



Leadership North Carolina

Class XXVIII

Blue Cross and Blue Shield Health and Human Services Session

February 2 – 4, 2021

Virtual

[#LNCXXVIII]

Session Workbook

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

Zoom Links and Instructions

Each segment of the HHS session can be joined through a unique Zoom link. Please log into each portion of the program a few minutes early—content will start promptly.

During breaks, stay logged into the Zoom session but mute your camera and microphone. If you accidentally log out at any point during the session, please log back in using that segment’s link. You will enter the waiting room and we will admit you back into the session as soon as possible. Be sure to return from breaks promptly so you don’t miss any content when the program resumes.

- [Screening of “Resilience” and Facilitated Discussion](#) (Optional): Tuesday, February 2, 2:30 – 4:30 pm
- [Virtual Reception](#) (Optional): Tuesday, February 2, 5:00 – 6:00 pm
- [Wednesday Session Programming](#) (Required): Wednesday, February 3, 8:30 am – 4:00 pm
- [Thursday Session Programming](#) (Required): Thursday, February 4, 8:30 am – 2:30 pm

LNC Staff Contact Numbers

If you need help during session, please text a member of the LNC team at the numbers below. Kelly is lead on program content and attendance and general questions. Emily is lead on all things Zoom and technical. Remember: Include your name in your text so we know who we are responding to.

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

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.

Zoom Protocols and Technology Tips Link

Zoom protocols and technology tips and instructions can be found through [this link](#).

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.

Check for a Zoom Update Before Tuesday—Required

Make sure you are running the most up-to-date version of Zoom before the HHS session starts on February 2.

1. Log into the Zoom desktop client.

2. Click on your profile picture.
3. Select "check for updates" from the drop-down menu.
4. Apply any available updates.

Detailed instructions are available [here](#) from Zoom.

Making Ends Meet Simulation Preparation—Required

This is your most important homework

Thursday morning'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. Make sure you know who your group members are, get familiar with your assigned scenario, and start thinking about your shopping list.
 - Team assignments will be adjusted if needed during session to accommodate changes in attendance
- Watch this 15-minute [Making Ends Meet instructional video](#) explaining simulation instructions and resources.
- Review the simulation resources and be prepared to ask any questions about WIC or 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 (browser access and ability to share your screen during a breakout session required) or Expense Tracker (access to Google sheets during breakout session required).

Links to Explore—Required

Review the following resources and especially the detailed Making Ends Meet materials included later in this workbook before the session kicks off on February 2.

- [America's Health Rankings](#)—full website. Links to select NC reports recommended for pre-reading included below.
 - [America's Health Rankings: 2020 Annual Report—NC](#)
 - [America's Health Rankings: 2020 Health of Women and Children—NC](#)
 - [America's Health Rankings: 2020 Senior Data—NC](#)
- ["Racism is a declared public health issue in 145 cities and counties across 27 states. What happens now?" USA Today, November 23, 2020](#)
- ["Got Your ACE Score?"](#) Everyone is encouraged to complete this survey about Adverse Childhood Experiences (ACEs) if they are comfortable doing so. Some questions ask about specific experiences of child abuse and may cause distress. You may want to have a support person you can contact or a hotline number available before you complete the survey. The survey link includes additional information about ACEs as well as a Resilience survey that provides additional context. More detail around ACEs and resilience will be provided through the film "Resilience" and the facilitated discussion on Tuesday afternoon. The survey is for individual use only to add perspective to session content. There is no expectation that individual scores will be shared or discussed.

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.

Tuesday Program Materials

ACEs Survey

["Got Your ACE Score?"](#) Everyone is encouraged to complete this survey about Adverse Childhood Experiences (ACEs) if they are comfortable doing so. Some questions ask about specific experiences of child abuse and may cause distress. You may want to have a support person you can contact or a hotline number available before you complete the survey. The survey link includes additional information about ACEs as well as a Resilience survey that provides additional context. More detail around ACEs and resilience will be provided through the film "Resilience" and the facilitated discussion on Tuesday afternoon. The survey is for individual use only to add perspective to session content. There is no expectation that individual scores will be shared or discussed.

