



**Business Smart.
Family Friendly.
Future Ready.**

Accelerating Change



BIENNIAL REPORT



About this Report

This report highlights two years of groundbreaking work fostering employer-led change to increase access to research-based, family-friendly practices—big and small—that improve workplace productivity, recruitment and retention; grow a strong economy; and support children’s healthy development across North Carolina.

While 71 percent of mothers with children under 18 and 93 percent of fathers occupy the workforce, family workplace policies have still not kept pace. Many current employer and public policies are based on an outdated model: a two-parent household, with one parent who stays at home to care for children full-time. However, that model accounts for only nine percent of all families today, which means the vast majority of families must work in a system that leaves parents struggling to balance work and family needs.



75% of mothers & 50% of fathers have passed up work opportunities, switched jobs or quit to care for their children.



40% of parents say they've left a job because it lacked flexibility.



41% of working parents say their work performance has suffered due to a lack of family-supportive benefits.

Employee absenteeism due to childcare issues costs U.S. businesses \$4.4 billion each year.



Through development of our comprehensive *Guide to Family Forward Workplaces*, extensive research, and the exchange of ideas among business leaders, employees, and organizations, Family Forward NC has propelled action around workforce investments such as paid parental leave, flexible work and scheduling, support for breastfeeding mothers, employer-sponsored childcare options, and accommodations for pregnant workers, which support children's healthy development and a competitive business environment across the state.

Through Family Forward NC, and with support from Blue Cross Blue Shield of North Carolina (BCBS), the North Carolina Institute of Medicine, and the Centers for Disease Control and Prevention (CDC), the North Carolina Early Childhood Foundation (NCECF) is leading the charge in North Carolina to ensure healthier, happier children and families, a more loyal and productive workforce, and a stronger economy for all.

About The North Carolina Early Childhood Foundation

Founded in 2013, the North Carolina Early Childhood Foundation (NCECF) marshals North Carolina's great people, ideas, and achievement to build a foundation of opportunity and success for every child by the end of third grade. NCECF has a bold and achievable vision that each North Carolina child has a strong foundation for lifelong health, education, and well-being supported by a premiere birth to eight system.

In addition to Family Forward NC, NCECF leads five core initiatives:

- **NC PATHWAYS TO GRADE-LEVEL READING** is a collaborative of more than 200 organizations working together to ensure that all North Carolina children are reading on grade-level by the end of third grade.
- **THE CAMPAIGN FOR GRADE LEVEL READING** is mobilizing communities to ensure that more children from low-income families succeed in school and graduate prepared for college, a career and active citizenship.
- **THE EVERY STUDENT SUCCEEDS ACT (ESSA)** strengthens federal support for early learning and provides new opportunities for birth-through-third grade alignment, accountability and funding. NCECF is leveraging ESSA as a tool to support state and local collaboration across birth-through-eight systems.
- **FIRST 2,000 DAYS** is an open source campaign that allows communities across North Carolina to download presentations and supporting materials to start an early childhood engagement campaign
- **LOCAL FINANCING FOR EARLY LEARNING** is the first toolkit nationwide to support

Good for Families is Good for Business

When parents and families are supported at work with policies such as:

- Flexible schedules
- Paid parental leave
- Accommodations for pregnant workers
- Child care subsidies

They tend to be:

- More loyal to their employer
- More productive
- Happier at work and at home
- Healthier
- Less likely to leave the workforce

The immediate and long-term business advantage and positive outcomes to child and family health and well-being are well-documented.

Babies born to mothers with paid parental leave are:

- Less likely to be born prematurely
- More likely to be born at a healthy birth weight

Parental leave of at least six months for mothers and two weeks for fathers:

- Significantly lowers a mother's risk of postpartum depression and anxiety
- Increases paternal engagement in caregiving throughout a child's life

For each additional month of paid parental leave, there is a 13 percent decline in infant mortality for families from low-and middle-income countries.

