

# Early Learning Center Program Expansion

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## *FY2021 Early Childhood Grants*

### ***Irene Wortham Center***

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# Application Form

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## ***INSTRUCTIONS***

Buncombe County requests proposals for community based projects to enhance outcomes for young children and their families in our community. Grants made through the Early Childhood Education and Development Fund will be focused on access to quality early childhood care and education.

Please refer to the Grant Guidelines published on the Early Childhood Grants website at [buncombecounty.org/grants](http://buncombecounty.org/grants) for complete information about the grant program, including: Purpose; Funding; Eligibility; Timeline; Grant writing workshop; Review process; Awards; and more.

**Applications are due by 5:00 pm on February 14, 2020.**

## ***BASIC INFORMATION***

**BASIC INFORMATION – Before completing the application, please tell us a little about the request.**

### **Project Name\***

Early Learning Center Program Expansion

### **Strategy\***

Recognizing that some projects will use more than one strategy, select the strategy that most closely applies to this project:

Supporting capacity and/or quality for existing programs

### **Funding Request\***

How much funding is this project requesting for FY2021?

\$153,314.41

### **Grant Guidelines\***

Have you read and understand the information presented in the FY2021 Grant Guidelines for Early Childhood Grants (Grant Guidelines)?

If no, please contact County staff to request assistance: Rachael Nygaard, (828) 250-6536 or [rachael.nygaard@buncombecounty.org](mailto:rachael.nygaard@buncombecounty.org).

Yes

## APPLICATION

**APPLICATION QUESTIONS – Responses to these questions will be scored by the grant committee. Each question is worth 10% of the final score.**

### Organization\*

Give a brief history, including date of founding, focus, services, and record of success.

Irene Wortham Center (IWC) was founded in 1964 as a result of Irene McCleod Wortham's efforts to bring educational opportunities to atypical learners in Western North Carolina. Mrs. Wortham is known as the first special education teacher in the region. The center is named in her honor and, since its inception, program offerings have broadened to serve both the IDD (Intellectual and Developmental Disability) population and individuals in challenging socioeconomic situations. Irene McCleod Wortham believed in the value and promise of every individual and saw, what others may consider disadvantages, as unique opportunities for development and growth. Our mission at IWC is to discover and highlight the potential of every individual we serve and provide resources and experiences that enable them to live their lives to the fullest. The breadth of our organizational impact extends beyond the individuals in our programs; we offer peace of mind to our clients' caretakers and families who realize this is an environment that emphasizes and celebrates their loved ones' full potential.

IWC has 3 main programs, serving a total of about 200 individuals. The Early Learning Center (ELC) is a 5-star accredited school offering strong teacher/student ratios for individualized education and therapy programs to about 100 children ages 6 weeks to 5 years. The ELC enrolls students with developmental delays, typically developing needs, as well as individuals requiring financial support.

The Residential Homes offer comprehensive, 24/7 individualized care from expertly trained staff. Across the 3 homes, there are 24 residents of all ages with developmental and learning disabilities. Our residents are family; we are here to laugh and cry with them, celebrate their successes and help them grow.

The Adult Day Activity Center (ADA) offers a day program to the IDD population in which each participant follows an individualized development plan with goals and emphasis on community integration.

### Need for the Project\*

What is the main issue this project is established to address? What data or qualitative factors/stories are available to show that need?

This project addresses 2 main focus areas in our Early Learning Center: 1. Enhancing and modernizing our social and emotional learning tools. 2. Retaining teachers and kick-starting our ELC expansion plans.

1st Focus: The goal of the ELC is for every child to graduate and enter Kindergarten ready to learn at the level of their peers. Our classes combine atypical and typically developing children because we believe this inclusion is crucial to well-rounded development at an early age. We emphasize social and emotional development for infants, preschool, pre-K; this area of learning is imperative to preparing children for school and social success through their adult life. Two valuable additions to our program in 2019 were salaried behavior therapists contracted through Carolina Pediatric Therapies and the implementation of CorAdvantage software for child development tracking/reporting. This focus area addresses the need to continue contracting therapists and renewing Coradvantage. Since the therapists started on 9/12/19, teacher feedback has been overwhelmingly positive: behaviors decreased and social stories, choice boards, and "first and then" boards have been implemented. The therapists also mentor and train teachers to work with

children with disabilities or trauma. CorAdvantage has enhanced parent communication and interaction with teachers. Teachers use this software for daily and aggregated long-term reporting to parents and have received only positive feedback and seen more parent involvement.

2nd Focus: Our current ELC capacity is 100 children and we have a wait list of 400+. The IDD and low-income populations in Buncombe County desperately need us to expand and offer our programs to more children. We need funds to begin planning this building project and to launch a capital campaign. The strategic planning portion of the budget asks for a match contingent on our golf tournament fundraising goal as well as support for teachers and parents. Details below.

## Project\*

Explain the project and how it will work. Include the overall purpose and any models or evidence-based practices that will be included. What specific activities and milestones are included in the project plan?

Funding for 1st focus area will be implemented immediately for continuation and expansion of our current social and emotional learning programs. The state recently lifted the ban on vouchers, so with 12 more children being enrolled, increasing our teaching capacity in this area is important. We will continue contracting therapists through Carolina Pediatric Therapies (see attached letter of support). CorAdvantage software will be renewed for another year and tablets with protective accessories will be purchased so each classroom has two tablets. Currently teachers and students share a tablet, which is not conducive to efficient learning and reporting. An expansion on the social and emotional learning program will be purchasing Deluxe Listening Centers for 3 classrooms that can accommodate up to 6 students each. It's important for students to become active listeners early on to hear the speaker, understand what's being said, and make a judgement. When students are frustrated, upset or sad they can use listening centers to help process their feelings.

Funding for the 2nd focus area will have a strategic and expansion-focused impact outside of classrooms. Included in this budget is a 3 year Lead Teacher performance-based bonus retention plan, funding for 4 teacher and parent training sessions with therapists, emergency funding for families needing help with monthly tuition, and a match contingent on our golf tournament fundraiser to kick-start the new ELC building project. This is the 20th anniversary of the golf tournament, so it's appropriate to tie future expansion plans to this milestone. Funds will be used to meet with architects, get building renderings and permits. With a solidified plan and construction timeline, we'll be able to launch a more structured and efficient capital campaign to fund the construction. The teacher bonus retention plan is an effort to retain top teaching talent; it is challenging to compete with Buncombe County school salaries.

## People Served\*

Who will be served by this project? Include demographics for children and families served, workforce, and/or any other relevant groups.

This project will impact three groups in and around Buncombe County:

1. Children with Intellectual and Developmental Disorders. Our ELC is one of two developmental day centers in Buncombe County serving children requiring special accommodations in the classroom. 40% of students have developmental delays, leaning best through individualized teaching programs that emphasize social/emotional development and hands-on learning. We purposefully integrate atypical and typically developing children in classrooms because we believe the two populations can learn and develop from each other, while gaining exposure and well-rounded perspective on peers with different learning styles.

2. Low-income and/or single parent families. Our ELC is one of two developmental day centers in Buncombe County serving children at or below the poverty line. 60% of students come from low-income families and are enrolled on vouchers. Our ELC offers flexibility to parents who may not otherwise be able to hold a job if they needed to be at home with children. CorAdvantage and the therapist training sessions

encourage and help parents become more educated and involved in their child's development. This encourages the individualized learning plans that each student receives to continue at home and not just stay limited to classroom time. Having an emergency funds budget for families who cannot pay tuition because of a challenging financial month helps keep children enrolled in our program and continue learning, which always needs to be the priority.

3. Our teachers. Funding that enables us to continue contracting therapists and utilizing CorAdvantage software will significantly enhance the impact teachers are able to have in their classrooms, which directly impacts students. We keep teacher:student ratios of 1:4 for infants, 1:5 for one year old, and 1:6 for two to five years old. The bonus retention plan will help retain top talent Lead Teachers who are offered higher salaries at other schools.

## Results\*

What results do you hope to achieve with this project? Be specific about how much impact the project will have in line with the goals of the fund, and how many people will be served.