Wednesday Program Materials

Mindful Movement

During Wednesday's "Mindful Movement" segment, Carey Sims of Carey Sims Yoga recommends having a stable chair (no wheels, or wheels in the locked position) that allows your feet to rest on the ground. He will suggest accommodations as needed for those who cannot create that environment.

Thursday Program Materials

Making Ends Meet Simulation

Instructional Video

Everyone should view this 15-minute [Making Ends Meet instructional video](#) prior to the start of session. If you have not watched it by Thursday morning, please use the morning break to watch the video before the start of the simulation group work.

Team Assignments

Scenario One

Team 1A: Will Ahlum, Melissa Chappell, Katherine Parker, Rick Carrico, Jodi Phelps.
Resource person: TJ Newton

Team 1B: Lavondia Alexander, Ercel Carter, Jack Jirak, Heather Miller, Jamie Philyaw.
Resource person: Kathleen Evans

Team 1C: Andy Coe, Heidi Austin, Catherine Read, Tammie Hall, Claudie Johnson.
Resource person: Barbara Ashford

Team 1D: Margaret Brunson, Todd Griffin, Zakiya James, Kaycee Kalpin, Kevin Platé.
Resource person: Dawn Daly Mack

Scenario Two

Team 2A: Jeni Corn, Mark Hensley, Anna Helms, Randolph Keaton, Selina Rodriguez-Guzman.

Resource person: Kathryn West

Team 2B: Natalie Jenkins Peel, Jenn Eberhart, Jesse Battle, Frank Diaz, Jenna Bailey.

Resource person: LaPonda Edmondson

Team 2C: Connie Newsome, Dan Levine, Hannah Kay Herdinger, Derek Mobley, Leslie Mason.

Resource person: Rachel Wade Kahungi

Team 2D: Erika Bell, Mike Romot, Syretta Hill, Kevin Byers, Luisa Santiago.

Resource person: Virginia Knowlton Marcus

Scenario Three

Team 3A: Kelly Bennett, Lynn Duffy, Kentreal Farrar, Meredith Houston, Jonathan Russell.

Resource person: Anna-Marshall Wilson

Team 3B: Conitsha Barnes, Owen Thomas, Leah Friedman, Naomi Irvin, Chester Williams.

Resource person: Joanne Peters Denny

Team 3C: Rachel Bearman, Jennifer Harriss, Ray Garcia, Drew Haddock, Julia Wright.

Resource person: David Bohm

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 these pages during the simulation.

- [Walmart Grocery Website](#)
- [WIC Shopping Guide](#)
- [SNAP Guidelines](#)
- [MyPlate Kitchen](#) and [Good and Cheap](#)
- Your Team’s Customized Spreadsheet—See links under 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.

Objectives

Participants will be able to

- Appreciate the relationship between hunger and poverty
- Identify major barriers to food security
- Increase awareness about hunger, poverty, and food insecurity

Definition

Food security is defined as access by all people at all times to enough food for an active, healthy life. At minimum, this includes the ready availability of nutritionally adequate and safe foods and the assured ability to acquire personally acceptable foods in a socially acceptable way. 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

The Rules

Each team will be assigned a scenario and will use an 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](#).
- 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.

- 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 EBT card and are connected to specific items, brands, and quantities as outlined in the [WIC Shopping Guide](#), i.e. “12 oz or larger size bag or box of Food Lion Tasteos Toasted Oat Cereal” but not “Cheerios.” When shopping in a physical store, users with smartphones can 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.
 - 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.

Assigning Team Roles

(2 minutes) The simulation will be conducted in breakout rooms with teams of approximately five class members. Teams will work together to decide how to make the most of their limited resources. There are three required roles, but everyone will be able to participate in several ways.