Children whose parents have paid parental leave, paid sick leave and other family-friendly benefits are more likely to have:

- Well care visits and immunizations, especially for measles and polio
- Better test scores in school
- Fewer behavioral or mental health problems

However, the unfortunate reality for parents navigating the workplace today is often an absence of such critical supports, and it's hurting families and businesses.

Why This Matters

Business Smart.

Family-friendly workplaces have a competitive advantage: They attract and retain more top talent, and their employees are more productive and more committed. Plus, family-friendly employers benefit from reduced employee health care costs, a healthier work environment, and fewer employee absences.

Employers of all sizes across North Carolina see family-friendly practices as an effective way to grow a more prosperous company, and employees both nationally and across the state say they are more likely to work for employers who are family friendly.

Family Friendly.

For children and families, the benefits of family-friendly workplaces are numerous and long-lasting. They include positive impacts on health, development and well-being, financial stability, and future career success.

Children whose parents have access to family-friendly benefits receive much-needed support and time with their parents during the most critical years of human development. This leads to positive health outcomes, higher education attainment, and future career success. Parents who have access to family-friendly benefits also have improved health outcomes and are happier and more productive at work.

Future Ready.

To prepare our future workforce for success, we have to start in early childhood. Family Forward NC's focus on workplace policies that impact young children and their families is rooted in research on brain development and future success. During children's earliest years, their experiences are built into their bodies—shaping the brain's architecture and creating the foundation for future learning and health. In other words, everything a child experiences from birth impacts that child's ability to fulfill his or her potential.

The early years are so defining that by the time a child turns eight, his or her third-grade reading outcomes can predict future academic achievement and career success. Decades of research have established what children need to build strong brains—health and development on track from birth, supportive and supported families and communities, and high-quality birth-through-age eight learning environments with regular attendance.

Nearly 3 in 4 NC employees would be more committed to their employer if more family-friendly benefits were offered.

The Case for Policy Change

Right now across the country, there are more jobs open than people looking for work.

This includes North Carolina, which has a low unemployment rate of 3.8 percent as of November 2019.

That makes finding talent difficult, so employers must do what they can to compete.

On top of that, North Carolina and the country are facing a growing skills gap. An estimated 67 percent of jobs in NC now require some post-secondary education. Currently, only 45.9 percent of North Carolinians meet this requirement.

Currently, the majority of NC children are not meeting key predictors of future academic success and higher education attainment.

36 percent of 4th graders scored at or above proficient in reading in North Carolina during 2019 as measured by the National Assessment of Education Progress.

50 percent of employers reported difficulty hiring in North Carolina during 2017.

Only 36 percent of North Carolina high school students met ACT college readiness benchmarks in reading in 2017.



Nearly one quarter of mothers are back to work two weeks after having a baby, due largely in part to not having access to paid leave.

Only 11% of private sector workers in the South Atlantic region, which encompasses North Carolina, have access to paid family leave.

1 in 3 families nationwide spend 20% or more of their annual household income on child care and North Carolina is the 11th least affordable state in the country for preschool-age child care.





“The foundation for school, career and life success is largely determined through the development of cognitive and character skills beginning in children’s earliest years.” — **Nobel Laureate Professor James J. Heckman**



With generous support from our founding sponsor, Blue Cross Blue Shield of North Carolina (BCBS NC), the North Carolina Early Childhood Foundation (NCECF) launched Family Forward NC in 2018 to improve children's health and well-being, and keep North Carolina's businesses competitive through family-friendly workplaces.

Our Vision

A North Carolina where:

- Workplaces are family-friendly
- Children's healthy development is supported, especially children who face the greatest challenges in their early years
- NC businesses are competitive
- Our next generation workforce is successful

Since inception, Family Forward NC has propelled employer-led change across North Carolina to increase access to research-based, family-friendly practices—big and small—that improve workplace productivity, recruitment and retention; grow a strong economy; and support children's healthy development.

Listening & Learning

In late 2017, we commissioned an in-depth landscape analysis of North Carolina's existing family-friendly policies and programs across industries to uncover employer motivations behind these offerings (as well as key barriers faced, such as cost), and assess interest and potential support among both employers and employees for specific family-friendly practices and policy initiatives.

