



Leadership North Carolina

Class 30

Blue Cross and Blue Shield of North Carolina
Health and Human Services Session
February 7 – 9, 2023

Session Workbook

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This workbook contains links and materials you will need to make the most of your HHS session. Please download it or have it accessible online during the program.

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General Session Resources

This workbook contains links and content for use during your HHS session. Please download it or have it accessible online during the program.

COVID Protocols

LNC strongly encourages all participants to be fully vaccinated and boosted. Proof of vaccination is required to participate at Crisis Assistance Ministry for the Tuesday afternoon optional activity. Anyone not able to supply proof of vaccination may join the half of the class assigned to Second Harvest Food Bank. All HHS session venues are mask-optional. Masking for all components of the HHS session is at the discretion of individual participants and will be respected and supported.

Devices at Session

There will be segments on Wednesday and Thursday that require 1-2 participants at each table to have a laptop (recommended) or tablet that can connect to the venue Wi-Fi. Everyone is encouraged to bring their devices both days to offer flexibility with roles and resources. There will also be opportunities to interact with presentation content through smart phones each day.

LNC Staff Contact Numbers

- Kelly Turner (919) 523-4336
- Brian Etheridge (919) 609-1113
- Maggie Stroud (919) 830-1110
- Emily Smith (919) 538-4693 (keeping things running in Raleigh)

Agenda Link

The detailed HHS session agenda is available through [this link](#).

Speaker Directory Link

The HHS session speaker directory is available through [this link](#). Speakers and planning committee members will be introduced briefly during the program. We encourage you to explore the speaker directory to learn more about them. Contact information is included if you would like to follow up with anyone. We encourage you to reach out with a note of thanks for their contributions to the session.

Homework and Resources

All session homework and resources can be found on [this page](#) of the Class Portal. Be sure to complete the assignments listed below before session starts.

Making Ends Meet Simulation Preparation—Required

This is your most important homework

Thursday’s program will include the “Making Ends Meet” simulation. To get the most out of this exercise, please do the following before Thursday morning:

- Review the detailed simulation instructions and materials [under “Thursday Program Materials” later in this workbook](#). Get familiar with your assigned scenario and start thinking about your shopping list.

- Watch this 22-minute [Making Ends Meet instructional video](#) explaining simulation instructions and resources.
- Review the other simulation resources on the [Homework and Resources page](#) and be prepared to ask any questions about WIC, SNAP, or food insecurity in general during Thursday’s “Food Insecurity” presentation or during the simulation instructions segment.
- Consider volunteering to serve as your team’s Shopping Navigator (must have a laptop or tablet with Internet access on Thursday afternoon) or Expense Tracker (must have a laptop or tablet with Internet access and ability to use a Google spreadsheet online on Thursday afternoon).
- [Food Insecurity in NC—Interactive Map](#) Explore the map in advance.

Links to Explore—Required

Review the following resources before the session kicks off on February 7.

- [America’s Health Rankings](#)—full website. Links to select NC reports recommended for pre-reading included below.
 - [America’s Health Rankings: 2022 Annual Report—NC](#)
 - [America’s Health Rankings: 2022 Health of Women and Children](#)—includes link to state summaries
 - [America’s Health Rankings: 2022 Senior Data](#)—includes link to state summaries
- [“Racism Is a Public Health Crisis,” American Public Health Association](#)
- [Healthy North Carolina 2030](#)

Session Resources—Recommended

Additional resources related to session content are also available on the session [Homework and Resources page](#). You are encouraged to explore those that interest you, both in advance of and following the HHS session. And don’t miss the suggestions shared by classmates and LNC alumni for things to do in and around Charlotte!

Session Locations and Directions

Courtyard Charlotte City Center—Base Hotel
 237 South Tryon Street
 Charlotte, NC

[Courtyard Charlotte City Center Website](#)

[Courtyard Charlotte City Center Google Maps Link](#)

Hotel Parking

The parking deck entrance is on 3rd Street, just past the hotel entrance.

Hotel Guests—Important Ticket Validation Instructions

- Pull a ticket when you enter the deck.
- Take the ticket to the hotel desk and have it validated when you check in.
- This validated ticket allows in/out privileges and must be used to enter and exit the deck throughout your stay.
- Be sure to have this ticket accessible when you leave on Thursday morning.

- Parking charges will appear on your hotel bill. Overnight self-parking is \$30/night. Valet parking is not available.

Second Harvest Food Bank and Crisis Assistance Ministry—Tuesday Afternoon Optional Activity

500 Spratt Street, A and B

Charlotte, NC

[Second Harvest Food Bank of Metrolina Website](#)

[Crisis Assistance Ministry Website](#)

[Second Harvest and Crisis Assistance Ministry Google Maps Link](#)

Parking

Park in the Second Harvest lot (left side of Second Harvest building), the Crisis Assistance Ministry lot, the gravel lot across from Second Harvest, or on the street. Parking is limited—carpool if possible and pay attention to restrictions noted on signs. **Park on the outside of the circle only.** Do not park on the inside of the circle or in the **staff parking**—towing may be enforced.

- **Arrive by 1:20 to check in.** Activity will start promptly at 1:30. **Arrivals past 1:45 can't be accommodated.** Notify the LNC team by text with any changes to your attendance plans.
- You will be assigned to one of the two locations upon arrival.
- **Bring your vaccination card or a legible photo of it.** This is required for Crisis Assistance Ministry. Anyone without proof of vaccination may participate at Second Harvest.
- You are encouraged to bring 1-2 cans of food to support Second Harvest. Crisis Assistance Ministry can be supported through [this link](#). Both are entirely optional.
- Crisis Assistance Ministry Volunteers: Use the “Volunteer” entrance to the left of the main entrance. If you are bringing donations for Second Harvest, you may follow the directions below to drop goods off at the food bank before heading to Crisis Assistance Ministry.
- Second Harvest Volunteers: Use the ramp at the back left side of the building to the “Volunteers/Visitors Enter Here” sign.