- Each team should start by assigning a Shopping Navigator, an Expense Tracker, and a Menu Monitor.
 - Shopping Navigator: Needs Internet access and ability to share screen on an active browser during breakout session. 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 access to Google Sheets during the exercise. This person will use a 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 link to an Excel version of the tracking sheet is provided as backup in case no team members can access the Google spreadsheet. To use the Excel version, click on the link to download it to your computer and select “enable editing” to start entering data. 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](#).
- All team members are encouraged to have the following resources open during the exercise. For easy navigation, right click to open each link in a new tab of your browser.
 - [Walmart Grocery Shopping Link](#)
 - [WIC Guidelines](#)
 - [SNAP Guidelines](#)
 - [MyPlate Kitchen](#) and [Good and Cheap](#)
 - Your Team’s Spreadsheet (links under scenario descriptions below)
- Each team will have a planning committee member assigned as a resource person for the exercise.

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.

Filling Your Virtual Shopping Cart

(20-25 minutes) Once your team has planned your shopping strategy, follow the steps below to add items to your virtual shopping cart. Be sure your Expense Tracker is filling out your team's spreadsheet as you go (see more detail below). The Shopping Navigator should:

- Share his or her screen via Zoom and open a browser to <https://www.walmart.com/grocery/>.
- Search for an item from your list by name or category.
- Add the item to your cart and choose the desired quantity.
- Repeat the steps above until you have run out of time or money or until you think you've built a cart that meets your 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.

Tracking Your Expenses

Each team's Expense Tracker will use a 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

- 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.
- You can add “EBT” to any search term to find SNAP-eligible items. The platform may autocorrect “EBT” to “eat” but it will also offer a small link to correct the search. For example, if you enter “ebt milk” it will show you results for “Searching for ‘eat milk’” but also offer a link for “Search instead for ebt milk.” If you click that link, it will revise your search and show you SNAP-eligible items.



- 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

Scenario One

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.

Team 1A: Will Ahlum, Melissa Chappell, Katherine Parker, Rick Carrico, Jodi Phelps.

Resource person: TJ Newton

- [Team 1A Expense Tracking Spreadsheet](#)—Google Sheets
- [Team 1A Expense Tracking Spreadsheet](#)—Excel Version as Backup

Team 1B: Lavondia Alexander, Ercel Carter, Jack Jirak, Heather Miller, Jamie Philyaw.

Resource person: Kathleen Evans

- [Team 1B Expense Tracking Spreadsheet](#)—Google Sheets
- [Team 1B Expense Tracking Spreadsheet](#)—Excel Version as Backup

Team 1C: Andy Coe, Heidi Austin, Catherine Read, Tammie Hall, Claudie Johnson.

Resource person: Barbara Ashford

- [Team 1C Expense Tracking Spreadsheet](#)—Google Sheets
- [Team 1C Expense Tracking Spreadsheet](#)—Excel Version as Backup

Team 1D: Margaret Brunson, Todd Griffin, Zakiya James, Kaycee Kalpin, Kevin Platé.

Resource person: Dawn Daly-Mack

- [Team 1D Expense Tracking Spreadsheet](#)—Google Sheets
- [Team 1D Expense Tracking Spreadsheet](#)—Excel Version as Backup

Scenario Two

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 $\frac{1}{4}$ 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	$\frac{1}{2}$ 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	$\frac{1}{4}$ 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.

Team 2A: Jeni Corn, Mark Hensley, Anna Helms, Randolph Keaton, Selina Rodriguez-Guzman.

Resource person: Kathryn West

- [Team 2A Expense Tracking Spreadsheet](#)—Google Sheets
- [Team 2A Expense Tracking Spreadsheet](#)—Excel Version as Backup

Team 2B: Natalie Jenkins Peel, Jenn Eberhart, Jesse Battle, Frank Diaz, Jenna Bailey.

Resource person: LaPonda Edmondson

- [Team 2B Expense Tracking Spreadsheet](#)—Google Sheets
- [Team 2B Expense Tracking Spreadsheet](#)—Excel Version as Backup

Team 2C: Connie Newsome, Dan Levine, Hannah Kay Herdlinger, Derek Mobley, Leslie Mason.

Resource person: Rachel Wade Kahungi

- [Team 2C Expense Tracking Spreadsheet](#)—Google Sheets
- [Team 2C Expense Tracking Spreadsheet](#)—Excel Version as Backup

Team 2D: Erika Bell, Mike Romot, Syretta Hill, Kevin Byers, Luisa Santiago.