Overall, evidence supported that both employers and employees share a positive outlook on family-friendly programs and benefits, strongly align on the beneficial effect of family-friendly policies on retention, and agree that the top advantage to offering family-friendly benefits is attracting and retaining employees.

Nearly 7 in 10 employers believe that their senior management considers it important to create a supportive and caring environment for families.

About 9 in 10 employees agree that family-friendly benefits give competitive advantage; and that employers should care and take responsibility to help employees.

About 3 in 4 believe they'd be more committed to their work if their employer was more family-friendly.



Further, North Carolina businesses demonstrated valuing of strong and positive relationships with their employees and communities, reflecting a business-friendly state where people like to work and raise families. Increasing family-friendly practices emerges as an effective tool in recruiting and retaining employees, especially those with young families.

Drawing from these findings, as well as the established global evidence base of the pivotal impact of early childhood development on long-term outcomes, we launched a state-wide listening tour and dialogue with employers, businesses, and experts across our target industries (primarily tourism, textiles and furnishings) to underscore the connection between early childhood development and workforce development, and propel action in support of family-friendly workplace creation.

Educating & Engaging

From the start, our work has been research focused and rooted in purposeful engagement with employers and business leaders from an array of industries, increasing their access to information and resources, sharing knowledge, coaching, and providing inspiration to act around family-friendly workplace creation. Additionally, our Advisory Council, comprised of a group of prominent North Carolina business and community representatives and health experts, has provided continual advising and guidance as we've disseminated information, shared resources, and heightened engagement efforts.

An early example of our commitment to research dissemination was in 2018, when Family Forward NC was featured at the Institute for Emerging Issues Forum, *kidoNomiCs*, including an afternoon session specifically designed for employers in which we showcased the economic and business advantages of family-friendly workplaces and released the ***Research Basis for Business and Child Outcomes***.

We continue to partner with experts, local and national, and gather actionable policies and programs that benefit both the business bottom line and child outcomes.

In addition to regular interviews, media outlet features, workshop facilitations, presentations, and other means of direct in-person engagement across North Carolina, we continue to routinely share expert resources on our website, through our active social media channels, and other venues, extending our reach far beyond state borders.

“American business depends on a strong workforce, now and in the future, to compete and succeed globally. But America is facing an unprecedented workforce crisis: a large and growing shortage of skilled workers. One root of this problem is that we’ve underestimated the importance of the earliest years of life.”

— ***US Chamber of Commerce Foundation***

Propelling Action

The initial phase of our initiative culminated with the creation of the ***Guide to Family Forward Workplaces***, a groundbreaking, comprehensive guide to creating family-friendly workplaces. In addition to thoughtfully curated case studies of businesses leading by example across the state, the Guide outlines a range of options and tools that are responsive to best practice in the context of what we've learned about NC business and employee needs. It also features tools designed to directly support businesses in engaging employees on the topic, including a business self-assessment to get started.



“As business leaders, we have a responsibility to create environments where talent can thrive. This guide provides employers with information on the many options that exist to create an environment where everyone can have an opportunity to manage the delicate balance between work and life. Whatever options you choose, it’s critical to remember that family-friendly policies are important for our people, but also for our communities and the future of our businesses.”

— Fara Palumbo, Chief People Officer, Blue Cross NC



“To improve the health of North Carolina, we need to partner across sectors and in innovative ways. Supporting our business community as they adopt policies that promote health, while increasing their competitiveness, is one of those innovative strategies. This guide provides a road map to do that.”

— Betsy Tilson, State Health Director and Chief Medical Officer, NC Department of Health and Human Services

In two short years, our impact has been significant and far-reaching, involving engagement of employers and employees from 63 counties across the state. The following timeline represents just a sample of the depth and breadth of our work across North Carolina.