Mint Museum Uptown at Levine Center for the Arts—Tuesday Optional Reception

500 South Tryon Street

Charlotte, NC

[Mint Museum Uptown Website](#)

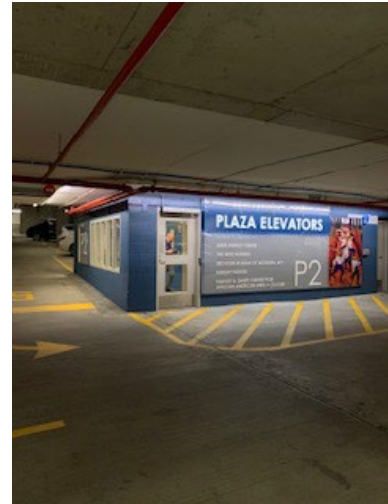
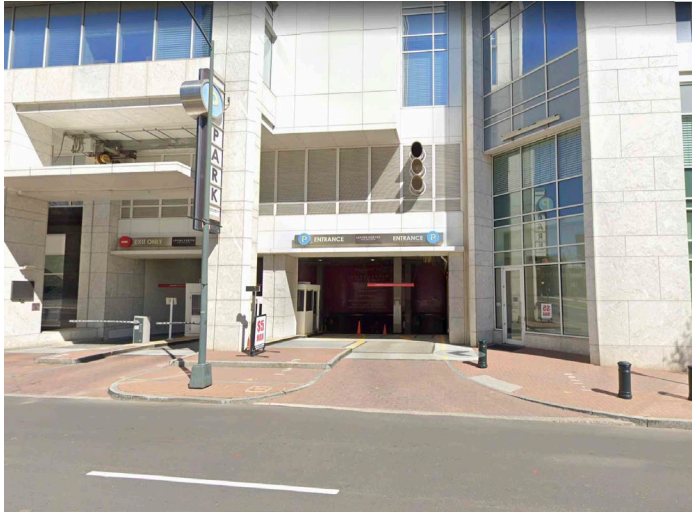
Mint Museum Uptown – Walking or Drop off

- If you're walking or getting dropped off, the address for the Mint Museum is [500 S Tryon St, Charlotte, NC 28202](#).
- After exiting the hotel, turn left on South Tryon Street and walk 2 blocks.
- Turn right on Levine Avenue of the Arts and the Mint Museum entrance will be on your left.

Mint Museum Uptown Parking

[Mint Museum Uptown Parking Google Maps Link](#)

- The address for the onsite parking deck is 130 West Brooklyn Village Avenue, Charlotte (Google Maps Parking Link above). Image of Parking Deck Entrance below.
- Take the elevator that says Plaza Elevator and exit the elevator at level 2. Image of Plaza Elevator also below.



Foundation for the Carolinas—Wednesday Meeting Location

Meeting Address – Walking from Hotel Encouraged

220 North Tryon Street, 4th Floor
Charlotte, NC

[Foundation for the Carolinas Google Maps Link](#)

Parking - Truist Center Garage for Presenters and Those Driving to Session

100 block of East 6th Street, between North College and North Tryon

[Truist Center Garage Google Maps Link](#)

Parking or Walking

Note: Participants staying at the Courtyard Charlotte City Center are encouraged to leave their cars in the hotel garage and walk the three blocks to the meeting location. The closest parking option for those who prefer to drive or those not staying at the hotel is the Truist Center Garage. If that deck is full, there are other decks and outdoor lots in the 2-3 blocks around the meeting location.

From the Truist Center Garage to the Foundation for the Carolinas

- Once parked, remember the color and number of your parking level to help find your vehicle.
- Take the elevator from the parking deck to the main floor of the Truist Center.
- Exit through the Truist Center lobby to the outside plaza.
- Cross the plaza to North Tryon Street and turn right.
- The main entrance to the Foundation for the Carolinas will be on your right.
- Walk through the gallery to the elevators in the back right corner and proceed to the 4th floor.

204 North Kitchen and Cocktails—Wednesday Class Dinner
204 North Tryon Street
Charlotte, NC
[204 North Kitchen and Cocktails Google Maps Link](#)

Parking or Walking

204 North Kitchen and Cocktails is located on North Tryon Street in the same block as the entrance to the Foundation for the Carolinas. Hotel guests are encouraged to walk the three blocks from the hotel. The closest parking option for those who prefer to drive or those not staying at the hotel is the Truist Center Garage (see details above). If that deck is full, there are other decks and outdoor lots nearby

UNC Charlotte Student Union, Third Floor—Thursday Meeting Location
8755 Student Union Lane
Charlotte, NC
[UNC Charlotte Student Union Deck Google Maps Link](#)

See map of UNC Charlotte on the following page.