Resource person: Virginia Knowlton Marcus

- [Team 2D Expense Tracking Spreadsheet](#)—Google Sheets
- [Team 2D Expense Tracking Spreadsheet](#)—Excel Version as Backup

Scenario Three

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 $\frac{1}{4}$ 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	$\frac{1}{2}$ 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	$\frac{1}{4}$ 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.

Team 3A: Kelly Bennett, Lynn Duffy, Kentreal Farrar, Meredith Houston, Jonathan Russell.

Resource person: Anna-Marshall Wilson

- [Team 3A Expense Tracking Spreadsheet](#)—Google Sheets
- [Team 3A Expense Tracking Spreadsheet](#)—Excel Version as Backup

Team 3B: Conitsha Barnes, Owen Thomas, Leah Friedman, Naomi Irvin, Chester Williams.

Resource person: Joanne Peters Denny

- [Team 3B Expense Tracking Spreadsheet](#)—Google Sheets
- [Team 3B Expense Tracking Spreadsheet](#)—Excel Version as Backup

Team 3C: Rachel Bearman, Jennifer Harriss, Ray Garcia, Drew Haddock, Julia Wright.

Resource person: David Bohm

- [Team 3C Expense Tracking Spreadsheet](#)—Google Sheets
- [Team 3C Expense Tracking Spreadsheet](#)—Excel Version as Backup

Debriefing Prompts

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

Session Evaluation Link

Please complete your session evaluation through [this Google Form](#) by Friday, February 12. Thank you for sharing your feedback!

Economic Development Session Attendance Survey

Share your attendance plans for the March virtual Duke Energy Economic Development session through [this Google form](#) by Friday, February 12.

Learning Teams: Prompts and Recording Form Link

Hold your Learning Team calls and submit your notes through [this Google form](#) by Monday, February 22.

General Program Resources

Class Roster

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



Leadership North Carolina Class XXVIII (2020-2021)

William Ahlum Mecklenburg
Associate
First Tryon Advisors

Lavondia Alexander Gaston
Chief Quality Officer
Kintegra Health

Heidi Austin Wake
Project AWARE Director
NC Department of Public Instruction

Jenna Bailey Rutherford
Creative Director, Partner
Artifacuring, LLC

Conitsha Barnes Cabarrus
Regulatory Affairs Manager
Duke Energy

Jesse Battle Durham
Senior Director of Community Partnerships
TROSA

Rachel Bearman Orange
Executive Director
Meals on Wheels Orange County, NC

Erika Bell Mecklenburg
Community Development Regional Manager
Federal Reserve Bank of Richmond

Kelly Bennett Wake
Vice President, Total Rewards
Martin Marietta Materials

Margaret Brunson Durham
Chief Executive Officer/Founder
Illumined Leadership Solutions

Kevin Byers Forsyth
Assistant Dean for Administration
Winston Salem State University

Richard Carrico Wake
Executive Vice President and Chief
Financial Officer
WakeMed

Ercel Carter Yadkin
Vice President
First National Bank of Pennsylvania

Melissa Chappell Durham
Executive Director, Institutional
Advancement
Durham Technical Community College

Andy Coe Wake
Principal
Convergent Nonprofit Solutions

Jenifer Corn Wake
Director of Strategic Initiatives
myFutureNC

Franquil Diaz Wayne
Dental Director
Goshen Medical Center

Lynn Duffy Orange
SAVP Leadership Development and Talent
Acquisition
University of North Carolina System

Jennifer Eberhart Wake
Director of Marketing and Technical
Services
North Carolina Electric Membership
Corporation

Kentreal Farrar Durham
Director, Vendor Services Delivery
Blue Cross and Blue Shield of North Carolina

Leah Friedman Wake
Owner and Communications and Public
Policy Consultant
Leah Friedman Consulting

Raymundo Garcia Jr. Durham
Director of Strategic Advancement
MENTOR North Carolina

Todd Griffin Catawba
Director, Customer Experience and Delivery
Cisco Systems

Drew Haddock Lee
Partner
DMJ & Co., PLLC

Tammie Hall Durham
Director, Office for Historically Underutilized
Businesses
NC Department of Administration

Jennifer Harriss Chowan
Executive Director
Destination Downtown Edenton, Inc.