2018

- » Launched research and conducted official initiative kickoff at the Institute for Emerging Issues forum, kidoNomiCs, including presentation to 100 employers and the release of the ***Research Basis for Business and Child Outcomes***
- » Released new, cutting edge market research about the existing landscape of North Carolina employers and employees concerning family-friendly workplace benefits and policy options that effectively support businesses, employees, and children.
- » Presented and exhibited at several events hosted by the North Carolina Chamber of Commerce, NCWorks, and the North Carolina Society for Human Resource Management, conducting tailored outreach to employers about the value of family-friendly workplaces.
- » Hosted several roundtables with Chambers of Commerce in Asheville, Wilmington, Rocky Mount, and Robeson County to lift up the positive outcomes of family-friendly workplaces and hear about the successes and challenges of businesses across the state.
- » Were featured in opinion editorials published by business leaders in both Greenville and Wilmington, as well as several news stories across the state which showcased Family Forward NC's mission, vision, and achievements.
- » Facilitated conversations with Smart Start Executive Directors to introduce the initiative and explore how to engage employers in their communities; this resulted in many of them co-hosting presentations and workshops with their Chambers of Commerce, etc.
- » Created an expert Advisory Council of 12 influential business leaders from companies such as, Lowe's and the Latino Credit Union, as well as the NC State Health Director to provide input as we developed our official Guide to Family-Friendly Workplaces.
- » Launched our website, e-newsletter, and social media channels (with more than 11,000 website users since launch and an average of 10,000 social media impressions per month), and developed a promotional video featuring stories of employers and employees who spoke to the transformational value of family-friendly workplaces for businesses and families.
- » Profiled the success of small, medium, and large employers across North Carolina that offer family-friendly workplace benefits.

"Lisa Finaldi's presentation on Family Forward policies and strategies opened my mind to small but immediate changes I can bring about in my own organization."

2019

- » Produced a Guide to Family-friendly Workplaces, a first-of-its-kind handbook to support employers in creating and enhancing family-friendly workplaces, and a companion website providing additional guidance; 1,400 copies in print.
- » Visited and demonstrated to countless employers the power of family-friendly workplaces in improving child and family health and well-being and as an economic and business advantage.
- » Strategically built momentum across the state and beyond for creating family-friendly workplaces by recruiting and recognizing family-friendly employers.
- » Created a series of credible, interactive tools that provided value-add and targeted support to employers across the state in creating family-friendly workplaces; including webinars and workshops for HR directors and small business owners to initiate family-friendly workplace policies.
- » Engaged economic and workforce development leaders across North Carolina in discussion and learning around the benefits of family-friendly workplaces for employees, employers, and the larger economy.

"Businesses need to make themselves as competitive as they can to attract and retain talented workers. Making themselves family-friendly is a good short-term and long-term investment in workforce, for those they want to retain today and those they want to be able to attract in the



Focus

Our work in 2019 focused on the following core areas:

RELEASED THE GUIDE TO FAMILY-FRIENDLY WORKPLACES AND COMPANION VIDEO TO ASSIST EMPLOYERS IN CREATING MORE FAMILY-FRIENDLY WORKPLACES ACROSS NORTH CAROLINA.

- To help create the guide, NCECF worked with an advisory council of prominent business leaders, community leaders and health experts and gathered input from more than 1,000 employers and employees throughout the state.
- We presented the Guide to over 4,700 employers across the state at events such as the NC Society for Human Resources Management (NC SHRM) State Council, NC Economic Development Association, NC Restaurant & Lodging Association, Rowan County Chamber of Commerce, the Asheville Independent Restaurant Association, and Action Greensboro.
- The Guide outlines a range of options that are responsive to best practice in the context of our learnings about the needs and interests of businesses and employees across NC. It also features case studies of businesses leading by example, as well as tools to support businesses in engaging employees on the topic, including a business self-assessment to get started.

HOSTED THE FAMILY FORWARD NC SUMMIT FOR MORE THAN 140 BUSINESSES AND NONPROFIT LEADERS TO SHOWCASE THE GUIDE, SPUR ACTION, AND EXPLORE WAYS TO INCLUDE FAMILY-FRIENDLY PRACTICES IN THEIR OWN WORKPLACES.