Parking and Walking Directions to Meeting Space

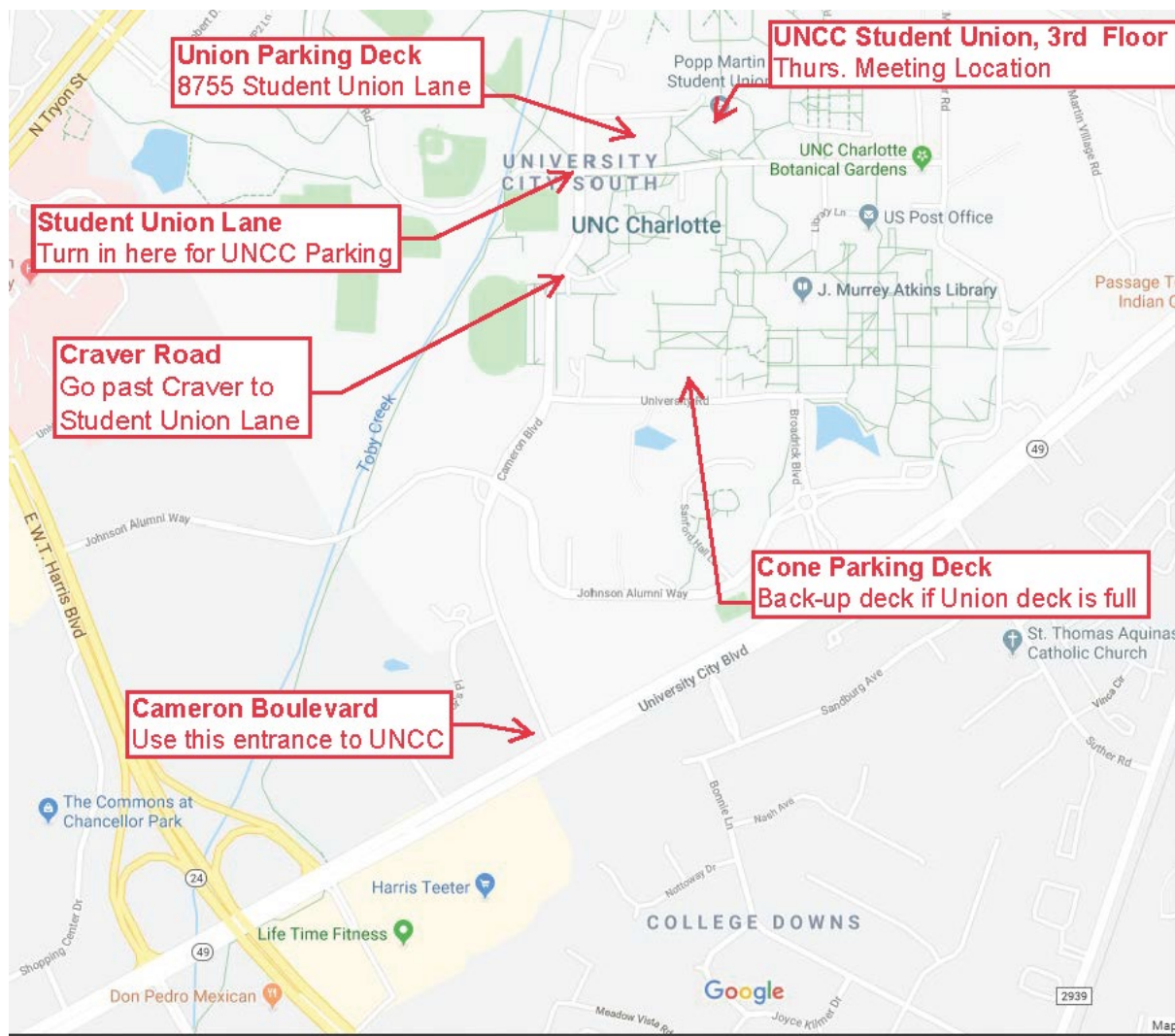
Participants and presenters should park at the Student Union deck and proceed to the meeting space. If the Union deck is full, park in the Cone deck (directions below). The Cone deck is a 3-5 minute walk from the Student Union.

- Enter the Union Deck by taking a ticket at the gate.
- Park in any unrestricted spot.
- Use the stairs or elevator to get to Level 6 of the parking deck.
- From Level 6 of the Union Deck, use the elevated walkway to enter the Student Union Building. You will be on Level 1 once you are inside.
- Follow the hallway to the Atrium area. Elevators will be on your left when you enter the center of the Union.
- Take the elevator to the third floor. Follow the signs to the LNC meeting space.
- Parking vouchers will be distributed inside the meeting space. Insert the voucher when you exit the deck for complimentary parking.

Parking and Directions to Cone Parking Deck – Backup Parking Deck Option If Union Deck Is Full

- If you arrive at the Union Deck and it is full, head back to Cameron Boulevard.
- Turn left onto Cameron Boulevard.
- Turn left onto University Road and the Cone Parking Deck will be on your left.
- Park in any unrestricted spot.
- Exit the deck and walk across campus to the Student Union (see map below).
- Take the elevator to the third floor of the Student Union building.
- Follow the signs to the LNC meeting space.
- Parking vouchers will be distributed inside the meeting space. Insert the voucher when you exit the deck for complimentary parking.

UNC Charlotte—Thursday



Tuesday Program Materials

Optional Activity Details—Tuesday, 1:30 – 3:30 pm

The optional activity for this session will be a tour and volunteer shift at either Second Harvest Food Bank or Crisis Assistance Ministry. The two venues share a parking lot and gathering spot, and class members will be assigned to one location or the other upon arrival. **Class members should come prepared to meet the requirements listed below for both venues, including having a vaccination card or a legible photo of your vaccination card on your phone.** Anyone who is not able to provide proof of vaccination as required by Crisis Assistance Ministry will be assigned to Second Harvest Food Bank.

General Tips and Instructions

The following guidelines apply to both locations:

- **Arrive by 1:20 pm to check in and be ready to start promptly at 1:30 pm.** Arrivals past 1:45 pm cannot be accommodated.

- If you are showing any signs of sickness, please stay home.
- Lock belongings and valuables in your trunk—there is no secure place for your personal items, and hosts are not responsible for loss, theft, or damage.
- Consider bringing 1-2 cans of food to contribute to Second Harvest Food Bank. Support for Crisis Assistance Ministry can be made through [this link](#).
- Closed-toed shoes required.
- Casual, comfortable clothes and layers recommended.
- Masks are optional.

Crisis Assistance Ministry—Additional Requirements

- Proof of vaccination required in form of a vaccination card or a legible photo of a vaccination card. QR codes, physician letters, or other forms of documentation cannot be accepted. No exceptions.

Second Harvest Food Bank—Additional Requirements

- Disposable gloves will be provided.
- No earbuds or headphones.
- No weapons of any kind.
- Standing during the shift is required, and bending and light lifting are necessary. All volunteers must be able to perform all tasks on their own.
- No outside food or drinks of any kind are permitted. Volunteer Stations in the warehouse will have bottled water for volunteers.

Wednesday Program Materials

Technology Needs

Participants are encouraged to have a smart phone accessible to engage with polls and interactive content from presenters.

For the Wednesday Class Connections segment, at least one person per table will need a laptop or tablet that can connect to the venue Wi-Fi. Everyone is encouraged to bring such devices to allow for flexibility with roles and resources.

