-owned firms and women's business enterprises, whenever possible.

Non-Competitive Vendor Selection

Occasionally, a buyer is unable or chooses not to competitively bid the requirements. These situations are characterized as Single Source or Sole Source transactions.

Alternative vendors exist in the competitive market, but the buyer chooses to solicit a bid from only one particular vendor because of technical requirements (precision, reliability), past performance by other vendors (poor service, availability of parts), or a current or historical relationship between the selected vendor and PGCRC.

Buyers must fill out a Vendor Selection Form and write a narrative justification for the non-competitive procurement.

PGCRC

VENDOR SELECTION FORM

FOR PURCHASES EXCEEDING $10,000

In order to be in compliance with the Uniform Grant Guidance and PGCRC's procurement policy, the vendor selection form must be completed for purchases exceeding $10,000. This completed form **MUST** be submitted to the Bookkeeper with all supporting documentation before entering into a service/purchase contract or making a payment to the vendor.

I. Competitive Bids – In the table below, please provide quote information relating to the requested service / product. Please attach copies of these quotes with the complete form and purchase request.

Vendor	Quote #	Date of Quote	Amount ($)

II. Awarded Bid – Please check the method used for vendor selection.

Selected Vendor: _____

☐ **Lowest bid awarded.** This is applicable when the competitive bidding process was utilized, and selection was based on the lowest price.

☐ **Bid awarded on other criteria.** This is applicable when the competitive bidding process was utilized, and selection was based on criteria other than lowest price. Examples for selection include, but are not limited to: feasibility; availability, or quality.

o Please provide an explanation of how the awarded bid was selected:

_____

_____

o Please provide a price justification in Section III of this form.

☐ **Single Source awarded**. A selected source is applicable when other alternative vendors exist in the marketplace, however, a vendor is selected without competitive bids based upon: technical requirements (prevision, reliability) of the requested product; past performance by other vendors, or a current or historical relationship between the selected vendor and PGCRC.

o Please provide an explanation of how the awarded bid was selected:

_____

_____

o Please provide a price justification in Section III of this form.

☐ **Sole Source awarded:** A sole source selection is applicable when no other vendor is capable of providing the requested service or product. Please provide an explanation of:

o Reason the purchase is considered to be "sole source":

_____

_____

o Reason why the vendor was selected:

_____

_____

o Description of the selection process:

_____

_____

o Explanation of how the price was determined to be "reasonable":

_____

_____

III. Determination of Reasonable Price

Please select the statement below that best reflects how the price of the awarded bid was considered "reasonable".

☐ Competitive bidding - Lowest price was selected.

☐ Competitive bidding – Lowest price not selected, however, based on other selection criteria and full comparison, price was determined to be reasonable.

☐ Price comparison:

> ☐ Reasonable price as compared with like or similar items purchased previously through Purchasing.
>
> ☐ Reasonable price as compared with like or similar items available in a catalog, website, or advertisement. Please provide a copy of the source.

☐ Rate / cost negotiated with an approved vendor per an existing contract or agreement. Please reference the date of the agreement.

☐ Other: Please provide an explanation.

_____

_____

IV. SAM Check

☐ **SAM check:** Verified that a vendor is not debarred, suspended or otherwise excluded from or ineligible for participation in Federal assistance programs or activities. This can be accomplished by visiting: https://www.sam.gov/portal/SAM/

Attach support document (I.e. SAM search result) with this completed form.

V. Conflict of Interest Disclosure

☐ Purchase requestor does NOT have a conflict of interest, including financial, family or any other beneficial interest in the vendor selected or considered for the purchase, which would violate the Code of Conduct disclosed in the procurement policy.

_____ _____

Requestor's Name Printed /Typed Name Date

_____

Requestor's Signature

_____ _____

Authorizing Signature Date

CAPITOL COACHWORKS, INC.

201 RITCHIE ROAD BUILDING A, CAPITOL HEIGHTS, MD 20743 – TEL (240) 455-0200 – FAX (240) 455-0208

September 26, 2019

Ms. Jennifer Iverson
Prince George's Child Resource Center, Inc.
9475 Lottsford Road, Ste. 202
Largo, MD 20774

Dear Jennifer,

Re: VIN 1FBVU4XG9KKB57252

We are pleased to confirm your price for one new 2019 Ford Transit Passenger Van 350 HD equipped as follows for 15 passengers including driver:

10,360 # GVWR Dual Rear Wheel Chassis
3.5L GTDI V6 Engine
6-SPD Auto SelectShift Transmission
OEM Oxford White Exterior
XL Trim Package
Pewter Vinyl Interior
OEM Sliding Entrance Door
Running Board for Passenger Door
Power Locks and Windows
Rear View Camera
3-Point Safety Belts
Reverse Park Aid
Rear Window Defogger
AM/FM Stereo SGL-DVD w/Sync
Cruise Control
Heavy Duty Alternator
Privacy Glass
Rear Luggage Area
25 Gallon Fuel Tank
Spare Tire and Wheel
Destination Charges

Total Price FOB Capitol Heights, MD:	$44,178.00
Less Trade for 2005 E450 5HA56513:	- $3,500.00
Total Due:	$40,678.00

Price excludes any applicable tax, license, registration, and custom lettering. All manufacturer rebates have been included in the above prices. This vehicle is in stock at a Ford Dealer and subject to prior sale.