- Speakers included Brigid Schulte, founding director of the Better Life Lab at the nonpartisan think tank, New America and business leaders such as Lisa May, Executive VP of Human Resources, RTI International; leadership from Blue Cross and Blue Shield of North Carolina; and Jennifer Jordan, Director of Mom & Baby at the Aeroflow Breast Pumps division of Aeroflow Healthcare.
- Summit moderated by the incoming Mayor of Raleigh and then Vice President of Marketing and Business Development at Holt Brothers, Inc., Mary-Ann Baldwin, and Anita Brown Graham, Professor of Public Law & Government at UNC at Chapel Hill.
- Of participants responding to the post-Summit survey, 71 percent said they would be taking action on family-friendly benefits in their workplace this year (from reviewing existing policies to making the case to their executive team, participants shared their next steps).



RELEASED THE ONLINE COMPANION TO THE GUIDE TO FAMILY-FORWARD WORKPLACES.

- The online Guide allows for a more user-friendly way to digitally access our tools for employers and practical tips for choosing and implementing 16 family-friendly practices such as predictable scheduling, accommodations for pregnant workers and paid parental leave.
- Nearly 52,000 unique visitors have accessed the Guide online, and it has been downloaded more than 400 times.

"I very much appreciate the resources on your website! I am still figuring out the best way to incorporate some of these in my workplace and look forward to learning

IDENTIFIED TARGET GEOGRAPHIC AREAS AND INDUSTRIES ON WHICH TO FOCUS.

- Initial geographic areas include: the Triangle and Western regions, Mecklenburg and Rockingham counties and Wilmington.
- Focus industries include tourism (restaurants, hotels, etc.), textiles and furnishings.

PRESENTED AND EXHIBITED AT OVER 37 INFLUENTIAL EVENTS, INCLUDING:

- **CAI Management Conference:** Delivered two workshops to 150 HR professionals, and two NCECF-nominated businesses received Ovation Awards for family-friendly workplaces.
- **NC Rural Day:** Exhibited at the annual conference hosted by the NC Rural Center, where more than 600 community leaders were in attendance.
- **Rowan County Chamber of Commerce:** Served as the keynote speaker at the Chamber's April meeting hosted by Novant Health. More than 125 participants learned about Family Forward NC. As a result, Novant Health offered to provide consultation services to businesses in Rowan County that would like to offer lactation support to employees.
- **National Smart Start Conference:** Hosted a workshop on Family Forward NC at the annual Smart Start conference.
- **Asheville Independent Restaurants:** Spoke to the Board of Directors about engaging their 100 members. As a first step, the Board plans to survey members about their workplace policies to understand and learn what benefits are currently being offered to employees.
- **Action Greensboro:** Delivered a presentation and workshop as part of the Talent Together Lunch and Learn Series.
- **Forrest Firm:** Hosted a workshop for clients of a law firm representing more than 2,000 businesses across the state.
- **NC SHRM State Leadership Council:** Hosted a workshop at the organization's annual conference.





FACILITATED DISCUSSION AND LEARNING AROUND THE BENEFITS OF FAMILY-FRIENDLY WORKPLACES FOR EMPLOYEES, EMPLOYERS, AND THE LARGER ECONOMY WITH ECONOMIC AND WORKFORCE DEVELOPMENT LEADERS ACROSS THE STATE.

- **NC Economic Development Association:** Delivered a presentation at the organization's fall conference.
- **Centralina Workforce Development Council:** Delivered a presentation to the Board a monthly meeting.
- **NC Department of Commerce:** Participated in the Strategic Economic Development Plan Stakeholder Session to highlight the need for more access to child care as part of the state's new economic strategy.
- **U.S. Chamber of Commerce Foundation:** Partnered to explore 2020 strategies to engage its membership on the economic benefits of family-friendly workplaces.
- **Economic Development Partnership of NC:** Collaborated to explore manufacturing and tourism partnerships in 2020.