Thursday Program Materials

Technology Needs

Participants are encouraged to have a smart phone accessible to engage with polls and interactive content from presenters.

For the Thursday Making Ends Meet Simulation, at least two people per Learning Team will need a laptop or tablet that can connect to the venue Wi-Fi. Everyone is encouraged to bring such devices to allow for flexibility with roles and resources.

Making Ends Meet Simulation—Review All Materials Prior to Session

Instructional Video

View this 22-minute [Making Ends Meet instructional video](#) prior to the start of session.

Simulation Resources

All participants are encouraged to review the following resources in advance and have them pulled up during the simulation. Tip: Right click on the following links to open each of them in a new tab for easy navigation across all sites during the simulation.

- [Walmart Grocery Website](#)
- [WIC Shopping Guide](#)
- [SNAP Guidelines](#)
- [MyPlate Kitchen](#) and [Good and Cheap](#)
- Your Team’s Customized Spreadsheet
 - Unique links for each Learning Team are included under your scenario assignments below
 - Be sure you are viewing and entering data in the Google spreadsheet specific to your team! If you don’t see your name in the team list at the top of your spreadsheet, you’re in the wrong place.

Overview

Making Ends Meet is an interactive role-playing activity that demonstrates the struggles involved in obtaining food when faced with limited resources. The goal of this activity is to increase awareness of food insecurity and the difficulties many individuals encounter in obtaining adequate amounts of nutritious food. Participants, organized in teams, role-play individuals struggling to feed their families. During this simulation, participants must take into account their defined income, expenses, special events, and changes in their lives when determining how much money they can spend on food. While the complex realities of food insecurity cannot be fully replicated by a simulation, “Making Ends Meet” highlights issues and challenges in a compelling and eye-opening exercise.

Definition

Food security for a household means access by all members at all times to enough food for an active, healthy life. Food security includes at a minimum the ready availability of nutritionally adequate and safe foods and the assured ability to acquire personally acceptable foods in socially acceptable ways.¹

Characteristics of a food secure community include:

- The availability of a variety of foods at a reasonable cost
- Ready access to grocery stores and other food sources
- Enough personal income to purchase adequate food to meet nutritional needs of all household members
- Freedom to choose acceptable foods
- Personal confidence in the safety and quantity of food available
- Easy access to good information and nutrition

¹ Life Sciences Research Office, S.A. Andersen, ed., "Core Indicators of Nutritional State for Difficult to Sample Populations," *The Journal of Nutrition* 120:1557S-1600S, 1990

The Rules

Each team will be assigned a scenario and will use Walmart’s online shopping platform to select a week’s worth of healthy food for themselves and their “family.”

- Teams are given a maximum amount of resources—a combination of WIC and SNAP benefits and cash—that they can spend on food for the week. This figure is highlighted in green on each scenario.
- Purchases made using SNAP benefits must meet the [guidelines of the SNAP program](#).
- Purchases made using WIC benefits must meet the [guidelines of the WIC program](#) and the [WIC Shopping Guide](#)
- Teams should attempt to get a wide variety of healthy food including grains, proteins, vegetables, fruits, and dairy products.
- Teams are encouraged to select ingredients for two recipes prepared from choices available at USDA’s [MyPlate Kitchen](#) or [Good and Cheap](#).
- Teams should keep in mind extenuating circumstances, i.e., housing instability, food allergies, etc. when making purchasing decisions.
- Teams may decide to not purchase food for all family members, i.e. parents might eat less so their children can have more.
- Some teams may be presented with additional constraints or challenges during the course of the simulation.
- Teams and scenarios have been assigned in advance. Real-time adjustments to the makeup of teams and assignment of scenarios will be made as needed to adapt to changes in attendance, technology challenges, etc.
- All team members must be active participants in the decision-making and grocery selection process.

Assumptions and Adaptations

- A limited number of online grocery platforms, including Walmart, Carlie C’s, and Amazon, allow use of SNAP benefits. The Walmart platform was chosen for this exercise for its user-friendly search tool to identify EBT-eligible products.
- Assume that it is July—school is not in session, so you cannot rely on school breakfast and lunch for school-age children.
- Assume that you have Internet access and that online ordering and pickup or delivery are free OR imagine you are shopping in person for the selections available through the online shopping platform and that you have access to a store with healthy, appropriate choices.
- Common expenses (clothing, school supplies, medical expenses, etc.) and emergency expenses are not factored into these scenarios and would present an additional financial burden.
- Weekly spending limits for SNAP and cash were calculated by dividing the monthly cash and/or SNAP benefits amounts by 4.33.
- If the family in your scenario qualifies for WIC benefits, details of their package are included with your scenario. Actual WIC benefits are allotted on a monthly basis through an eWIC card and are connected to specific items, brands, and quantities as outlined in the [WIC Shopping Guide](#).
 - For the purposes of this exercise: The monthly quantity has been divided by 4 as a guideline to match the one-week timeframe for the simulation. You may take liberties as needed if the smallest size allowed in the shopping guide is larger than your weekly quantity. For example, you might qualify for 36 ounces of breakfast cereal for the month. This breaks down to 9 ounces per week, but the smallest allowed quantity for cereal in the shopping guide is 12 ounces. For this simulation, you can choose a 12-

ounce box even though that is greater than your weekly allotment. Just try not to buy more than ¼ of your monthly WIC allocation during the exercise.

- Brick-and-mortar shopping note: WIC recipients who have smart phones and are shopping in a physical store would be able to use the eWIC app to scan items while they shop to make sure items qualify and that they have a corresponding benefit remaining in their account for the month.

Step 1: Assigning Team Roles

(5 minutes) The simulation will be conducted in Learning Teams. Team members will work together to decide how to make the most of limited resources. There are three defined roles, but everyone will be able to participate in several ways.