For projects requesting funding for slots, also please include:

- Total new slots created
- Total slots maintained
- # of Subsidy slots created
- # of Subsidy slots maintained
- # of teachers/staff positions created
- # of teachers/staff positions maintained

This project focuses on three strategies in line with the goals of the fund. Below describes the strategy, impact the fund will have, and the people who will be served.

Strategy #1: Supporting capacity and/or quality for existing programs. The ELC is a well-established 5-star rated inclusive program with highly-qualified staff and strong student/teacher ratios. The items requested in this grant support the classrooms' capacity for social/emotional development and enhance the quality of existing programs. The Early Childhood Grant fund was established in response to well-documented local shortage of quality early childhood education. The ELC staff understand this need and are passionate about strong fundamental development from a young age. With a wait list of more than 400, it's clear why Irene Wortham Center has prioritized building a new Early Learning Center as a focus over the next few years. Recent additions to the program, including behavioral therapists and CorAdvantage, enhance students' individualized development plans and, importantly, get the parents more involved.

Strategy #2: Providing support services for children and families enrolled in early care and education programs. The request for emergency funds and parent training session funding aligns with this strategy. It's not productive or fair to children who are forced to unenroll from the ELC because their parents cannot pay tuition; the emergency funds budget mitigates this, while the training sessions empower parents to support their child's development outside of the classroom.

Strategy #3: Implementing workforce development strategies to recruit and retain qualified teachers. The contracted therapists are constantly working with the teachers to train and strengthen their skills, so eventually there will be no need to contract outside therapists. The goal of the 3-year Lead Teacher performance bonus is to ensure retention of teachers for whom IWC is investing time and money on with therapists.

## Evaluation\*

How will you know you have succeeded? Explain the project evaluation process, including specific measures that will be tracked.

Success for the majority of this project will be evaluated over the FY 2021, while the teacher retention component will be evaluated over the next 3 years. CorAdvantage, the social/emotional development tracking tool, will quantify children's success in the classrooms on individual and organization-wide levels. It's important to note the use of Gains Reports in the ELC, rather than School Readiness measure, because Gains Reports are a more representative measure of relative development. Listening centers, audio-books and tablets will broaden the learning tools for students and support the personalized development plans students work on with the teachers and therapists. Improving classroom resources and modernizing teaching programs is critical to fulfilling the responsibility of ensuring every child in Buncombe County has equal opportunity to thrive in their first 2,000 days. Advancement in parent involvement and education of their child's learning habits will be a measure of success; the therapist training sessions will be a key resource for parents. The emergency funds will help mitigate turning away parents who are genuinely invested in their child's education, but need intermittent financial support.

Over the next three years teacher retention and satisfaction will be measured to determine the effectiveness of the bonus plan. The plan directly impacts the classrooms because it's performance based and receiving bonuses will be contingent on hitting performance thresholds and agreed upon goals at annual evaluation. Therapist training sessions will empower teachers with more robust social/emotional development toolboxes and will phase out the need for contracted therapists. This project invests in the enhancement of the social/emotional development resources in classrooms and the training and retention of teachers. Immediate benefits to students are prioritized, but this strategy is also intended to prepare the ELC and staff for an expansion in the next few years.

## Equity\*

Describe your approach to racial and socio-economic equity, both inside and outside the organization. What are some specific examples of practices that are in place or to be put in place with this project?

Everything Irene Wortham Center does is rooted in believing in the value and promise of every individual regardless of race, socioeconomic standing, and developmental and learning ability. We have equitable hiring practices that emphasize a non-discrimination policy and competitive benefits; this standard is ingrained throughout the entire organization via the Cultural Competency and Diversity Action Plan. The FY 2019 employee survey results said 49% of all IWC staff and 32% of all IWC clients are of a race other than Caucasian. Compare these numbers to 13% and 36% for Buncombe County and North Carolina statistics (FY 2015), respectively. Additionally, survey results showed diversity in age among the staff and clients in the organization. 57% of staff are between 18-40 and 40% of staff are between 41-65 years old. 65% of clients are between 18-40, 28% of clients are between 41-65, and 2% of clients are 66 years old or older.

Looking inside the Early Learning Center specifically, upper management places a huge emphasis on staff training sessions that prepare employees to work effectively with a diverse population; this is boosted by the contracted therapists who are subject matter experts in educating and developing atypical learners. Diversity in the Early Learning Center student body is most prevalent in the form of developmental disabilities and socioeconomic status. The support for disadvantaged populations extends beyond the specialized education programs in the classroom. Financial support for families of children in need is an important impact the Early Learning Center has on the community and sets the facility apart from neighboring pre-K institutions. It is important to maintain an emergency fund so students are not negatively affected by the financial situation of parents. Many children in the ELC classes communicate in atypical ways; it's important to create an environment that understands them, gives them a voice, and empowers them to be decision-makers.

## Collaboration\*

List any formal and/or supportive partners. Describe their roles in the project. How will they make it stronger?

Partners listed below provide support via Early Learning Center facility and classroom volunteer efforts:

- Franklin School of Innovation Middle School
- Keller Williams
- Leadership Asheville

Partners listed below provide support via Early Learning Center general fundraising efforts:

- ARC
- Babies Need Bottoms
- Goodwill Industries Good Neighbor Program
- Kilwin's Asheville
- Manna Food Bank
- Putt and Play Asheville
- Roost Home Watch
- United Way of Asheville and Buncombe County

Partners listed below provide support via annual Early Learning Center Golf Tournament fundraiser:

- AB Tech
- Blue Ridge and Sona Pharmacy
- Hotel Arras
- Madison Chapel
- Mars Hill University
- Mount Mitchell Golf Course
- Republic Services
- TD Bank

Partners listed below provide support via Early Learning Center classroom social and emotional resources:

- Buncombe County Department of Social Services
- Buncombe County Health Department Division of Child Developments
- Buncombe County Partnership with Children
- Carolina Pediatric Therapies
- Foster Grandparent Program
- Safe Kids Western North Carolina
- Sunshine Project
- Western Carolina University Nursing program

These lists are not exhaustive; however, provide insight into the most recent supportive partners of the Early Learning Center. Additionally, there are several local businesses that support the ELC and can serve as ambassadors for the work happening at Irene Wortham Center. The Early Learning Center Directors, Aimee Spooner and Jennifer Thompson, along with the Development & Marketing Director, Sydney Reichert, oversee all aspects of the partnerships and community network. James Caldwell, the Programs Director, oversees operations for all of Irene Wortham Center and collaborates with the Early Learning Center Directors as needed.

Additionally, the Board of Directors, made of up twelve Asheville business leaders and education specialists, meets monthly to discuss short and long-term strategy and budget.

## Budget\*

Download a copy of the budget form [HERE](#). Complete the form, and upload it using the button below.

Explain how grant funds will be used, specifically what type of expenses will be covered by County funds. Describe other sources of revenue, including type of funding, source, restrictions and status.

FY21\_ECE\_Grant\_Budget\_Form.xlsx

The funding request is divided into two components: 1. Early Learning Center Social and Emotional Development Classroom Needs 2. Early Learning Center Strategic Planning and Lead Teacher Retention Support

The grant request breaks down as follows:

Total grant request: \$153,314.41 (\$50,000 of this is contingent on Irene Wortham Center raising \$50,000 at our annual golf tournament)

1. Total Social and Emotional Development Classroom Needs request: \$69,839.41

2. Total Strategic Planning and Lead Teacher Retention Support request: \$83,475.00 (\$50,000 of this is contingent on Irene Wortham Center raising \$50,000 at our annual golf tournament)

The supplemental attached budget at the end of this application itemizes both of these focus areas and explains what the money will be used for. Links are provided to indicate where items will be purchased from. Also included is timeline info that explains when the organization plans to utilize the items funded by this grant. If there are any specific notes about an item that help explain the request further, they are listed under the "notes" column. This budget form was used to supplement the provided form because the provided form is designed in a way that does not allow full explanation of how these funds will be used.