Sincerely yours,

David

AMENDMENT TO PRINCE GEORGE'S CHILD RESOURCE CENTER 401(K) RETIREMENT PLAN (“the Plan”)

WHEREAS, PRINCE GEORGE'S CHILD RESOURCE CENTER (the “Employer”) maintains the PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN (the “Plan”) for its employees;

WHEREAS, PRINCE GEORGE'S CHILD RESOURCE CENTER has decided that it is in its best interest to amend the Plan;

WHEREAS, Section 14.01(b) of the Plan authorizes the Employer to amend the selections under the PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN Adoption Agreement.

NOW THEREFORE BE IT RESOLVED, that the PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN Adoption Agreement is amended as follows. The amendment of the Plan is effective as of 8-29-2019.

1. The Adoption Agreement is amended to read:

10-1 **AVAILABILITY OF IN-SERVICE DISTRIBUTIONS.** A Participant may withdraw all or any portion of his/her vested Account Balance, to the extent designated, upon the occurrence of any of the event(s) selected under this AA §10-1. If more than one option is selected for a particular contribution source under this AA §10-1, a Participant may take an in-service distribution upon the occurrence of any of the selected events, unless designated otherwise under this AA §10-1.

Deferral	Match	ER		
☐	☐	☐	(a)	No in-service distributions are permitted.
☐	☐	☐	(b)	Attainment of age 59½.
☐	☐	☐	(c)	Attainment of age ___.
☑	☑	☑	(d)	A Hardship that satisfies the safe harbor rules under Section 8.10(e)(1) of the Plan. [***Note:*** *Not applicable to QNECs, QMACs, or Safe Harbor Contributions.*]
☐	☐	☐	(e)	A non-safe harbor Hardship described in Section 8.10(e)(2) of the Plan. [***Note:*** *Not applicable to QNECs, QMACs, or Safe Harbor Contributions.*]
☐	☐	☐	(f)	Attainment of Normal Retirement Age.
☐	☐	☐	(g)	Attainment of Early Retirement Age.
N/A	☑	☑	(h)	The Participant has participated in the Plan for at least 60 (cannot be less than 60) months.
N/A	☐	☐	(i)	The amounts being withdrawn have been held in the Trust for at least two years.
☐	☐	☐	(j)	Upon a Participant becoming Disabled (as defined in AA §9-4(b)).
☐	**N/A**	**N/A**	(k)	As a Qualified Reservist Distribution as defined under Section 8.10(d) of the Plan.
☐	☐	☐	(l)	Describe: _____

[***Note:*** *Any distribution event described in this AA §10-1 may not discriminate in favor of Highly Compensated Employees. No in-service distribution of Salary Deferrals is permitted prior to age 59½, except for Hardship, Disability or as a Qualified Reservist Distribution. If Normal Retirement Age or Early Retirement Age is earlier than age 59½, such age is deemed to be age 59½ for purposes of determining eligibility to distribute Salary Deferrals. If this Plan has accepted a transfer of assets from a pension plan (e.g., a Money Purchase Plan), no in-service distribution from amounts attributable to such transferred assets is permitted prior to age 62, except for Disability. See AA §11-7 for special rules that may apply to distributions of Qualifying Employer Securities and/or Qualifying Employer Real Property.*]

EMPLOYER SIGNATURE PAGE

PURPOSE OF EXECUTION. This Signature Page is being executed for PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN to effect:

☐ (a) The adoption of a **new plan**, effective ___ [*insert Effective Date of Plan*]. [***Note:*** *Date can be no earlier than the first day of the Plan Year in which the Plan is adopted.*]

☐ (b) The **restatement** of an existing plan, in order to comply with the requirements of PPA, pursuant to Rev. Proc. 2011-49.

(1) Effective date of restatement: __. [***Note:*** *Date can be no earlier than January 1, 2007. Section 14.01(f)(2) of Plan provides for retroactive effective dates for all PPA provisions. Thus, a current effective date may be used under this subsection (1) without jeopardizing reliance.*]

(2) Name of plan(s) being restated: _____

(3) The original effective date of the plan(s) being restated: _____

☑ (c) An **amendment or restatement** of the Plan (other than to comply with PPA). If this Plan is being amended, a snap-on amendment may be used to designate the modifications to the Plan or the updated pages of the Adoption Agreement may be substituted for the original pages in the Adoption Agreement. All prior Employer Signature Pages should be retained as part of this Adoption Agreement.