- Each team should start by assigning a Shopping Navigator and an Expense Tracker.
 - Shopping Navigator: Needs a laptop or tablet with Internet access to use during the exercise. This person will select items based on the group's input and add them to the digital shopping cart per their team's decisions about purchases. They do not need a Walmart account and should NOT actually purchase items.
 - Expense Tracker: Needs a laptop or tablet with Internet access to connect to a Google spreadsheet link during the exercise. This person will use their team's customized Google spreadsheet to track purchases and expenses, to make sure the team stays under budget, and to log how the team allocates their resources. A calculator or calculator app will also be helpful.
 - Menu and Resource Monitors: Everyone else! The rest of the team will make sure purchases meet SNAP and WIC guidelines, keep the team on track around making healthy choices, and encourage selection of ingredients for two recipes from USDA's [MyPlate Kitchen](#) or [Good and Cheap](#). Laptops or tablets will be useful but not required for these team members.
- All team members are encouraged to have the links listed under "Simulation Resources" above open during the exercise.
- Planning committee members will be circulating as resource people throughout this exercise.

Step 2: Crafting Your Shopping List

(5-10 minutes) Each team will take the first 5-10 minutes to discuss their scenario, the needs of their family, and the items they want to prioritize on their shopping list. Don't forget to think about your list in terms of specific recipes you want to prepare.

Step 3: Filling Your Virtual Shopping Cart

(30 minutes) Once your team has planned your shopping strategy, follow the steps below to add items to your virtual shopping cart. The Shopping Navigator should:

- Open a browser to [Walmart Grocery](#).
- Search for an item from the team's list by name or category.
- Add the item to the cart and choose the desired quantity.
- Repeat the steps above until the team has run out of time or money or until the team agrees it has built a cart that meets the family's needs for the week.
- Check each item against the [WIC Shopping Guide](#) or the [SNAP Shopping Guidelines](#) to see if it is covered under your defined benefits. You can decide as a team whether to define your resource allocation for each item as you go or after you have items in your cart.

- By the end of the exercise, your team will need to define how you will pay for each item—via cash, WIC, or SNAP—and log this on your tracking spreadsheet.
- As time permits, try to select ingredients for two specific recipes.

Step 4: Tracking Your Expenses

Each team's Expense Tracker should use the team's customized Google spreadsheet (links included with scenario assignments below) to log and track the items the Shopping Navigator adds to the virtual shopping cart. All team members are encouraged to open the spreadsheet and follow along, but only the designated Expense Tracker should enter the data. On the spreadsheet the Expense Tracker should:

- Note each item name and description, including size.
- Add the price and quantity.
- Make sure your total cost is calculated correctly
- Use the appropriate column to define which resource (cash, WIC, or SNAP) the group decides to use to pay for each item per the [WIC Shopping Guide](#) or the [SNAP Shopping Guidelines](#) and the details of your scenario. You can decide as a team whether to define your resource allocation for each item as you go or after you have items in your cart.
- A sample shopping cart with some items already added is included at the end of the spreadsheet for reference.
- Each team also has a link to an Excel version of the spreadsheet. This is included as a backup tool if no one on the team is able to access the Google spreadsheet during the exercise. Only the Expense Tracker will be able to see data entered in real time in the Excel sheet.

Helpful Tips/Reminders

- You may add and delete items in your cart and on your tracking sheet throughout the exercise as you work to find the best balance of purchases for your family with your available resources.
- It's up to your team whether you allocate your resources (cash, SNAP, and WIC) as you go or after you have filled the first "draft" of your cart.
- You should NOT actually buy any groceries! Navigators should delete your virtual cart at the end of the exercise, especially if you are a regular Walmart shopper.
- All team members are encouraged to have the Walmart platform open to multiply your searching power—just be sure you only have one active cart in play.
- All team members are encouraged to have their team's Google spreadsheet open to track purchases—just make sure only your team's Expense Tracker is entering data.
- For those who are shopping with SNAP benefits, you can use a filter on the Walmart site to search for "EBT." First, search for any item. Then choose the "all filters" button below the search bar. Scroll down through the filters to choose "Benefit Cards" and check "EBT eligible." You will need to check this box for each new search.
- There is no search feature for WIC items. Use your [WIC Shopping Guide](#) to decide what fits your family's benefits.
- Do not worry about tax.

Scenarios and Expense Tracking Tools

There are three scenarios, and three teams will navigate each scenario. Planning committee members will circulate during the simulation to serve as resource people and to share any real-time adjustments to your team's scenario.

Scenario One

Team 1A: The Dogwood Crew (Natasha, Dana, Christine, Jason F., Carmella, Jeremy, and Sarah T.)

- [Team 1A Expense Tracking Spreadsheet](#)

Team 1B: 2Legit (Bahby, Latasha, Justin, Christina, Dawn, and Frank)

- [Team 1B Expense Tracking Spreadsheet](#)

Team 1C: Hey Y'all (Katy, Moses, Kim, Julie, Miles, and Deb)

- [Team 1C Expense Tracking Spreadsheet](#)

You are an administrative assistant at a medium-sized media company. You are the never-married single parent of three children (a 12-week-old infant, a 6-year-old, and an 8-year-old). Your monthly take-home pay is **\$2150**. You pay **\$825/month** for your mortgage and **\$200/month** for utilities and insurance. You pay **\$700/month** in childcare costs. You pay **\$185/month** in car payments and fuel expenses and **\$75/month** on your phone bill. You are fully breastfeeding your newborn (breastfeeding during the night and providing pumped breast milk for during the day). To access the food support benefits that you qualify for, you must have a child support order in place. You left an abusive relationship and are afraid to push for child support, so you are not receiving these benefits.

Cash and SNAP	
Family of Four: 1 Adult, 3 Children	
Monthly	
Take-Home Pay	\$ 2150.00
Fixed Expenses	\$ (1985.00)
Cash Remaining	\$ 165.00
SNAP	\$ -
Total Cash Remaining Plus SNAP	\$ 165.00
Weekly	
Cash Remaining	\$ 38.08
SNAP	\$ -
Total Cash Remaining Plus SNAP	\$ 38.08
Weekly Cash and Benefits Available	\$ 38.08
Daily	
Food Budget Per Person Per Day	\$ 1.36

You may spend up to **\$38.08** in cash during the simulation. Because you are not receiving SNAP or WIC, you have no restrictions on how you spend your resources.