The tab labeled "ELC Budget History 7 yrs" outlines other sources of revenue for the Early Learning Center. All sources of revenue, except for "Misc contributions" have designated uses and restrictions. The \$50,000 projected funds from the annual 2020 Golf Tournament are reflected under "Special Event Fund Raisers" in the Fundraising/Development section.

## Sustainability\*

How will the project continue to succeed after the funding of the grant? Explain your plan for making this an ongoing effort.

This project will succeed after the grant because the funds will be strategically used in a way that has on-going benefit to the Early Learning Center. The social/emotional tools that will be purchased for classrooms enhance the existing teaching programs and will continue to be built on to ensure the ELC offers up-to-date teaching methods. The outsourcing of therapists is a long-term investment because with the teacher training sessions and in-classroom hours, the therapists will eventually be phased out. The 3-year bonus retention plan is an effort to ensure the money being spent on training the teachers in our school will benefit the program over the next few years. The bonus plan will also encourage year-over-year growth in the teachers because it is performance based and as teachers gain more experience and teaching skills, the expectation of their performance will be held at a higher standard.

CorAdvantage is a tool to quantify what is and is not working in the ELC. The longer this tool is used, more and more data will be collected and trends will be extrapolated that will enable teachers to focus on areas that need improvement. This data and analysis applies to the program as a whole and each individual child in the program.

The emergency funding for families in need is a sustainability effort to keep families in the program. A lot of effort goes into on-boarding children and understanding their learning habits. It's not productive when children leave the program because their families can't pay the monthly fee. An emergency fund allows us to support families and continue to build on the progress that the child has already made.



The plan to build a new Early Learning Center facility will remain a huge focus for all fundraising efforts over the next few years. The initial funding will assist us in developing a solid construction plan and timeline so, once a capital campaign is launched, donors know more specifically how their contributions will be used.

## OPTIONAL INFORMATION

**OPTIONAL INFORMATION – This information will not impact grant scoring but will be helpful to the committee.**

### Partial Funding

If the project were to be offered a grant for partial funding, what factors would need to be considered?

If partial funding was offered, the priority is for the 1st focus area: Social and Emotional Development Classroom Needs. All items in this focus area directly impact the social/emotional development of children in the classrooms. The 1st focus area includes: therapist salaries, kitchen sets for classrooms, tablets and accessories, CorAdvantage subscription, listening centers and audio-books. The items in the 1st focus area total \$69,839.41. The items in the 2nd focus area, Strategic Planning and Lead Teacher Retention Support, benefit the children in the ELC more indirectly. The 2nd focus area includes: teacher bonus plan, parent/teacher training, emergency funding, and golf tournament match. The items in the 2nd focus area total \$83,475.

The lift on the voucher ban should be considered because the Early Learning Center is now enrolling 12 new children. This makes the need for capacity support and program quality even greater. Funding for both focus areas will hugely benefit the Early Learning Center. All items requested in this grant serve a purpose in the Early Learning Center and align with three strategies that apply to this grant project:

1. Supporting capacity and/or quality for existing programs
2. Providing support services for children and families enrolled in early care and education programs
3. Implementing workforce development strategies to recruit and retain qualified teachers

### Multi-Year Funding

If you would like this project to be considered for multi-year funding (up to 3 years), what amounts would you request for years 2 and 3? What milestones would this funding allow you to accomplish? Explain why more years are needed to accomplish goals.

If the project is considered for multi-year funding, the two items that should be included in years 2 and 3 are the Lead Teacher Bonus Retention Plan (years 2 and 3) and the Golf Tournament match for the new Early Learning Center. The new Early Learning Center project will be on-going for the next few years, so funding for this project will still benefit the center two or three years from now. The amounts for these two items are listed below:

Bonus Plan Year 2 total: \$8,750  
Bonus Plan Year 3 total: \$13,125  
Golf Tournament match: \$50,000

Total considered for multi-year funding is: \$71,875

The Early Learning Center will greatly benefit from receiving funding for the rest of the items in FY 2021 and funding for these items will be used within the year.

## Resource Support

How can Buncombe County support your organization with this project and in strengthening your work (related to equity, scale, or impact)?

Inviting individuals to our center, introducing potential partners, alerting us of grant opportunities, and creating organization awareness in the community are all ways Buncombe County can support Irene Wortham Center.

## Scale-up

What is your vision for how the strategies from this project could contribute to a significant scale-up the overall system to collectively address the child care crisis?

The Early Learning Center is one of two developmental day centers in Buncombe County serving children with developmental disabilities and/or socioeconomic challenges. We currently enroll about 100 children and our wait list is more than 400. The services we offer fulfill an evident need in the community and the wait list is evidence that more people need access to programs like the Early Learning Center. Any funding we can use to enhance the program and assist with expansion will contribute to scaling-up the overall system and addressing the child care crisis.

## Other

Is there anything else that you want the committee to know?

FY 2021 Budget Final.xlsx

This grant application was created with consideration to what was funded by the Early Learning Center Program Update grant for FY 2020. The requests for FY 2021 continue to build on what was implemented with that grant, while continuing to keep the emphasis on social/emotional development in early childhood education.

## File Attachment Summary

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### ***Applicant File Uploads***

- FY21\_ECE\_Grant\_Budget\_Form.xlsx
- FY 2021 Budget Final.xlsx

# Early Childhood Education and Development Fund

## Proposed FY2021 Project Budget (July 1, 2020 - June 30, 2021)

<b>Organization Name:</b>	<b>Irene Wortham Center</b>
<b>Project Name:</b>	<b>Early Learning Center Program Expansion Strategy</b>
<b>Grant Amount Requested:</b>	<b>\$153,314.41</b>

<b>FY2021 Proposed Project Revenue</b>	<b>Amount</b>	<b>Notes</b>
Proposed Buncombe County Early Childhood Grant	\$ 153,314.41	See attachment "FY 2021 Budget Final" for detailed, itemized list of all expenses
20th Annual Golf Benefit Tournament	\$ 50,000.00	Fundraiser on May 8th, 2020 at Mount Mitchell Golf Club
List other sources:		
List other sources:		
List other sources:		
List other sources:		
List other sources:		
List other sources:		
<b>Total</b>	<b>\$ 203,314.41</b>	

<b>FY2021 Proposed Project Expenses</b>	<b>Proposed Grant</b>	<b>Other Funds</b>	<b>Total</b>	<b>Notes</b>
Personnel	\$ 88,875.00		\$ 88,875.00	Teacher rentention (performance-based evaluation bonus)
Travel/Training			\$ -	
Technology	\$ 3,199.41		\$ 3,199.41	screenprotectors
Curriculum/Assessments	\$ 4,400.00		\$ 4,400.00	One year CorAdvantage subscription, Two parent and two teacher training sessions
Licensing/Dues			\$ -	
Nutrition			\$ -	
Transportation			\$ -	
Supplies/Materials	\$ 4,840.00		\$ 4,840.00	listening centers
Building Maintenance/Repair			\$ -	
Rent/Occupancy/Utilities			\$ -	
Furniture			\$ -	
Playground/Outdoor space			\$ -	
Printing/Marketing/Website/Postage			\$ -	
Admin Expenses (Legal, Accounting, Insurance, etc.)			\$ -	
Other (please list in comments section)	\$ 52,000.00		\$ 52,000.00	need
<b>Total</b>			<b>\$ 153,314.41</b>	

<b>Overall Organization Budget</b>	<b>Amount</b>	<b>Notes</b>
FY2019 Actual Year-End Revenue	\$ 3,762,623.37	
FY2019 Actual Year-End Expenses	\$ 3,726,312.63	
FY2020 Adopted Budget Amount	\$ 4,136,462.99	
FY2021 Proposed Budget Amount		Budgeting process for FY 2021 begins in March

FY 2021 Early Childhood Grant Budget - Early Learning Center Program Expansion Strategy

Strategies applying to this project:

- Supporting capacity and/or quality for existing programs
- Providing support services for children and families enrolled in early care and education programs
- Implementing workforce development strategies to recruit and retain qualified teachers

Early Learning Center Social and Emotional Development Classroom Needs	
1	1. Social Skills: Children should be able to identify and express their emotions, understand and respect the feelings of others, and engage in cooperative play.
2	2. Emotional Regulation: Children should be able to manage their emotions, cope with stress, and regulate their behavior.
3	3. Self-Concept: Children should have a positive self-image, understand their strengths and weaknesses, and develop a sense of autonomy.
4	4. Relationships: Children should be able to form positive relationships with peers and adults, and understand the importance of social interaction.
5	5. Problem Solving: Children should be able to identify problems, generate solutions, and resolve conflicts peacefully.
6	6. Empathy: Children should be able to understand and share the feelings of others, and develop a sense of compassion.
7	7. Communication: Children should be able to express their needs and wants, listen to others, and engage in meaningful conversations.
8	8. Cultural Awareness: Children should be able to understand and appreciate differences in culture, race, and ethnicity.
9	9. Inclusion: Children should be able to participate in group activities and feel a sense of belonging.
10	10. Resilience: Children should be able to bounce back from setbacks, cope with change, and maintain a positive outlook.