FAMILY FORWARD NC WAS FEATURED IN SEVERAL MEDIA OUTLETS, INCLUDING:

- Triangle Business Journal (1.21.19): ***NC Workplaces Become More Family-friendly with Help From New Initiative***
- Charlotte Business Journal (1.21.19): ***Employers Across NC See Value in Being Family-friendly***
- Pritzker Children's Initiative Newsletter (1.22.19): Featured the Guide to Family Forward Workplaces.
- News and Observer (1.27.19): ***To help early education, support parents at work***
- Public News Service (1.27.19): ***NC Businesses Get Tips on Being Family-friendly***
- CAI Newsletter (2.15.19): ***NC Needs Family-friendly Workplaces Now to Develop Workforce of the Future***
- Mountain Xpress (3.22.19): ***New Guide highlights how family-friendly policies benefit employers***
- NC Business Council Newsletter (3.22.19): Family-friendly Policies Boost Triple Bottom Line
- Business North Carolina (4.1.19): ***Family Forward NC looks for ways to improve children's health***
- Salisbury Post (4.14.19): Rowan County Chamber of Commerce Breakfast event mention
- Salisbury Post (4.19.19): ***PIP Speaker Offers Recommendations for Family-friendly Workplaces***
- Business North Carolina (11.19.19): ***Family Forward NC Strategist Shares Best Family-friendly Workplace Practices***

OTHER NOTABLE ACCOMPLISHMENTS:

- We've identified and written 19 case studies (with eight more underway) highlighting best practices, employers representing a variety of industries, business sizes and geographic regions of the state.
- Organizations in Colorado, Georgia, Kansas, Idaho, Iowa, Oklahoma and Texas have contacted us to learn more about Family Forward NC. We are considering hosting a learning community across states.
- Gov. Roy Cooper's office asked NCECF to provide a statement of support about a new paid parental leave policy for state employees in departments he oversees.
- Former NCECF Executive Director, Tracy Zimmerman presented and distributed key information about Family Forward NC to the 2019 Leadership NC cohort (55 current and emerging leaders across the state focusing on economic development in NC).



Exit Interviews

Throughout the past two years, we've worked with employers and partners across the state to inspire change. Here's what some of them are saying about our work.

"I applaud Family Forward NC for its committed partnership with the private sector. Its research is specific to North Carolina, is thorough, and has provided a much needed perspective of the impact of family-friendly workplaces and policies. These efforts have, and no doubt will continue to assist the private sector in successfully attracting and retaining top talent. It has been a privilege to work with Family Forward NC and see the progress businesses have already made because of its efforts." — **Leslie Lasher, Attorney, Forrest**

"For any workforce strategy, business leadership is key so we really do like the approach that is being taken by the Foundation to engage business. If you can really understand the needs of business and be able to wrap supports and programs around that, those are the policies that last the longest and have the greatest impact and we like the fact that it is business led." — **Napoleon Wallace, Former Deputy Secretary for Rural Economic Development and Workforce**

"I am encouraged and inspired by the research and advocacy to make us better as corporations and communities. This work is vitally important and incredibly valuable." — **Ryan Hill, HR Manager, Builders Mutual Insurance**

"The information presented on Family Forward policies is invaluable to support our business communities' efforts to best support working families. The Guide to Family Forward Workplaces is a perfect step-by-step manual that takes the guesswork out of creating a plan." — **Beth Oppenheimer, Executive Director, Idaho Association for the Education of Children**

"What a great experience exploring creative ways to offer pertinent benefits to attract and retain our beloved employees. We look forward to developing our own new benefits!" — **Katie Reuther, Pettyjohn's Cleaning**

"From the questions and discussion at our luncheon, I believe everyone found value in the program and left inspired to consider how your business could offer more family-friendly benefits." — **Ann Welton, President, Wake Forest Area Chamber of Commerce**

"I see firsthand the value of family-friendly policies in recruiting and retaining talented employees, as well as addressing problems such as absenteeism and lost productivity." — **Sepideh Saidi, President & CEO, SEPI Engineering and Construction, Inc., Raleigh, Wilmington,**

The Way Forward

As we move into year three of Family Forward NC, the opportunity to create more family-friendly workplaces continues to grow. With most state and federal employees gaining access to paid parental leave in 2019, the spotlight now moves to private sector employers to compete by expanding their own family-friendly policies.