Scenario Two

Team 2A: SeaTop6 (LaVie, Prudencio, Cynthia, Lisa Shock, Malenia, and Jason W.)

- [Team 2A Expense Tracking Spreadsheet](#)

Team 2B: High Five (Monica, Allyson, DJ, Alison, Kelly, and Mike)

- [Team 2B Expense Tracking Spreadsheet](#)

Team 2C: 6SENSE (Crystal, Ryan, Randy, Lisa Sheppard, Rachel, and Tracy)

- [Team 2C Expense Tracking Spreadsheet](#)

You live with your husband and 2 children (ages 2 and 10) in a one-bedroom apartment. Your husband was injured while working a temporary construction job for which he was being paid under the table. He is unable to work but he hasn't been able to secure compensation for his injury. You work part-time, earning about **\$1500/month** most months. You have applications pending for Temporary Assistance for Needy Families and for disability benefits but are not receiving anything currently. Your rent is **\$1000/month** and utilities are **\$250/month**. You have an old car that is paid for and \$1100 in a bank account but owe thousands in pending medical bills, for which you have no insurance. You are in danger of losing your apartment. Your SNAP benefits are **\$166/month**. You also receive WIC benefits for your younger child. Your 10-year-old has aged out of the WIC program.

Cash and SNAP	
Family of Four: 2 Adults, 2 Children	
Monthly	
Take-Home Pay	\$ 1500.00
Fixed Expenses	\$ (1250.00)
Cash Remaining	\$ 250.00
SNAP	\$ 166.00
Total Cash Remaining Plus SNAP	\$ 416.00
Weekly	
Cash Remaining	\$ 57.69
SNAP	\$ 38.31
Total Cash Remaining Plus SNAP	\$ 96.00
Weekly Cash and Benefits Available	\$ 96.00
Daily	
Food Budget Per Person Per Day	\$ 3.43

You may spend up to **\$96.00** during the simulation, of which **\$38.31** is subject to [SNAP guidelines](#) and **\$57.69** is cash. You may also purchase one week's worth of the WIC items listed below. The WIC program has very specific instructions about what foods, including brands, quantities, and sizes, can be purchased with WIC benefits. Refer to the [WIC Shopping Guide](#) to make sure you are choosing qualified items. WIC benefits are allotted on a monthly basis through an EBT card. For this exercise, use the estimated weekly amount in the table below as a guide for what you can buy on this one-week shopping trip. In some cases the weekly quantity is smaller than the size or quantity allowed under the WIC guidelines. You may adapt as needed for this exercise but try not to exceed ¼ of the total monthly benefit across all categories.

WIC Allotment		
Food Package IV: Children 1 through 4 Years		
Food Item	Monthly	Weekly (estimate)
Juice, single strength	128 oz	32 oz
Milk*	16 quarts	4 quarts
Breakfast cereal	36 oz	9 oz
Cheese	n/a	n/a
Eggs	1 dozen	4 eggs
Fruits and vegetables	\$8 in cash value vouchers	\$2 in cash value vouchers
Whole wheat bread**	2 pounds	½ pound
Fish (canned)	n/a	n/a
Legumes, dry or canned and/or peanut butter	1 pound (64 oz canned) OR 18 oz peanut butter	¼ pound (16 oz canned) OR 4.5 oz peanut butter

*Allowable options for fluid milk substitutions are yogurt, cheese, soy beverage, and tofu.

**Allowable options for whole wheat bread are whole grain bread, brown rice, bulgur, oatmeal, whole-grain barley, whole wheat macaroni products, or soft corn or whole wheat tortillas.

Scenario Three

Team 3A: 6+1ders (Lonnie, Cameron, Ed, Sara I., Candice, and Ashley)

- [Team 3A Expense Tracking Spreadsheet](#)

Team 3B: Mountains to Marshes (Amanda, Veronica, Tim, Chakana, Jason K., and Ray)

- [Team 3B Expense Tracking Spreadsheet](#)

Team 3C: Revolution 9 (Ron, Quynh, Erin, Kristian, Jade, and Kathie)

- [Team 3C Expense Tracking Spreadsheet](#)

You are a single woman with a 2-year-old daughter. You lost your job and your apartment when your child became sick and you had to stay home with her. You are technically homeless—you and your daughter are sleeping on a couch at the home of your cousin, who is married with three kids of his own. The apartment is small, and you have very limited space for storing food or preparing meals. As trade for letting you sleep on his couch, your cousin and his family regularly help themselves to the food you buy for yourself and your daughter. Your SNAP benefits are **\$430/month**. You also receive WIC benefits for your child.

Cash and SNAP	
Family of Two: 1 Adult, 1 Child	
Monthly	
Take-Home Pay	\$ -
Fixed Expenses	\$ -
Cash Remaining	\$ -
SNAP	\$ 430.00
Total Cash Remaining Plus SNAP	\$ 430.00
Weekly	
Cash Remaining	\$ -
SNAP	\$ 99.23
Total Cash Remaining Plus SNAP	\$ 99.23

Weekly Cash and Benefits Available	\$ 99.23
Daily	
Food Budget Per Person Per Day	\$ 7.09

You may spend up to **\$99.23** during the simulation, all of which is subject to [SNAP guidelines](#). You may also purchase one week’s worth of the WIC items listed below. The WIC program has very specific instructions about what foods, including brands, quantities, and sizes, can be purchased with WIC benefits. Refer to the [WIC Shopping Guide](#) to make sure you are choosing qualified items. WIC benefits are allotted on a monthly basis through an EBT card. For this exercise, use the estimated weekly amount in the table below as a guide for what you can buy on this one-week shopping trip. In some cases the weekly quantity is smaller than the size or quantity allowed under the WIC guidelines. You may adapt as needed for this exercise but try not to exceed ¼ of the total monthly benefit across all categories.