Proposed Project Expense	Item	Quantity	Individual Cost	Total Cost	Timeline	Source	Other notes
Personnel	Salary for behavioral therapists. Two therapists at 20 hours a week. \$75 hourly rate	2	\$ 30,000.00	\$ 60,000.00	July 2020 - June 2021	<a href="https://firstwnc.org/sunshine-project/">https://firstwnc.org/sunshine-project/</a>	See Sunshine Project referral letter attachment. Therapists are contracted through Carolina Pediatric Therapies
Supplies/materials	Pre-K kitchen sets for classrooms A+B	2	\$ 1,220.00	\$ 2,440.00	on-going benefit/use	<a href="https://www.communityplaythings.com/products/dramatic-play/c360-woodcrest-kitchen">https://www.communityplaythings.com/products/dramatic-play/c360-woodcrest-kitchen</a>	For social/emotional development. Role play and problem solving within emotional regulation.
Supplies/materials	Toddler kitchen set	1	\$ 2,000.00	\$ 2,000.00	on-going benefit/use	<a href="https://www.communityplaythings.com/products/newest-products/w450-outlast-junior-kitchen-18">https://www.communityplaythings.com/products/newest-products/w450-outlast-junior-kitchen-18</a>	For social/emotional development. Role play and problem solving within emotional regulation.
Technology	Apple Tablets	8	\$ 249.99	\$ 1,999.92	on-going benefit/use	<a href="https://www.amazon.com/Apple-iPad-10-2-Inch-Wi-Fi-128GB/dp/B07XL7G4H4/ref=sr_1_6?keywords=cheapest%2Bapple%2B10in%2Bipad&amp;qid=1573758564&amp;sr=8-6&amp;th=1">https://www.amazon.com/Apple-iPad-10-2-Inch-Wi-Fi-128GB/dp/B07XL7G4H4/ref=sr_1_6?keywords=cheapest%2Bapple%2B10in%2Bipad&amp;qid=1573758564&amp;sr=8-6&amp;th=1</a>	For social/emotional learning in classrooms and for teachers to use CorAdvantage.
Curriculum/Assessments	CorAdvantage subscription	1	\$ 1,800.00	\$ 1,800.00	1 year - renewal in February 2021	<a href="https://coradvantage.com/wp-content/uploads/2018/10/CORAdv-16pgBrochure_9-2018_email.pdf">https://coradvantage.com/wp-content/uploads/2018/10/CORAdv-16pgBrochure_9-2018_email.pdf</a>  <a href="https://coradvantage.com/assessment/">https://coradvantage.com/assessment/</a>	Assessment and reporting tool for teachers to communicate child's development with parents on daily basis.
Technology	HamiltonBuhl Wireless Listening Center	3	\$ 255.99	\$ 767.97	on-going benefit/use	<a href="https://www.wayfair.com/school-furniture-and-supplies/pdp/hamilton-buhl-multi-wireless-listening-center-with-6-headphones-hm1425.html">https://www.wayfair.com/school-furniture-and-supplies/pdp/hamilton-buhl-multi-wireless-listening-center-with-6-headphones-hm1425.html</a>	For social/emotional learning and emphasis on listening, comprehending, and making a judgement based on understanding.
Supplies/materials	Audio-books for listening centers	40	\$ 10.00	\$ 400.00	on-going benefit/use	<a href="https://www.discountsschoolsupply.com/search/?text=audiobooks">https://www.discountsschoolsupply.com/search/?text=audiobooks</a>	For social/emotional learning and emphasis on listening, comprehending, and making a judgement based on understanding.
Technology	UAG Case	8	\$ 44.95	\$ 359.60	on-going benefit/use	<a href="https://www.cdw.com/product/UGA-Outback-Rugged-Surface-Go-Case-with-Handstrap-Black/5343437?cm_cat=google&amp;cm_item=5343437&amp;cm_pla=NA">https://www.cdw.com/product/UGA-Outback-Rugged-Surface-Go-Case-with-Handstrap-Black/5343437?cm_cat=google&amp;cm_item=5343437&amp;cm_pla=NA</a>	To extend longevity of Apple tablets
Technology	Screen protectors	8	\$ 8.99	\$ 71.92	on-going benefit/use	<a href="https://www.amazon.com/OMOTON-Hardness-Tempered-Screen-">https://www.amazon.com/OMOTON-Hardness-Tempered-Screen-</a>	To extend longevity of Apple tablets

Early Learning Center Strategic Planning and Lead Teacher Retention Support

Proposed Project Expense	Item	Quantity	Individual Cost	Total Cost	Timeline	Source	Other notes
Personnel	Lead Teacher Retention - Performance Evaluation Bonus	n/a	\$ 28,875.00	\$ 28,875.00	3 year July 2020 - June 2023	n/a	See "Bonus Structure," "Salary Comparison," and "Performance Evaluation" tabs. Promote teacher retention and positive performance growth.
Curriculum/Assessments	Two parent and two teacher Training Sessions	4	\$ 650.00	\$ 2,600.00	July 2020 - June 2021	n/a	Includes 8 hours at \$75 for therapist and \$1,000 for meals for parents at both parent trainings. Training sessions focus on educating parents and teachers on social/emotional development and behaviors.
Other	Emergency funding for families in need 2021	n/a	\$ 2,000.00	\$ 2,000.00	July 2020 - June 2021	n/a	To support families who cannot pay monthly fee. To avoid unenrolling child due to one month missed pay.
Other	New Early Learning Center kick-off fundraiser match	n/a	\$ 50,000.00	\$ 50,000.00	July 2020 - June 2021	n/a	See "Golf Tournament" tab. Contingent on raising \$50,000 at annual golf tournament, for which all funds will go toward kick-starting new Early Learning Center project.