We are encouraged and inspired by the business and community leaders we've worked with in 2018-2019, who are enthusiastic about and committed to leading the charge. In our role as an accelerator of change, we will offer the following new strategies to create workplaces that support business, families and the health and well-being of children:

“In this tight labor market, employee retention is becoming ever more critical in sectors ranging from tourism to manufacturing. Businesses need to consider creative solutions like offering child care and employee health services as they compete to attract and retain high-performing employees in their industries.

The EDPNC—which works on the state’s behalf in business recruitment, existing industry expansion, small business support, and tourism promotion—is eager to partner with Family Forward NC to help many of our state’s businesses identify these types of resources.” — ***Chris Chung, Chief Executive Officer, Economic Development Partnership of North Carolina***



Create Learning Cohorts to Provide Concentrated Support

We will engage motivated employers within three target industries—tourism, furniture and textiles—to add industry appropriate family-friendly policies by providing concentrated support with human resource and legal consultants. Cohorts will be offered in five urban and rural communities across the state. These learning communities will be hosted by a number of organizations such as Chambers of Commerce, trade associations or other workforce and economic development entities.

Develop a Certification Model

We will develop a certification network model to incentivize employers to offer family-friendly workplace benefits by providing recognition to them. To be certified as a family-friendly workplace, employer policies will both be reviewed and verified by employees.

Support Employers with Bridge Grants

We will create a fund to provide bridge grants to small and medium-sized employers within our target sectors. We regularly engage employers who are ready to offer family-friendly benefits but are financially challenged by the transition. If the cost could be realized over a longer time frame, many would be ready to act. Through the cohorts and/or employers NCECF has worked with, we plan to provide employers with small grants to drive change.

**If you would like to partner with us in 2020 and beyond,
email Lisa Finaldi at lfinaldi@buildthefoundation.org or
visit www.familyforwardnc.com**

Our Advisory Council



Kit Cramer
President and CEO, Asheville Area Chamber of Commerce (Asheville)



Velva Jenkins
Executive Director, YWCA Lower Cape Fear (Wilmington)



Andrew Herdman
Vice President, Group Human Resources, Mayne Pharma (Greenville)



Briles Johnson
Former Executive Director, Women's Business Center of North Carolina (Durham)



Jessica Lowery Clark
Executive Director, Robeson County Partnership for Children (Lumberton)



Fara Palumbo
Chief People Officer, Blue Cross and Blue Shield of North Carolina (Durham)



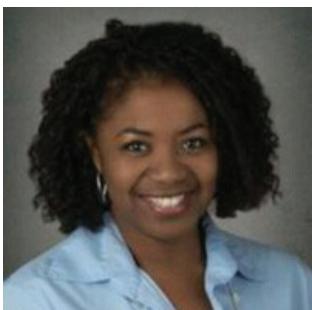
Luis Pastor
President and CEO, Cooperativa Latino Credit Union (Durham)



Nina Smith
Assistant Professor of Human Sciences, North Carolina Central University (Durham)



Alison Stuebe
Associate Professor, UNC School of Medicine; Distinguished Scholar in Infant and Young Child Feeding, UNC Gillings School of Global Public Health (Chapel Hill)



Sheilah Sutton
City Commissioner, Town of Rolesville (Rolesville), Community Engagement Officer at Coastal Credit Union's Corporate Affairs Group



Gregor Teusch
Former Vice President for Reward and Experience, Lowe's (Mooresville)



Betsey Tilson
State Health Director and Chief Medical Officer, NC Department of Health and Human Services (Raleigh)





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