(1) Effective Date(s) of amendment/restatement: 8-29-2019

(2) Name of plan being amended/restated: PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN

(3) The original effective date of the plan being amended/restated: 1-1-2012

(4) If Plan is being amended, identify the Adoption Agreement section(s) being amended: AA 10-1

VOLUME SUBMITTER SPONSOR INFORMATION. The Volume Submitter Sponsor (or authorized representative) will inform the Employer of any amendments made to the Plan and will notify the Employer if it discontinues or abandons the Plan. To be eligible to receive such notification, the Employer agrees to notify the Volume Submitter Sponsor (or authorized representative) of any change in address. The Employer may direct inquiries regarding the Plan or the effect of the Favorable IRS Letter to the Volume Submitter Sponsor (or authorized representative) at the following location:

Name of Volume Submitter Sponsor (or authorized representative): ELLEN E. MILLER

Address: 7104 AMBASSADOR ROAD, STE. 225, BALTIMORE, MD 21244

Telephone number: 410-944-5574

IMPORTANT INFORMATION ABOUT THIS VOLUME SUBMITTER PLAN. A failure to properly complete the elections in this Adoption Agreement or to operate the Plan in accordance with applicable law may result in disqualification of the Plan. The Employer may rely on the Favorable IRS Letter issued by the National Office of the Internal Revenue Service to the Volume Submitter Sponsor as evidence that the Plan is qualified under Code §401(a), to the extent provided in Rev. Proc. 2011-49. The Employer may not rely on the Favorable IRS Letter in certain circumstances or with respect to certain qualification requirements, which are specified in the Favorable IRS Letter issued with respect to the Plan and in Rev. Proc. 2011-49. In order to obtain reliance in such circumstances or with respect to such qualification requirements, the Employer must apply to the office of Employee Plans Determinations of the Internal Revenue Service for a determination letter. See Section 1.66 of the Plan.

By executing this Adoption Agreement, the Employer intends to adopt the provisions as set forth in this Adoption Agreement and the related Plan document. By signing this Adoption Agreement, the individual below represents that he/she has the authority to execute this Plan document on behalf of the Employer. This Adoption Agreement may only be used in conjunction with Basic Plan Document #04. The Employer understands that the Volume Submitter Sponsor has no responsibility or liability regarding the suitability of the Plan for the Employer's needs or the options elected under this Adoption Agreement. It is recommended that the Employer consult with legal counsel before executing this Adoption Agreement.

PRINCE GEORGE'S CHILD RESOURCE CENTER
(Name of Employer)

_____
(Name of authorized representative) *(Title)*

_____
(Signature) *(Date)*

ACTION BY UNANIMOUS CONSENT OF THE BOARD OF DIRECTORS
AMENDMENT OF QUALIFIED RETIREMENT PLAN

The undersigned, being all the members of the Board of Directors of PRINCE GEORGE'S CHILD RESOURCE CENTER ("Employer"), hereby consent to the following resolutions:

WHEREAS, the Employer has maintained the PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN ("Plan") since 1-1-2012 for the benefit of eligible employees;

WHEREAS, the Employer has decided to amend the above-referenced Plan;

WHEREAS, the Board of Directors has reviewed and evaluated the proposed amendment(s) to the Plan; and

WHEREAS, Section 14.01(b) of the Plan authorizes the Employer to amend the selections under the Adoption Agreement.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors hereby approves the proposed amendment(s) to the PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN, and authorizes the Employer to adopt the amendment(s), to be effective on 8-29-2019;

RESOLVED FURTHER that the President of the Employer is authorized to execute the Plan amendment and authorize the performance of any other actions necessary to implement the adoption of the Plan amendment. The President may designate any other authorized person to execute the Plan amendment and perform the necessary actions to adopt the amended Plan. The Employer will maintain a copy of the Plan amendment, as approved by the Board of Directors, in its files; and

RESOLVED FURTHER, if the Plan amendment modified the provisions of the Summary Plan Description, Plan participants will receive a Summary of Material Modifications summarizing the changes under the Plan amendment.

DIRECTORS:

[Name of Director]	[Signature]	[Date]
[Name of Director]	[Signature]	[Date]
[Name of Director]	[Signature]	[Date]
[Name of Director]	[Signature]	[Date]

SUMMARY OF MATERIAL MODIFICATIONS
PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN ("Plan")

Due to the recent amendment of the above-referenced Plan, changes have been made that could affect your rights under the Plan. This Summary of Material Modifications (SMM) describes the recent Plan amendment and how that amendment may affect you. This Summary of Material Modifications overrides any inconsistent information included in the Plan's Summary Plan Description (SPD) or other Plan forms.

The modifications described in this Summary of Material Modifications are effective as of 8-29-2019. All other provisions are effective as described in the Summary Plan Description.