### Total Grant Request Breakdown

Total Social and Emotional Development Classroom Needs requested	\$ 69,839.41
Total Strategic Planning and Lead Teacher Retention Support requested	\$ 83,475.00
<b>Total Requested</b>	<b>\$ 153,314.41</b>

# IRENE WORTHAM

( 1 )

Begin: 01 Jul 2013

End: 30 Jun 2014

## Description

### **EARLY LEARNING CENTER-REVENUE/FUNDING AGENCIES**

Asheville City Schools ELC	16,964.00
Buncombe County Preschool ELC	84,756.40
Buncombe Cty Child Dev	797,414.43
Rutherford County DSS	0.00
Haywood County DSS	20,114.26
Henderson County DSS	28,680.85
Madison County DSS	0.00
McDowell County DSS	0.00
Miscellaneous School ELC	6,876.59
NC Food Service	87,646.26
Normal Needs Day Care	35,569.39
NC Pre-K	0.00
Smart Start	29,224.19
Staff Lunches	1,248.90
United Way	90,111.81

### **TOTAL REVENUE ELC**

**1,198,607.08**

### **EARLY LEARNING CENTER-EXPENSES**

Education Adminst.	67,438.27
Preschool	236,852.55
Kitchen Salaries	39,149.11
Infant /Toddlers	234,192.16
Housekeeping	6,188.71
Vacation pay School	26,731.65
Fica School	44,375.29
Unemployment School	7,483.32
Group Health	83,421.54
Retirement	4,456.24
Workers Comp Premiums	14,398.39
Adminstration Fees	129,073.58
Overhead & Maintenance Fees	35,695.56
Professional Svcs	1,796.54
School Supplies	5,016.42
Art/Cirriculum Supplies-ELC	0.00
Office Supplies ELC	0.00
Medical Supplies: School	4,276.38
Food Purchases: School	71,782.74
Kitchen Supplies	7,219.57

Janitorial Supplies	7,884.03
Mileage	0.00
Staff Training & Workshops	2,028.04
Equipment	3,190.83
Equipment Repairs ELC	0.00
Rental Fees ELC	0.00
Public Relations	157.13
Telephone	3,212.79
Utilities	30,550.75
Trash Hauling	8,523.61
Building Depreciation	40,842.83
Equipment Depreciation	15,970.79
Repairs & Maint: Building	13,808.00
Grounds Maint.school	2,255.37
Janitorial Services ELC	2,159.75
Equipment Repair Kitchen	504.21
Employee Acquisition	1,629.68
Advertising ELC	0.00
Miscellaneous School	5,889.22
National Certification	0.00

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<b>Total Expense ELC</b>	<b>1,158,155.05</b>
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<b>GAIN (LOSS): SCHOOL</b>	<b>40,452.03</b>
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## CENTER, INC. Early Learning Center Budget

( 2 )	( 3 )	( 4 )	( 5 )
Begin: 01 Jul 2014	Begin: 01 Jul 2015	Begin: 01 Jul 2016	Begin: 01 Jul 2017
End: 30 Jun 2015	End: 30 Jun 2016	End: 30 Jun 2017	End: 30 Jun 2018

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24,233.60	13,491.20	10,049.16	8,704.00
46,048.38	55,424.82	75,708.32	71,090.28
704,123.77	899,538.25	852,111.15	790,611.00
0.00	528.00	1,106.30	0.00
2,668.14	0.00	0.00	0.00
17,565.88	4,724.09	2,325.28	0.00
0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00
805.00	749.58	196.50	45.00
83,633.04	99,948.00	103,140.66	96,718.28
38,146.57	73,806.20	88,964.39	158,310.88
0.00	0.00	0.00	0.00
15,223.20	11,383.96	16,699.40	16,457.67
1,513.00	1,964.00	1,480.00	1,287.00
87,531.05	82,509.02	75,326.85	68,539.53
<hr/>			
<b>1,021,491.63</b>	<b>1,244,067.12</b>	<b>1,227,108.01</b>	<b>1,211,763.64</b>

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76,693.07	93,627.38	95,188.37	92,122.64
238,584.37	276,136.07	254,613.59	235,599.94
46,495.08	46,814.00	51,007.47	51,987.83
214,352.28	275,195.20	316,243.84	310,430.50
708.02	838.42	8,376.50	15,631.76
20,610.51	43,727.80	28,810.86	28,542.74
44,481.09	53,728.77	55,741.36	54,656.35
8,718.88	9,770.85	4,775.21	1,499.04
77,521.85	84,910.15	85,813.84	83,909.55
3,738.37	4,151.49	6,038.97	4,570.57
15,376.98	15,772.77	13,435.01	12,096.62
182,793.10	174,429.96	138,476.27	140,432.32
37,395.86	33,890.52	29,136.33	28,848.22
1,447.00	13,381.19	12,506.03	14,142.25
8,835.31	3,960.36	5,946.64	2,972.60
0.00	1,479.59	2,238.62	2,607.48
7.94	2,198.29	2,723.98	2,234.84
5,722.10	3,496.54	3,648.02	2,546.26
72,310.19	84,742.94	78,650.19	75,814.08
7,556.20	8,358.69	6,045.94	9,393.32



6,240.92	7,932.17	8,665.13	8,427.21
0.00	30.00	0.00	70.93
2,746.29	2,092.01	852.00	2,724.69
20,561.98	6,158.51	6,319.09	7,096.31
0.00	165.24	4,967.96	4,741.48
0.00	2,226.72	2,961.46	4,214.24
665.61	133.53	407.51	105.25
3,672.75	6,316.91	5,994.76	5,015.64
28,093.61	26,860.25	25,426.29	21,901.25
9,108.69	4,221.36	4,328.80	4,998.58
42,665.41	53,786.88	39,666.58	34,156.25
21,656.16	22,754.59	21,466.03	22,577.70
16,297.04	6,503.57	5,463.84	8,816.07
2,714.82	2,844.06	2,451.68	4,165.11
15,901.40	15,900.00	6,625.00	0.00
616.72	797.73	1,532.12	4,755.19
1,727.00	579.00	1,195.45	1,274.85
0.00	166.66	19.91	0.00
3,495.09	1,786.21	1,794.39	1,560.80
0.00	0.00	0.00	0.00

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**1,239,511.69**

**1,391,866.38**

**1,339,555.04**

**1,306,640.46**

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**(218,020.06)**

**(147,799.26)**

**(112,447.03)**

**(94,876.82)**

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( 6 )  
 Begin: 01 Jul 2018  
 End: 30 Jun 2019

( 7 )  
 Begin: 01 July 2019  
 End: 30 June 2020

17,408.00	0.00
80,328.00	86,754.00
864,254.00	878,576.00
0.00	0.00
0.00	0.00
0.00	0.00
0.00	0.00
0.00	0.00
0.00	0.00
87,924.00	87,600.00
212,998.00	125,664.00
0.00	21,840.00
13,000.00	16,000.00
1,000.00	1,300.00
54,224.04	51,512.00

**1,331,136.04**

**1,269,246.00**

95,245.00	94,838.00
280,000.00	219,758.00
70,000.00	56,291.00
315,000.00	321,000.00
17,000.00	24,791.00
30,000.00	22,000.00
57,009.25	66,060.10
448.00	536.00
85,000.00	93,952.99
4,500.00	6,000.00
14,000.00	13,482.60
150,464.32	151,400.34
29,607.43	31,224.74
15,000.00	15,000.00
2,000.00	2,000.00
3,100.00	2,500.00
2,900.00	1,500.00
3,100.00	3,100.00
75,000.00	78,000.00
9,000.00	8,000.00

**FUNDRAISING/DEVELOPMENT**

End Grants

Special Event Fund Raisers

Restricted Contributions

Misc contributions

**TOTAL REVENUE FUND/DEV**

8,500.00	8,500.00
0.00	0.00
3,000.00	5,000.00
3,000.00	8,000.00
2,500.00	5,000.00
3,000.00	4,140.00
300.00	300.00
5,200.00	5,200.00
22,900.00	25,300.00
5,000.00	4,326.00
39,700.00	34,156.25
21,200.00	22,577.70
10,000.00	10,000.00
2,600.00	2,500.00
0.00	0.00
3,500.00	2,000.00
1,700.00	1,200.00
100.00	100.00
1,500.00	1,250.00
0.00	0.00

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**1,392,074.00**

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**1,350,984.72**

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**(60,937.96)**

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**(81,738.72)**

<b>Begin: 01 Jul 2019</b> <b>End: 30 Jun 2020</b> <b>Index: date</b> <b>Type: amount</b> <b>Tag: budget</b> <b>Nrep: yes</b>	
	15,000.00
	50,000.00
	45,000.00
	10,000.00
	<b>120,000.00</b>



Preschool Intervention  
Inclusion Project

To Whom It May Concern:

As a partner agency to the Irene Wortham center, the Sunshine Project has seen significant growth a center in the area of Social Emotional support and development for all of the children that the center serves. In addition to using the Sunshine Project for technical assistance for individual students, the center has greatly benefited from the addition of on-site classroom behavioral therapists who have been able to observe and coach in each classroom to help support the teachers in increasing their overall proactive teaching skills as well as specific skills needed for children with individual challenges. The Irene Wortham center serves a number of children with developmental challenges as well as a significant number of children who are delayed in their social emotional development and continue to need this support to help to help the teachers in the jobs that they do everyday in the classroom.