WIC Allotment		
Food Package IV: Children 1 through 4 Years		
Food Item	Monthly	Weekly (estimate)
Juice, single strength	128 oz	32 oz
Milk*	16 quarts	4 quarts
Breakfast cereal	36 oz	9 oz
Cheese	n/a	n/a
Eggs	1 dozen	4 eggs
Fruits and vegetables	\$8 in cash value vouchers	\$2 in cash value vouchers
Whole wheat bread**	2 pounds	½ pound
Fish (canned)	n/a	n/a
Legumes, dry or canned and/or peanut butter	1 pound (64 oz canned) OR 18 oz peanut butter	¼ pound (16 oz canned) OR 4.5 oz peanut butter

*Allowable options for fluid milk substitutions are yogurt, cheese, soy beverage, and tofu.

**Allowable options for whole wheat bread are whole grain bread, brown rice, bulgur, oatmeal, whole-grain barley, whole wheat macaroni products, or soft corn or whole wheat tortillas.

Debriefing Prompts and Things to Keep in Mind

After the shopping activity, the full class will discuss their decisions and choices. Some questions to keep in mind as you go through the exercise include:

- What were you able to buy—and what were you NOT able to buy—with SNAP and WIC or with your available cash? Were you able to get enough food to last the week?
- What feelings or concerns did you have for your assigned family?
- What part of your scenario made it more challenging, stressful, or different than expected for you and/or your team?
- If you participated in the SNAP Challenge, how did that influence your simulation experience?
- What were some of the strategies your group used to choose what you purchased?
- What would have made shopping easier? More challenging?
- How was your understanding of families that receive government food assistance (SNAP/WIC) impacted by this simulation?
- What are some possible impacts of consistently living and shopping under these types of circumstances?
- What factors contribute to situations requiring individuals to make tough decisions around feeding their families?

- If a legislator asked your thoughts about government food assistance benefits (SNAP/WIC), what would you say?

Follow-Up Materials

Use the links below after conclusion of the HHS session to complete the required surveys by the dates indicated.

Session Evaluation Link

Please complete your session evaluation through [this Google Form](#) by Friday, February 17. Thank you for sharing your feedback!

Economic Development Session Attendance Survey

Share your attendance plans for the March Duke Energy Economic Development session in Wilmington through [this Google form](#) by Friday, February 17.

Learning Teams: Prompts and Recording Form Link

Hold your Learning Team calls and submit your notes through [this Google form](#) by Wednesday, March 1.

Planning Committee Preferences Survey

Share your top three choices for your role during Year 2 of your LNC experience through [this Google form](#) by Friday, April 14. The detailed position descriptions are [here](#) for reference.

General Program Resources

Class Roster

Your class roster is below and also available through [this link](#).



Leadership North Carolina Class 30 (2022-2023)

Crystal Adams Alexander
Associate Director, North Carolina Oral Health Collaborative
Foundation for Health Leadership and Innovation

Natasha Austin Iredell
Chief Operating Officer
Dogwood State Bank

Bahby Banks Durham
Chief Executive Officer
Pillar Consulting

Ron Barnes Mecklenburg
Assistant Vice President
Federal Reserve Bank of Richmond

Quynh Bowman Mecklenburg
Director - Rates & Regulatory
Duke Energy

Erin Brewer Nash
Executive Director of Corporate and Community Outreach
Barnhill Contracting Company

Amanda Bryant Buncombe
Executive Director
Asheville Museum of Science (AMOS)

Monica Carpenter Yancey
Associate Vice President of Workforce Development
Mayland Community College

Dana Chavis Hoke
Executive Director of CTE
Hoke County Schools

Lonnie Cockerham Guilford
Executive Director, Office of Community Engagement
North Carolina A&T State University

Allyson Colaco Mecklenburg
VP, Customer and Applicant Experience
E4E Relief

Veronica Creech Wake

Cameron Cremeens Wake
Director, Strategic and Business Planning
Novant Health

Catherine Crosby Wake
Town Manager
Town of Apex

Christine Reed Davis Cabarrus
Associate Vice Chancellor and Dean of Students
The University of North Carolina at Charlotte

Tim Dodge Durham
Regulatory Counsel
North Carolina Electric Membership Corporation

Latasha Ellis Mecklenburg
President / CEO
AHSAT Counseling and Consulting PLLC

Jason Flynn Wake
Vice President, Strategic Finance, Procurement, and Supply Chain
Martin Marietta

Kristian Forslin Johnston
GIS and Survey Manager
North Carolina Railroad Company

Chakana Fowler Mecklenburg
Vice President, Senior Relationship Manager
Bank of America

Moses Fox III Mecklenburg
Executive Director, Campus Affairs
Central Piedmont Community College

Kimberly Green Iredell
Manager of Retail Banking
First Citizens Bank

Edward Hunt Robeson
Sustainable Agriculture Coordinator
The University of North Carolina at Pembroke

Sara Imhof Wake
Senior Director
North Carolina Biotechnology Center

Donyell Jones Johnston
President & Chief Executive Officer
Boys & Girls Clubs of North Central North Carolina

Jason King Pender
Senior Manager
DMJPS PLLC

Justin Kurkiewicz Wake
Vice President, Corporate Relationship Manager
PNC Bank

LaVie Leasure Guilford
Associate Dean of Arts, Humanities, and Social Sciences
Winston-Salem State University

Rachel Levy Wake
Executive Director, Data Science Academy
North Carolina State University

Jade Manley Wake
Manager, Community Relations
Fidelity Investments

Prudencio IV Martinez-Mengel Lenoir
Workforce Development Coordinator
Lenoir Community College

Ryan McAward Wake
Principal Strategy & Planning Manager
Duke Energy

Christina McNally Catawba
Chief Strategy Officer
Carolina Caring

Carmella Melton Durham
AVP, Head of Internal Communications & Employment Brand
Blue Cross and Blue Shield of North Carolina

Randy Mirador Wake
Director, ITGRC
Blue Cross and Blue Shield of North Carolina

Jeremy Moseley Forsyth
Associate Vice President, FaithHealth Division
Atrium Health Wake Forest Baptist

Allison Owen Wake
Deputy Director, Office of Rural Health
North Carolina Department of Health and Human Services

Kelly Perry Wake
Assistant General Counsel - Global Legal Initiatives
SAS Institute Inc.