GENERAL INFORMATION AND DEFINITIONS

Article 2 of the SPD describes general information and definitions applicable to the Plan. The Plan has been amended to change certain general information or definitions. This section describes the changes that were made to the information contained in Article 2 of the SPD.

PLAN DISTRIBUTIONS

The Plan contains detailed rules regarding when you can receive a distribution of your benefits from the Plan. Article 8 of the SPD describes when you may receive a distribution and the tax effects of such a distribution. The Plan has been amended to modify the distributions provisions under the Plan. This Section describes the distribution provisions under the Plan, as amended.

In-service distributions. Under the Plan, as amended, you may withdraw vested amounts from the Plan while you are still employed with us, but only if you satisfy the Plan's requirements for in-service distributions. Different in-service distribution options apply depending on the type of contribution being withdrawn from the Plan.

- **Salary Deferrals.** You may withdraw amounts attributable to Salary Deferrals while you are still employed if:
  - You have incurred a hardship, as described below.
- **Matching Contributions.** You may withdraw amounts attributable to Matching Contributions while you are still employed if:
  - You have incurred a hardship, as described below.
  - You have been a participant in the Plan for at least 60 months.
- **Employer Contributions.** You may withdraw amounts attributable to Employer Contributions while you are still employed if:
  - You have incurred a hardship, as described below.

- You have been a participant in the Plan for at least 60 months.

In addition, you may withdraw amounts attributable to Rollover Contributions at any time.

Hardship distribution. To receive a distribution on account of hardship, you must demonstrate one of the following hardship events.

(1) You need the distribution to pay unpaid medical expenses for yourself, your spouse or any dependent.

(2) You need the distribution to pay for the purchase of your principal residence. You must use the hardship distribution for the *purchase* of your principal residence. You may not receive a hardship distribution solely to make mortgage payments.

(3) You need the distribution to pay tuition and related educational fees (including room and board) for the post-secondary education of yourself, your spouse, your children, or other dependent. You may take a hardship distribution to cover up to 12 months of tuition and related fees.

(4) You need the distribution to prevent your eviction or to prevent foreclosure on your mortgage. The eviction or foreclosure must be related to your principal residence.

(5) You need the distribution to pay funeral or burial expenses for your deceased parent, spouse, child or dependent.

(6) You need the distribution to pay expenses to repair damage to your principal residence (provided the expenses would qualify for a casualty loss deduction on your tax return, without regard to 10% adjusted gross income limit).

Before you may receive a hardship distribution, you must provide the Plan Administrator with sufficient documentation to demonstrate the existence of one of the above hardship events. The Plan Administrator will provide you with information regarding the documentation it deems necessary to sufficiently document the existence of a proper hardship event.

In addition, if you have other distributions or loans available under this Plan (or any other plan we may maintain) you must take such distributions or loans *before* requesting a hardship distribution. (See below for a discussion of the Plan's loan provisions.) Upon receiving a hardship distribution, you will be suspended from making any further Salary Deferrals for six months following the receipt of your hardship distribution.

Some contribution types under the Plan are not eligible for distribution on account of hardship. For example, a hardship distribution is not available with respect to:

- Qualified Nonelective Contributions (QNECs)

- Qualified Matching Contributions (QMACs)

Thus, you will not be able to withdraw from the Plan any amounts which are attributable to such contributions solely on account of a hardship.

You may not receive a hardship distribution of more than you need to satisfy your hardship. In calculating your maximum hardship distribution, you may include any amounts necessary to pay federal, state or local income taxes or penalties reasonably anticipated to result from the distribution. See the Plan Administrator for more information regarding the maximum amount you may take from the Plan as a hardship distribution and the total amount you have available for a hardship distribution. The Plan Administrator will provide you with the appropriate forms for requesting a hardship distribution.

Additional Information

If you have any questions about the modifications described in this Summary of Material Modifications or about the Plan in general, or if you would like a copy of the Summary Plan Description or other Plan documents, you may contact:

PRINCE GEORGE'S CHILD RESOURCE CENTER
9475 LOTTSFORD ROAD, STE. 202
LARGO MD 20774
301-772-8420

AMENDMENT TO PRINCE GEORGE'S CHILD RESOURCE CENTER 401(K) RETIREMENT PLAN (“the Plan”)

WHEREAS, PRINCE GEORGE'S CHILD RESOURCE CENTER (the “Employer”) maintains the PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN (the “Plan”) for its employees;

WHEREAS, PRINCE GEORGE'S CHILD RESOURCE CENTER has decided that it is in its best interest to amend the Plan;

WHEREAS, Section 14.01(b) of the Plan authorizes the Employer to amend the selections under the PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN Adoption Agreement.

NOW THEREFORE BE IT RESOLVED, that the PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN Adoption Agreement is amended as follows. The amendment of the Plan is effective as of 1-1-2020.