The addition of classrooms that are well equipped with social emotional learning material such as fee bears, safe spaces, and other well informed social emotional age appropriate learning toys as well as teachers who are receiving on-going support from behavior specialist has greatly increased the overall positive tone in all of the classrooms. This center wide push for on-going social emotional learning has been able to help students by having themes that are built on as the children move from one class to next and I have seen students with significant social emotional delays be able to leave the center with strong foundations needed for kindergarten.

Continued funding and support for this center who continues to support the children in Buncombe county is crucial as we are in a severe need for centers who are able to support and maintain typical developmental children as well as those with different needs. In order to do this and maintain the strong staff that is currently in place at the IWC, on-going teacher support in the area of behavior challenges as well as social emotional development is crucial.

Thank you so much for your continued support!

Brooks Davis

Sunshine Project Childcare Consultant

The SUNSHINE Project is a project of F I R S T with funding from Smart Start of Buncombe County  
P.O. Box 802 • Asheville, NC 28802 • [www.firstwnc.org](http://www.firstwnc.org) • 828.277.1315 • fax 828.277.1321

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## School Invoice

Carolina Pediatric Therapy  
9 Summit Avenue Suite B  
Asheville, NC 28803-1938  
828-670-8056 Phone

IWC ELC Behavioral Health

Visit Date	Visit Reason	Units	Charges	Paid
Patient: 0018902 IWC ELC-BH				
12-02-19	School BH Treatment	3	\$18.75	\$0.0
12-03-19	School BH Treatment	7	\$18.75	\$0.0
12-03-19	School BH Doc, Conf, IEP	1	\$18.75	\$0.0
12-04-19	School BH Treatment	7	\$18.75	\$0.0
12-04-19	School BH Doc, Conf, IEP	1	\$18.75	\$0.0
12-06-19	School BH Treatment	7	\$18.75	\$0.0
12-06-19	School BH Doc, Conf, IEP	1	\$18.75	\$0.0
12-09-19	School BH Treatment	6	\$18.75	\$0.0
12-09-19	School BH Doc, Conf, IEP	1	\$18.75	\$0.0
12-11-19	School BH Treatment	7	\$18.75	\$0.0
12-11-19	School BH Doc, Conf, IEP	1	\$18.75	\$0.0
12-12-19	School BH Treatment	7	\$18.75	\$0.0
12-12-19	School BH Doc, Conf, IEP	1	\$18.75	\$0.0
12-09-19	School BH Treatment	8	\$18.75	\$0.0
12-10-19	School BH Treatment	8	\$18.75	\$0.0
12-10-19	School BH Doc, Conf, IEP	1	\$18.75	\$0.0
12-17-19	School BH Treatment	8	\$18.75	\$0.0
12-16-19	School BH Treatment	4	\$18.75	\$0.0
12-19-19	School BH Treatment	8	\$18.75	\$0.0
12-17-19	School BH Treatment	7	\$18.75	\$0.0
12-17-19	School BH Doc, Conf, IEP	2	\$18.75	\$0.0

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	Invoice date: 01-03-20
	Due date:

d	Adjusted	Provider	Total
10	\$0.00	PLAVI	\$56.25
10	\$0.00	KTUCK	\$131.25
10	\$0.00	KTUCK	\$18.75
10	\$0.00	KTUCK	\$131.25
10	\$0.00	KTUCK	\$18.75
10	\$0.00	PLAVI	\$131.25
10	\$0.00	PLAVI	\$18.75
10	\$0.00	PLAVI	\$112.50
10	\$0.00	PLAVI	\$18.75
10	\$0.00	PLAVI	\$131.25
10	\$0.00	PLAVI	\$18.75
10	\$0.00	PLAVI	\$131.25
10	\$0.00	PLAVI	\$18.75
10	\$0.00	KTUCK	\$150.00
10	\$0.00	PLAVI	\$150.00
10	\$0.00	PLAVI	\$18.75
10	\$0.00	PLAVI	\$150.00
10	\$0.00	KTUCK	\$75.00
10	\$0.00	PLAVI	\$150.00
10	\$0.00	KTUCK	\$131.25
10	\$0.00	KTUCK	\$37.50



### ELC Lead Teacher 3-year Performance Bonus Retention Plan

	Year	# Lead Teachers	Bonus*	Bonus Increase	Total Tier 1
Tier 1 Daycare Classrooms	1 (2020)	4	\$ 750.00	-	\$ 3,000.00
	2 (2021)	4	\$ 937.50	25%	\$ 3,750.00
	3 (2022)	4	\$ 1,406.25	50%	\$ 5,625.00
					<b>Total Tier 2</b>
Tier 2 Preschool Classrooms	1 (2020)	4	\$ 1,000.00	-	\$ 4,000.00
	2 (2021)	4	\$ 1,250.00	25%	\$ 5,000.00
	3 (2022)	4	\$ 1,875.00	50%	\$ 7,500.00

\*Contingent on achieving all 1's (Excellent) and 2's (Fully Competent) and accomplishing agreed upon goals at EOY performance evaluation. Rollover funds will be used for ELC Employee of Month and Peer of the Year winners  
Reference: 2018 Annual Performance Evaluation

**\$ 28,875.00**

**Total Grant Request**

ELC 2020 Lead Teacher Salary Structure		
ELC Position	Salary	Years of Experience
Lead Teacher A	\$ 28,080.00	2
Lead Teacher B	\$ 30,160.00	3
Lead Teacher C	\$ 32,000.00	10
Lead Teacher D	\$ 30,160.00	10
Lead Teacher E	\$ 30,160.00	9
Lead Teacher F	\$ 26,308.00	1
Lead Teacher G	\$ 34,999.00	16
Lead Teacher H	\$ 37,440.00	16
<b>Average</b>	<b>\$ 31,163.38</b>	<b>8.375</b>

2018-2019 IWC EXEMPT PAY SCALE				
GRADE	JOB TITLE	MIN	MID	
1	Lead Teacher	\$25,000	\$32,000	
2	Children's Services Assistant Coordinator Adult Day Activities Assistant Coordinator	\$25,000	\$32,000	
3	Maintenance Coordinator Community Services Coordinator Home Manager - Azalea and Dogwood Home - Manager - Rose Street	\$30,000	\$35,000	
4	Adult Day Activities Coordinator Children's Services Coordinator QIDDP	\$30,000	\$40,000	
5A	Quality Improvement Director Finance Director Human Resources Director Nursing Director Development and Marketing Director	\$50,000	\$60,000	
5B	Programs Director	\$60,000	\$70,000	
6	President & CEO	\$80,000	\$100,000	