Julie Roper Gaston
Economic Development and External Affairs Manager
Dominion Energy

Candice Roth Mecklenburg
Assistant Vice President
Atrium Health / Levine Cancer Institute

Ashley Ruffin Wake
Chief Administrative Officer
Civic Federal Credit Union / Local Government Federal Credit Union

Dawn Russell Wake
Downtown Development Manager, Town of Fuquay-Varina
Executive Director, Fuquay-Varina Downtown Association

Cynthia Satterfield Durham
State Director
Sierra Club-North Carolina

Lisa Sheppard Mecklenburg
Lead Operational Risk Officer
Wells Fargo

Lisa Shock Wake
Chief Population Health Officer – Medicaid Plan
UnitedHealthcare

Kathie Sidner Wake
Director of Military Partnerships
University of North Carolina System Office

Rachel Pence Smith Columbus
Principal
Whiteville City Schools

Malenia Swinton Durham
Vice President of Community Engagement
Youth Mentoring Collaborative

Sarah Tomlinson Durham
Dental Consultant
NC Medicaid Administration – Dental Division of Health Benefits
North Carolina Department of Health and Human Services

Michael Walker Guilford
Regional Director - External Affairs
AT&T

Jason Walls Buncombe
Director, West Region Government and Community Relations
Duke Energy

Tracy Webb Johnston
Regional Trainer/Content Developer
North Carolina Department of Health and Human Services
State Human Resources Commissioner (SHRC)

Frank Williams Brunswick
President, Pioneer Strategies
Brunswick County Commissioner

Miles Wobbleton Wake
Associate
Smith, Anderson, Blount, Dorsett, Mitchell & Jernigan, LLP

Deborah Wojcik Orange
Executive Director
Research Triangle Cleantech Cluster

Learning Team Assignments

You have each been assigned to a Learning Team for the program year. Each session will offer opportunities for small-group work, simulations, and dialogue with your Learning Team members as well as with other LNC classmates.

Team 1: The Dogwood Crew

Natasha Austin*
Dana Chavis
Christine Reed Davis
Jason Flynn
Carmella Melton
Jeremy Moseley
Sarah Tomlinson

Team 2: 2Legit

Bahby Banks
Latasha Ellis
Justin Kurkiewicz
Christina McNally
Dawn Russell
Frank Williams*

Team 3: Hey Y'all!

Katy Crosby
Moses Fox
Kim Green*
Julie Roper
Miles Wobbleton
Deb Wojcik

Team 4: SeaTop 6

LaVie Leasure
Prudencio IV Martinez-Mengel
Cynthia Satterfield
Lisa Shock
Malenia Swinton
Jason Walls*

Team 5: High Five

Monica Carpenter
Allyson Colaco
DJ Jones
Allison Owen
Kelly Perry*
Mike Walker

Team 6: 6SENSE

Crystal Adams
Ryan McAward
Randy Mirador
Lisa Sheppard*
Rachel Pence Smith
Tracy Webb

Team 7: 6+1ders

Lonnie Cockerham
Cameron Cremeens
Ed Hunt
Sara Imhof*
Candice Roth
Ashley Ruffin

Team 8: Mountains to Marshes

Amanda Bryant
Veronica Creech
Tim Dodge
Chakana Fowler*
Jason King
Ray Levy

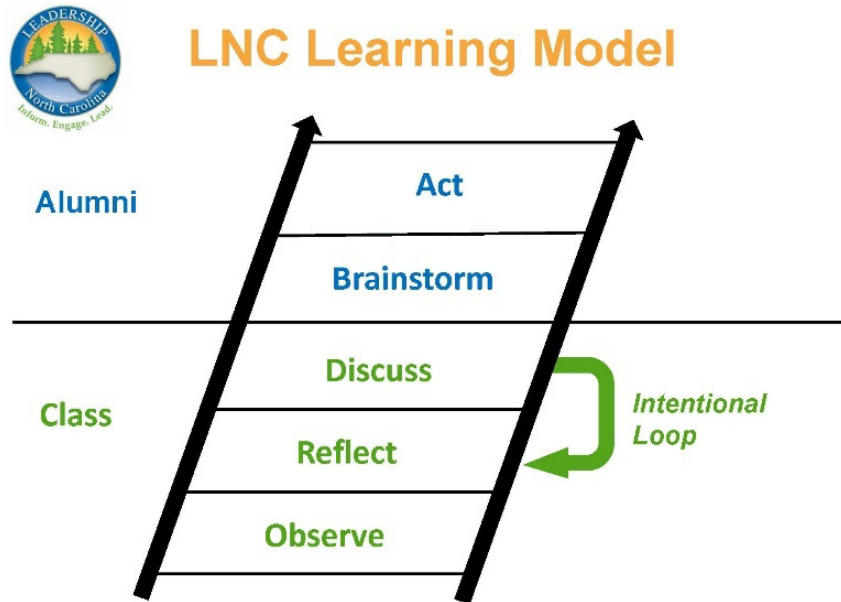
Team 9: Revolution 9

Ron Barnes
Quynh Bowman*
Erin Brewer
Kristian Forslin
Jade Manley
Kathie Sidner

*Team Navigator

LNC Learning Model with Guiding Principles and Team Agreements

The LNC Learning Model and Guiding Principles are included below and also available through [this link](#). Please make sure you have access to this material during the HHS session.



LNC Learning Model Guiding Principles

- What personal history am I bringing to the conversations?
- What are my biases?
- What do I already think?
- Am I only hearing the things that reinforce what I already think?

LNC30 Class Agreements

Be	Do
Respectful	Act Authentically
Openminded	Listen Actively
Honest & Vulnerable	Reserve Judgment
Present & Engaged	Practice Grace & Accountability
Committed to the journey	Learn & Grow