1. The Adoption Agreement is amended to read:

5-3 **PLAN COMPENSATION**: Plan Compensation is **Total Compensation** (as defined in AA §5-1 above) with the following exclusions described below.

Deferral	Match	ER		
☐	☐	☐	(a)	No exclusions.
N/A	☐	☐	(b)	Elective Deferrals (as defined in Section 1.46 of the Plan), pre-tax contributions to a cafeteria plan or a Code §457 plan, and qualified transportation fringes under Code §132(f)(4) are excluded.
☑	☑	☑	(c)	All fringe benefits (cash and noncash), reimbursements or other expense allowances, moving expenses, deferred compensation, and welfare benefits are excluded.
☐	☐	☐	(d)	Compensation above $___ is excluded. (See Section 1.97 of the Plan.)
☑	☑	☑	(e)	Amounts received as a bonus are excluded.
☐	☐	☐	(f)	Amounts received as commissions are excluded.
☐	☐	☐	(g)	Overtime payments are excluded.
☐	☐	☐	(h)	Amounts received for services performed for a non-signatory Related Employer are excluded. (See Section 2.02(c) of the Plan.)
☐	☐	☐	(i)	“Deemed §125 compensation” as defined in Section 1.141(d) of the Plan.
☐	☐	☐	(j)	Amounts received after termination of employment are excluded. (See Section 1.141(b) of the Plan.)
☐	☐	☐	(k)	Differential Pay (as defined in Section 1.141(e) of the Plan).
☐	☐	☐	(l)	Describe adjustments to Plan Compensation: _____

[***Note:*** *Any exclusions selected under this AA §5-3 that do not meet the safe harbor exclusions under Treas. Reg. §1.414(s)-1, as described in Section 1.97(a) of the Plan may cause the definition of Plan Compensation to fail to satisfy a safe harbor definition of compensation under Code §414(s). Failure to use a definition of Plan Compensation that satisfies the nondiscrimination requirements under Code §414(s) will cause the Plan to fail to qualify for any contribution safe harbors, such as the permitted disparity allocation or Safe Harbor 401(k) Plan safe harbors. Any adjustments to Plan Compensation under this AA §5-3 must be definitely determinable and preclude Employer discretion. See AA §6C-4 for the definition of Plan Compensation as it applies to Safe Harbor Contributions.*]

EMPLOYER SIGNATURE PAGE

PURPOSE OF EXECUTION. This Signature Page is being executed for PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN to effect:

☐ (a) The adoption of a **new plan**, effective ___ [*insert Effective Date of Plan*]. [***Note:*** *Date can be no earlier than the first day of the Plan Year in which the Plan is adopted.*]

☐ (b) The **restatement** of an existing plan, in order to comply with the requirements of PPA, pursuant to Rev. Proc. 2011-49.

(1) Effective date of restatement: __. [***Note:*** *Date can be no earlier than January 1, 2007. Section 14.01(f)(2) of Plan provides for retroactive effective dates for all PPA provisions. Thus, a current effective date may be used under this subsection (1) without jeopardizing reliance.*]

(2) Name of plan(s) being restated: _____

(3) The original effective date of the plan(s) being restated: _____

☑ (c) An **amendment or restatement** of the Plan (other than to comply with PPA). If this Plan is being amended, a snap-on amendment may be used to designate the modifications to the Plan or the updated pages of the Adoption Agreement may be substituted for the original pages in the Adoption Agreement. All prior Employer Signature Pages should be retained as part of this Adoption Agreement.

(1) Effective Date(s) of amendment/restatement: 1-1-2020

(2) Name of plan being amended/restated: PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN

(3) The original effective date of the plan being amended/restated: 1-1-2012

(4) If Plan is being amended, identify the Adoption Agreement section(s) being amended: AA 5-3

VOLUME SUBMITTER SPONSOR INFORMATION. The Volume Submitter Sponsor (or authorized representative) will inform the Employer of any amendments made to the Plan and will notify the Employer if it discontinues or abandons the Plan. To be eligible to receive such notification, the Employer agrees to notify the Volume Submitter Sponsor (or authorized representative) of any change in address. The Employer may direct inquiries regarding the Plan or the effect of the Favorable IRS Letter to the Volume Submitter Sponsor (or authorized representative) at the following location:

Name of Volume Submitter Sponsor (or authorized representative): ELLEN E. MILLER

Address: 7104 AMBASSADOR ROAD, STE. 225, BALTIMORE, MD 21244

Telephone number: 410-944-5574

IMPORTANT INFORMATION ABOUT THIS VOLUME SUBMITTER PLAN. A failure to properly complete the elections in this Adoption Agreement or to operate the Plan in accordance with applicable law may result in disqualification of the Plan. The Employer may rely on the Favorable IRS Letter issued by the National Office of the Internal Revenue Service to the Volume Submitter Sponsor as evidence that the Plan is qualified under Code §401(a), to the extent provided in Rev. Proc. 2011-49. The Employer may not rely on the Favorable IRS Letter in certain circumstances or with respect to certain qualification requirements, which are specified in the Favorable IRS Letter issued with respect to the Plan and in Rev. Proc. 2011-49. In order to obtain reliance in such circumstances or with respect to such qualification requirements, the Employer must apply to the office of Employee Plans Determinations of the Internal Revenue Service for a determination letter. See Section 1.66 of the Plan.