**2019-2020**  
**BACHELOR'S DEGREE**  
**CERTIFIED TEACHER SALARY SCHEDULE**

**Effective July 1, 2019**

Years of Exp	Bachelor's Teacher			Bachelor's w/ NBPTS Certification		
	Monthly Salary	12 Monthly Installments	Annual Salary (10 months)	Monthly Salary	12 Monthly Installments	Annual Salary (10 months)
0	\$3,500	\$2,916.67	\$35,000	N/A	N/A	N/A
1	\$3,600	\$3,000.00	\$36,000	N/A	N/A	N/A
2	\$3,700	\$3,083.33	\$37,000	N/A	N/A	N/A
3	\$3,800	\$3,166.67	\$38,000	\$4,256	\$3,546.67	\$42,560
4	\$3,900	\$3,250.00	\$39,000	\$4,368	\$3,640.00	\$43,680
5	\$4,000	\$3,333.33	\$40,000	\$4,480	\$3,733.33	\$44,800
6	\$4,100	\$3,416.67	\$41,000	\$4,592	\$3,826.67	\$45,920
7	\$4,200	\$3,500.00	\$42,000	\$4,704	\$3,920.00	\$47,040
8	\$4,300	\$3,583.33	\$43,000	\$4,816	\$4,013.33	\$48,160
9	\$4,400	\$3,666.67	\$44,000	\$4,928	\$4,106.67	\$49,280
10	\$4,500	\$3,750.00	\$45,000	\$5,040	\$4,200.00	\$50,400
11	\$4,600	\$3,833.33	\$46,000	\$5,152	\$4,293.33	\$51,520
12	\$4,700	\$3,916.67	\$47,000	\$5,264	\$4,386.67	\$52,640
13	\$4,800	\$4,000.00	\$48,000	\$5,376	\$4,480.00	\$53,760
14	\$4,900	\$4,083.33	\$49,000	\$5,488	\$4,573.33	\$54,880
15	\$5,000	\$4,166.67	\$50,000	\$5,600	\$4,666.67	\$56,000
16	\$5,000	\$4,166.67	\$50,000	\$5,600	\$4,666.67	\$56,000
17	\$5,000	\$4,166.67	\$50,000	\$5,600	\$4,666.67	\$56,000
18	\$5,000	\$4,166.67	\$50,000	\$5,600	\$4,666.67	\$56,000
19	\$5,000	\$4,166.67	\$50,000	\$5,600	\$4,666.67	\$56,000
20	\$5,000	\$4,166.67	\$50,000	\$5,600	\$4,666.67	\$56,000
21	\$5,000	\$4,166.67	\$50,000	\$5,600	\$4,666.67	\$56,000
22	\$5,000	\$4,166.67	\$50,000	\$5,600	\$4,666.67	\$56,000
23	\$5,000	\$4,166.67	\$50,000	\$5,600	\$4,666.67	\$56,000
24	\$5,000	\$4,166.67	\$50,000	\$5,600	\$4,666.67	\$56,000
25+	\$5,200	\$4,333.33	\$52,000	\$5,824	\$4,853.33	\$58,240

NOTE: "NBPTS" stands for National Board for Professional Teacher Standards.

Source: <https://files.nc.gov/dpi/documents/fbs/finance/salary/schedules/20>:





Empowering Individuals With Developmental Challenges

## Annual Performance Evaluation

Evaluation Date:

<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>Last Name</b>	<b>First Name</b>	<b>MI</b>

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>Hire Date</b>	<b>Job Title</b>	<b>Department</b>	<b>Supervisor</b>

### Key:

1= Excellent- Consistently exceeds expectations

2= Fully Competent- Employee meets the standards a majority of the time

3= Needs Improvement- Meets some of the standards- Improvement required

4= Below Expectations- Standards consistently not met

Any criterion scored at 3 or More must have examples

(Check one ranking for each criterion- refer to KEY) Examples MUST be provided for any score of 1, 3, or 4

Criteria	Explanation	1	2	3	4
<b>Professionalism</b>	Acts as a model representative of the company. Show respect to internal and external customers/ clients. High Level of integrity. Good hygiene	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Examples: 1. <input type="text"/> 2. <input type="text"/>					
<b>Job Knowledge</b>	Has skills and abilities to do the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Examples: 1. <input type="text"/> 2. <input type="text"/>					
<b>Quality</b>	Strives for excellence. Promotes family-friendly Environment. Checks work for accuracy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Examples: 1. <input type="text"/> 2. <input type="text"/>					
<b>Communication</b>	Effectively communicates in writing and orally. Good listener. Keeps other apprised	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Examples: 1. <input type="text"/> 2. <input type="text"/>					
<b>Organization</b>	Plans and prioritizes work to meet deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Examples: 1. <input type="text"/> 2. <input type="text"/>					
<b>Safety</b>	Works in a safe manner. Follows company's rules And regulations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Examples: 1. <input type="text"/> 2. <input type="text"/>					

Annual Performance Review

**Attendance**

Dependable and works all scheduled time

☐☐

**Occurrences Key:**

(0-1 =Excellent; 2½ to 1=Fully Competent; 3 to 4 = Needs Improvement; 5 or more =Below Expectations)

**Number of Occurrences:** 0

**Key Strengths (as determined by manager)**

1.	
2.	

**Results of Goals from last Review Period (attach previous goals):**

1.	
2.	

**Major Accomplishments during Review Period (as determined by manager):**

1.	
2.	

**Key Improvement Opportunities (as determined by manager):**

1.	
2.	

**Annual Goals for the Upcoming Year:**

1.	
2.	

**Employee Comments:**


\_\_\_\_\_  
Program Director Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Human Resources Dir Signature

\_\_\_\_\_  
Executive Director Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Coordinator/ Manager Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date



□      □







\_\_\_\_\_  
Date



**Blue Ridge** **sona**  
PHARMACY PHARMACY + CLINIC

*We graciously extend a huge **THANK YOU**  
to all of the players and sponsors who have  
helped us host this event for **20 years!***



**Irene  
Wortham  
CENTER**



## **20TH ANNUAL GOLF TOURNAMENT**

*All proceeds benefit children & adults  
developmental disabilities*

# ***Save the Date***

**Friday, May 8th, 2020**

**Mount Mitchell Golf Club**  
11484 NC-80 Burnsville, NC 28711

**12pm shotgun start**

**Registration begins at 10am**

*For sponsorship, ticket and event information  
[www.ireneworthamcenter.org/events.p](http://www.ireneworthamcenter.org/events.p)  
or call Sydney at 828-274-6053*





## PLAYER SPONSOR PACKAGES

- **\$2,500 EAGLE Sponsor** (1 team) includes one foursome for golf w for four, company name and logo displayed on all event materials, a website/social media, promotional mediums for entire year, opporti giveaways!
- **\$1,500 BIRDIE Sponsor** (1 team) includes one foursome for golf w for four, company name and logo displayed on all promotional mat related to the event, tee sign on your choice of hole, opportunity for giveaways!

## PLAYER (NON-SPONSOR) TICKETS:

- \$900 Foursome includes lunch and dinner, opportunity for prizes and giveaways
- \$500 Twosome includes lunch and dinner, opportunity for prizes and giveaways
- \$250 Individual includes lunch and dinner, opportunity for prizes and giveaways

## NON-PLAYER

- \$500 ACE Sponsor name/logo disp materials, websi event, tee sign c
- \$200 HOLE Sponsor listed on all eve materials, tee sig
- Patron Sponsor donate an amou cause

We must give a huge **THANK YOU** to our sponsors from last year's our sponsors and players that has made this event a success

**Eagle Sponsor**



## Par Sponsor

**Matt Henry &  
Janelia Poda-Henry**

**CHRISTIE'S**  
INTERNATIONAL REAL ESTATE



**Johnson Price Sprinkle &**

**CleanEnvironments**

**Bill and Anne  
Satterfield**

**Teague  
Dentistry**

**Mary Ann  
Gene B**



## Ace Sponsor

**Creek Water Customs**  
PROFESSIONALISM, ARTISTRY, CRAFT

**HomeTrust Bank**  
htb.com



**sona**  
PHARMACY + CLINIC

**RPM Electric, LLC**

## Hole-In-One Sponsor

**FIRST BANK**

with carts, lunch and dinner  
as well as press releases,  
unity for prizes and

with carts, lunch and dinner  
materials, website/social media  
prizes and

## **SPONSOR PACKAGES:**

ponsor includes company  
played on all promotional  
te/social media related to  
on your choice of hole

ponsor includes name  
nt related promotional  
gn on course

r is an opportunity to  
unt of your choosing to the

s event. It's the support of  
s the past 19 years!

First  
Citizens  
Bank

Foundation  
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JPM

## 9 CULTURAL COMPETENCY AND DIVERSITY ACTION PLAN

Cultural Competency/ Diversity Plan Areas	Current Status/Needs	Goals and Objectives	Performance Measures	Responsible Party
Assessment of Organization's Demographics	Annually	Complete Demographic Assessment	Organization demographics represent local community	QA
Organization-wide Cultural Competency Assessment (minimum requirement annually)	Have assessment to use.	Complete Organizational Cultural Competency Assessment	Clients and staff show sensitivity and acceptance to all community members	Leadership
Individual Cultural Competency Surveys for all staff (minimum requirement annually)	Annually for all staff	Complete Competency Assessments annually with 80% or better response rate	Diversity Survey developed	QA
Recruitment Practices	Ongoing	Review hiring practices based on feedback from surveys	Hiring practices are non-discriminatory	Leadership
Promotion of Cultural Competency in the Community	Diversity and cultural competency training to community groups	Participate in Drums and Dragons; Participate in PRIDE Diversity walk in FY19-20	None	Program Director
Cultural Competency All Staff Training	Ongoing	Annual Ouch training for all staff. New diversity video 'Improving Your Diversity IQ'.	Staff training tracking sheets; Training Mgmt system in Therapy	Leadership
Signage and Program Materials	Explore creating program materials in additional language(s)	Have signage and program materials available in other languages or formats	Assess client needs/ potential added language needs	Leadership



Responsible Party	Timelines	Outcomes
Assistant Director	Annually in July	Disparities in demographics. Review in mgmt. team.
Leadership Team	Completed 3/2019	Identify improvement areas in C.C. Add them to plan.
Assistant Director	By end of each FY annually (June)	Diversity survey created and used annually for staff. Feedback informs training updates.
Leadership team	Ongoing	IWC hires staff that are available in the workforce.
President & CEO or Development Director	FY 2018-19; annually	Did PRIDE procession 9-28-19.
Leadership team	Ongoing	100% accomplishment; Video added 11/1/19.
Leadership team	ELC by June 2019 ADA by Dec 2019(completed 11/6/19)	Spanish consumers joined ADA. Working on translation of guardian materials. ELC – translated transition plan for ESL family 1/2020

COR Advantage  
HighScope Educational Research Foundation  
600 North River Street  
Ypsilanti MI 48198-2898  
United States

*Software*

**C**  
*Ad*

Irene Wortham  
Aimee Spooner  
916 West Chapel Road  
Asheville NC 28803

Invoice #  
Invoice Date

Balance Due (USD)

Item	Description	Unit Cost	Quantity
COR Advantage Standard	Annual Student Licenses	18.95	\$
		<b>Total</b>	
		Amount Paid	
		<b>Balance Due (USD)</b>	

#### Terms

Your COR Advantage payment is due exactly one month after the date of issue. You can submit payment online or via check. If mailing a check, please make it payable to Highscope Educational Research Foundation. Checks can be mailed to:

Highscope Educational Research Foundation  
600 North River Street  
Ypsilanti, MI 48198-2898

If you have any questions regarding your invoice, please contact [finance@coradvantage.com](mailto:finance@coradvantage.com). For any general questions regarding your account, please contact [help@coradvantage.com](mailto:help@coradvantage.com).

*Aimee Spooner*  
*Finance*

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Invoice #  
Invoice Date

Balance Due (USD)

Amount Enclosed



008593954

February 1, 2019

**\$1,800.25**

Qty	Line Total
05	1,800.25

**1,800.25**

0.00

**\$1,800.25**

asc 2/1/19  
Mgh. Asc 2/1/19

odg and enter the

Irene Wortham

008593954

February 1, 2019

**\$1,800.25**

## ***Resources Used in Grant Strategy***

### **State of Children in Buncombe County**

<https://www.buncombecounty.org/common/community-investment/grants/early-childhood>

### **NC Foundations for Early Learning and Development**

[https://ncchildcare.ncdhhs.gov/Portals/0/documents/pdf/N/NC\\_Foundations.pdf](https://ncchildcare.ncdhhs.gov/Portals/0/documents/pdf/N/NC_Foundations.pdf)

### **Center on the Social and Emotional Foundations for Early Learning (CSEFEL)**

<http://csefel.vanderbilt.edu/>

### **Sunshine Project**

<https://firstwnc.org/sunshine-project/>

### **Chair and Height Guidelines for classrooms**

<https://cdn.communityplaythings.com/-/media/files/cpus/product/product-info-pdfs/tablet>

### **COR Assessment Software Standards**

<https://coradvantage.com/assessment/>

[https://coradvantage.com/wp-content/uploads/2018/10/CORAdv-16pgBrochure\\_9-2018\\_e](https://coradvantage.com/wp-content/uploads/2018/10/CORAdv-16pgBrochure_9-2018_e)

### **NBPTS Certified Teacher Salary Schedule**

<https://files.nc.gov/dpi/documents/fbs/finance/salary/schedules/2019-20schedules.pdf>

### **Benefit Golf Tournament**

<https://www.ireneworthamcenter.org/events.php>

[rd-education/meeting-documents/2019-09-03/state-of-children-in-buncombe-county.pdf](#)

[chairheightguides.pdf?d=20190414T113624Z](#)

[mail.pdf](#)

## Early Childhood Education Grants FY2021 - Applicant's Responses to Committee Questions

<b>Organization Name:</b>	<b>Irene Wortham Center</b>	<b>Project Name:</b>	<b>Early Learning Center Program Expansion</b>
<b>COVID-19 Response:</b>			
<p>The ideal scenario is to remain optimistic that things will return to normal come July and the potential funding can be used as was initially requested because these needs remain a priority for the Early Learning Center. However, due to COVID-19, our Center is currently operating under much different circumstances. We normally enroll children ages 0-5, but through the DHHS supported program the center is currently operating under for the pandemic, we are now open to children ages 0-12 for parents working essential jobs and certain services are not currently happening. Therefore, I'll outline below the hypothetical scenario for how funds would be reallocated should our Center continue operating under COVID-19 protocols come July. We are asking for a reallocation of funding – not an increase - in response to the pandemic.</p> <p>Attached is the budget that was originally submitted with the grant application. Highlighted in red are the three areas of funding that will not happen as initially planned if the current situation continues.</p> <ol style="list-style-type: none"> <li>1. \$60,000 for behavioral therapist salaries. Currently therapists are not allowed into center for safety reasons.</li> <li>2. \$2,600 for parent/teacher training sessions. This would not happen under current social distancing protocols.</li> <li>3. \$50,000 golf tournament fundraiser match. Our tournament is currently postponed until Fall 2020. We have raised \$23,251 so far and are seeing a lack of interest due to social distancing concerns.</li> </ol> <p>If need be, here is how we suggest the funds be reallocated should the Center continue operating under COVID protocols:</p> <ol style="list-style-type: none"> <li>1. Reallocate the \$60,000 for behavioral therapist salaries to general operating expenses and teacher compensation. We no longer have the \$10,472 monthly revenue stream from Private Pay students. The \$60,000 will compensate for almost 6 months of this missing revenue stream.</li> <li>2. Reallocate the \$2,600 for parent/teacher trainings to resources for children ages 6-12. Our classrooms are equipped for children ages 0-5, but since we are now taking in older children we need things like grade level books, board games, teaching tools, sports equipment, etc.</li> <li>3. We ask that the golf fundraiser match be flexible to however much we are able to raise. The project to build a new Early Learning Center remains a top priority and, with a potential need to cancel the event and fewer people interested in participating this year due to obvious reasons, hitting our fundraising goal of \$50,000 is a lofty challenge. We continue to promote the potential event, solicit donations, and do our part to raise as many funds as possible in this regard. The total amount raised will be determined later than anticipated since the event is postponed and fundraising efforts will continue later into the year.</li> </ol>			
<b>Response to Committee Questions:</b>			
<ul style="list-style-type: none"> <li>• How many slots will be created now?</li> </ul> <p>Under normal circumstances, we have 94 children enrolled and capacity for 100. Currently with the COVID situation, we are serving 18 children – 12 of which are normally enrolled in the program and 6 of which are emergency children of parents working essential jobs. This number will continue to increase as parents apply through DHHS and the kids get slotted into our program.</p> <p>The grant application submitted for FY2021 is not aimed at creating slots. We are working to reach our capacity of 100 – whether that means building on the 94 children who are normally enrolled when things go back to normal or building on the 18 children who are currently coming to the center under the COVID protocols. Referring to the grant strategies listed on the FY2021 application, our project focuses on strategies 2, 3 and 4.</p>			