By executing this Adoption Agreement, the Employer intends to adopt the provisions as set forth in this Adoption Agreement and the related Plan document. By signing this Adoption Agreement, the individual below represents that he/she has the authority to execute this Plan document on behalf of the Employer. This Adoption Agreement may only be used in conjunction with Basic Plan Document #04. The Employer understands that the Volume Submitter Sponsor has no responsibility or liability regarding the suitability of the Plan for the Employer's needs or the options elected under this Adoption Agreement. It is recommended that the Employer consult with legal counsel before executing this Adoption Agreement.

PRINCE GEORGE'S CHILD RESOURCE CENTER
(Name of Employer)

_____
(Name of authorized representative) *(Title)*

_____
(Signature) *(Date)*

ACTION BY UNANIMOUS CONSENT OF THE BOARD OF DIRECTORS
AMENDMENT OF QUALIFIED RETIREMENT PLAN

The undersigned, being all the members of the Board of Directors of PRINCE GEORGE'S CHILD RESOURCE CENTER ("Employer"), hereby consent to the following resolutions:

WHEREAS, the Employer has maintained the PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN ("Plan") since 1-1-2012 for the benefit of eligible employees;

WHEREAS, the Employer has decided to amend the above-referenced Plan;

WHEREAS, the Board of Directors has reviewed and evaluated the proposed amendment(s) to the Plan; and

WHEREAS, Section 14.01(b) of the Plan authorizes the Employer to amend the selections under the Adoption Agreement.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors hereby approves the proposed amendment(s) to the PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN, and authorizes the Employer to adopt the amendment(s), to be effective on 1-1-2020;

RESOLVED FURTHER that the President of the Employer is authorized to execute the Plan amendment and authorize the performance of any other actions necessary to implement the adoption of the Plan amendment. The President may designate any other authorized person to execute the Plan amendment and perform the necessary actions to adopt the amended Plan. The Employer will maintain a copy of the Plan amendment, as approved by the Board of Directors, in its files; and

RESOLVED FURTHER, if the Plan amendment modified the provisions of the Summary Plan Description, Plan participants will receive a Summary of Material Modifications summarizing the changes under the Plan amendment.

DIRECTORS:

[Name of Director]	[Signature]	[Date]
[Name of Director]	[Signature]	[Date]

SUMMARY OF MATERIAL MODIFICATIONS
PRINCE GEORGE'S CHILD RESOURCE CENTER 401(k) RETIREMENT PLAN ("Plan")

Due to the recent amendment of the above-referenced Plan, changes have been made that could affect your rights under the Plan. This Summary of Material Modifications (SMM) describes the recent Plan amendment and how that amendment may affect you. This Summary of Material Modifications overrides any inconsistent information included in the Plan's Summary Plan Description (SPD) or other Plan forms.

The modifications described in this Summary of Material Modifications are effective as of 1-1-2020. All other provisions are effective as described in the Summary Plan Description.

GENERAL INFORMATION AND DEFINITIONS

Article 2 of the SPD describes general information and definitions applicable to the Plan. The Plan has been amended to change certain general information or definitions. This section describes the changes that were made to the information contained in Article 2 of the SPD.

Compensation: The definition of "compensation" under the Plan has been amended. Unless designated otherwise, the new definition of compensation under the Plan includes your total taxable wages or salary increased to include any Salary Deferrals you make to this 401(k) plan and any pre-tax salary reduction contributions you make under any other plans we maintain (including any pre-tax contributions you make under a medical reimbursement plan (i.e., a cafeteria plan)). Plan Compensation also generally includes compensation for services that is paid after termination of employment, as long as such amounts are paid by the end of the year or within 2½ months following termination of employment, if later. However, in determining the amount of compensation taken into account under the Plan, the following types of compensation are excluded from the definition of compensation:

- All fringe benefits (cash and noncash), reimbursements or other expense allowances, moving expenses, deferred compensation, and welfare benefits
- Bonuses
- Continuation payments to disabled Participants paid after severance of employment

Additional Information

If you have any questions about the modifications described in this Summary of Material Modifications or about the Plan in general, or if you would like a copy of the Summary Plan Description or other Plan documents, you may contact:

PRINCE GEORGE'S CHILD RESOURCE CENTER
9475 LOTTSFORD ROAD, STE. 202
LARGO MD 20774
301-772-8420

PGCRC Executive Director's Report 10-8-19

Program Updates

Community Programs:

Summer is always an extremely busy time with many centers requesting onsite training for their entire centers. We have all-trainers-on-deck, with some days running three concurrent trainings in the community. Evaluations continue to reflect extreme satisfaction with workshop content and presentation.

Our partnership with PGCPS continues to thrive. We are seeing significant improvements in child care center programs that have received specialized training in the Social Emotional Foundations for Early Learning, and then follow-up coaching. This was part of our strategic plan, and it is clear that the coaching piece is truly what moves the needle quality in early childhood.

Our Directors Institute will be held on October 23 at Newton White Mansion. PGCPS is paying for our keynote, who will be presenting on adult resilience.

Dr. Goldson, CEO of PGCPS, will be attending our December 4th Directors' Holiday Luncheon.

Family Support Center:

Family Support Center programming is going well. In particular, we have the strongest staff in the child development room that we have ever had. The biggest strength of the program continues to be the partnerships in the community, demonstrated by the robust advisory board.

The program is seeing some impact from both stated and implied polices toward immigrants at the national level. Specifically, families are not willing to access some of the supports available to them because they do not want to be on the record as having received any public support.

We received a $50,000 grant to purchase a new vehicle and are ready to make a purchase. The 2005 bus has a trade-in value of a mere $3,500!

Healthy Families:

Healthy Families has just received notice that it has achieved re-accreditation by Healthy Families America! This is an incredibly arduous process that took nearly two years – but proves that we are adhering to the evidence-based model. Healthy Families is fully staffed.

With significant extra and restricted funding for Healthy Families, 13 staff (including Jennifer) traveled to Milwaukee in September for the Prevent Child Abuse America conference. PCAA is the parent organization for Healthy Families America. The trip increased everyone's knowledge and skills, and provided a venue for excellent team bonding.

Program Expansions

Family Connects:

We are at the start of implementing a second evidence-based home visiting model developed at Duke University. This came about following meetings with Dr. George Askew, Deputy Chief of Health and Education to the County Executive and Councilmember Jolene Ivey, who secured the funding. This model combines engagement and alignment of community service providers with short-term home visiting by registered nurses, beginning in the first month after birth. Family Connects will have a target of serving 500 families with newborns per year, following the prescribed program implementation. Key elements:

- Targeted area is inner beltway between FEDEX Field and the District line, north to Route 50 and south to Route 4.
- Expanding by 4 staff
    - Clinical Nursing Supervisor
    - Community Alignment Specialist
    - Nurse Home Visitor
    - Program Services Coordinator
- Contracting with Duke to support implementation
- Dr. Askew in the County Executive's office is discussing further expansion with MSDE.

PreK Expansion – Proposed:

The Commission on Innovation and Excellent in Education, commonly referred to as the Kirwan Commission, released its interim report that recognizes that access to quality early childhood education is critical to children's future success in school. In addition to recommended expansion of the Judy Center and Family Support Center Networks, Maryland has a goal of access to PreK for all families. PGCPS has received the first wave of funding to expand PreK according to Kirwan Commission recommendations.

To achieve Universal PreK in Prince George's, there are challenges, of which the most basic is available space in schools. Therefore, achievement of Universal PreK can only occur in

partnership with community-based programs, i.e. child care, an assumption articulated on page 33 of the report.

However, there are barriers to significant numbers of child care centers' readiness to partner with PGCPS, primarily achieving quality standards necessary to host a public school PreK.

At the request of the Executive Director for Curriculum and Instruction for PGCPS, PGCRC submitted a proposal to address the barriers to create an infrastructure where many community-based child care programs not only are qualified to house a public school PreK, but will have increased quality for ALL children in their care, improving overall school readiness. The plan is currently being reviewed by PGCPS leadership, and could result in significant growth for PGCRC. The plan, as submitted, would fund the following additional staff:

- Deputy Director
- Four full-time coaches
- Early Childhood Mental Health Consultant
- Diversity, Equity and Inclusion Specialist
- Administrative support, particularly in the HR and Bookkeeping functions

Facilities

Largo

The above expansions necessitate additional space. For Family Connects, we could 'make do' at least until the program expands further, which is the intention. However, it would be better if we could obtain more space now.

If PGCPS funds even half of what we proposed, we will definitely need additional space in Largo. We have a proposal from our management company to add a next door office space to our current lease at about $2,200 month, or $26,400/year.

Adelphi

Directors feel that we would like to move forward with hiring a consultant in order to navigate the journey to a new building. We met with Councilmember Dannielle Glaros, who was very enthusiastic about helping us. Tasks that we need support for at this point include:

- Determining what our needs (dreams) are for new space, and distilling that into a short document for distribution to stakeholders who can assist our search
- Include input from staff
- Create 'change management' plan

- Secure new space
- Develop plan and for move

It is still unclear as to whether we are included in the renovations at Cool Spring slated for 2021. And even if we are, we will still need to move during renovations. If we are, we would have to move twice…

Staff Update:

This is the first time we have ever reported that "We are fully staffed!" two board meetings in a row.

Ahead of our Health Insurance renewal, I sent a survey related to employee satisfaction with our benefit, and am pleased to report the following:

- 13 of 14 are happy or extremely happy with the network of doctors/hospitals (1 was neutral)
- When asked how much individuals spend out-of-pocket for health care costs (co-pays, prescriptions, etc), staff indicated the following:
    - 10 people spent LESS THAN $500
    - 2 people spent between $500-$1,000
    - 2 people spent between $1,500 and $2,000
    - None spent more than $2,000.

  For reference, the average out-of-pocket costs were $3,200 per person in the US
- Only one person feels that they cannot get their prescriptions at manageable cost.

Jodi Regner, Director of Community Programs, will be retiring within about six months (we are still discussing). We have a plan for transition, and will make slight staffing role changes that will strengthen the program overall. Currently, all Community Program staff are conducting desk audits to increase staff efficiency and to inform upcoming transitions related to Jodi's retirement as well as in light of possible major expansion.

Directors had a lovely and productive retreat at the National Harbor in July. We discussed leadership, communication, and challenges. We identified what we need most to be more effective in our work, and these include some staffing/consultant roles that we currently don't have:

- Quality Assurance Specialist – someone focused on data collection/reporting in all programs
- Volunteer Coordinator
- Deputy or at least assistant for the ED

Public Policy

Our advocacy work is paying off and played some role in the push for community based PreK in child care programs. Through our grass roots work, we have made the following inroads:

- Working to develop a plan for family child care to be included in PreK expansion
- Due to our Joining Voices group speaking up, MSDE hosted a roundtable at PGCRC to get input for their strategic plan for early childhood
- Our team is strategizing in October for how to best provide written comments to MSDE related to their goals
- PGCRC is recognized more and more as the go-to for what is going on in the child care community
- Yenny is continuing to schedule meetings with councilmembers

Logic Model 2019 - 2022: PGCRC-PGCPS Partnership to Expand Access to PreK

Inputs: Resources for Implementation	Project Activities	Outputs: Numbers Served/Products	Short-Term Outcomes	Long-Term Outcomes
377 child care centers with the capacity to serve 22,876 children 777 family child care providers with the capacity to serve 6,097 children **PGCRC Expertise** • Trains 1,900 individuals each year • Provides technical assistance and coaching to an estimated 100 programs each year • Maintains Early Childhood Mental Health Consultation project to support children exhibiting challenging behaviors **Dedicated Staff** • Deputy/Coordinator • Four FTE Coaches • One Early Childhood Mental Health Consultant • Diversity, Equity and Inclusion Specialist • Administrative Support **Partnership with PGCPS** • Record of serving as bridge between PGCPS and child care community • Longstanding partnership	• Create messaging for programs - Benefits to programs - Commitment required • Create rubric to identify qualifying programs • MOU with all participating programs to ensure accountability • Coordinating Council - Meets monthly and includes participating Directors, PGCRC Staff, PGCPS designated liaison(s) • Program Improvement Plan development to carry programs to accreditation • Support for EXCELS and credentialing • Intensive coaching that includes: - Curriculum Implementation - Lesson Planning - Improvements to the environment - Individualized professional development plans • Early Childhood Mental Health Consultation • Resources to provide materials needed for program improvement • Parent Councils to promote engagement • Equity lens employed throughout planning, implementation • Collect data to ensure targets are being met and to inform course corrections	• 20 child care programs receive intensive support • Estimated 120 early childhood professionals receive support to increase knowledge and improve skills - 20 directors - 60 teachers - 40 assistants • 10 Coordinating Council meetings each year • 800 hours of training, including joint opportunities with PGCPS teachers • 100% of children exhibiting challenging behavior will receive support by Early Childhood Mental Health staff - If indicated, children will be referred for further assessment - Child care staff will receive support to meet that child's needs • 40 parent council meetings – quarterly at each center • 1,200 children accessing higher quality early child care programs	• Increased access to public school PreK - By Fall 2021: Minimum 10 child care programs qualifying for public school Prek, serving up to 200 4-year-olds - By Fall 2022: Minimum 20 child care programs qualifying for public school Prek, serving up to 400 4-year-olds, with an additional 20 in progress • 90% of programs move up in EXCELS by at least one level, resulting in significant improvement in quality of a minimum of 20 child care programs, positively impacting an estimated 800 children ages 0-3 • 100% of children with suspected delays and/or special needs are referred for services, resulting in early intervention	• Increased quality of child care • Increased skills and qualifications of child care providers • Infrastructure that will seamlessly grow the number of community-based preK programs • Universal access to public school PreK • Move the needle toward increasing equity, reducing racial disparity in kindergarten readiness • Increased collaboration between child care and public schools