Anna Helms Mecklenburg
Assistant Director for Constituent Relations
The University of North Carolina at Charlotte

Mark Hensley Guilford
Associate State Director
AARP North Carolina

Hannah Kay Herdinger Mecklenburg
Founder
Thread Talk

Syretta Hill Durham
Executive Director
StepUp Durham

Meredith Houston Wake
Administrative and Communications Manager
American Council of Engineering
Companies of North Carolina

Naomi Irvin Wake
Director, Divisional Compliance - Sales,
Marketing, & Communications
Blue Cross and Blue Shield of North Carolina

Zakiya James Person
Senior Procurement Associate
Center for Community Self Help

Natalie Jenkins Peel Pasquotank
Community Leadership Officer
North Carolina Community Foundation

Jack Jirak Wake
Associate General Counsel
Duke Energy

Claudio Johnson Jr. Mecklenburg
City Executive
Self-Help Credit Union

Kaycee Kalpin Mecklenburg
Vice President of Strategic Marketing
Premier, Inc.

Randolph Keaton Columbus
Executive Director
Men and Women United for Youth &
Families, CDC

Dan Levine Orange
Director of Business Development & Project
Management
Self-Help Credit Union

Leslie Mason Durham
Chief of Staff, DUHS Nursing
Duke Health

Heather Miller Union
Senior Vice President for External Relations
Wingate University

Derek Mobley Guilford
Parts Marketing Data Manager
Volvo Group North America, LLC

Connie Newsome Johnston
Registrar, Campbell University School of
Law
Campbell University

Katherine Parker Wake
Communication Specialist
Hometown Strong

Jodi Phelps Cumberland
Chief Communications and Marketing
Officer
The University of North Carolina at
Pembroke

Jamie Philyaw Wake
Executive Director, NC Dual Special Needs
Plan
UnitedHealthcare

Kevin Platé Mecklenburg
Senior Vice President, Levine Cancer
Institute & Clinical Network Development
Atrium Health

Catherine Read Wake
State Director of Partnerships
Upstream USA

Selina Rodriguez-Guzman Hamett
Operations Support Specialist
US Probation Office—Eastern District of NC

Michael Romot Mecklenburg
Department Head - Architectural
Clark Nexsen

Jonathan Russell Beaufort
City Manager
City of Washington

Luisa Santiago Hamett
Staff Judge Advocate/General Counsel
US Army

Owen Thomas Robeson
Senior Account Executive
Dial Insurance

Chester Williams Halifax
Chief Executive Officer
A Better Chance A Better Community

Julia Wright Johnston
Economic Development and Local
Government Manager
Dominion Energy North Carolina

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 – Carpe Diem

Jenna Bailey
Kaycee Kalpin*
Mark Hensley
Melissa Chappell
Andy Coe
Randolph Keaton
Zakiya James

Team 2 – Saucy Determinators

Jack Jirak
Meredith Houston
Dan Levine
Jodi Phelps*
Lavondia Alexander
Kentreal Farrar

Team 3 – Willing Hercules

Jennifer Harriss
Erika Bell*
Margaret Brunson
Kevin Byers
Frank Diaz
Catherine Read

Team 4 – NC En4cers

Chester Williams
Connie Newsome
Jonathan Russell*
Jenn Eberhart
Selina Rodriguez-Guzman
Hannah Kay Herdlinger

Team 5 – Grumpy Rock Stars

Kelly Bennett*
Ercel Carter
Jesse Battle
Syretta Hill
Kevin Platé
Heather Miller

Team 6 – The Sensational Six

Conitsha Barnes
Rick Carrico
Derek Mobley
Tammie Hall*
Anna Helms
Leah Friedman

Team 7 – The Magnificent 7

Natalie Jenkins Peel*
Mike Romot
Todd Griffin
Heidi Austin
Julia Wright
Leslie Mason

Team 8 – Freedom Six

Luisa Santiago
Ray Garcia
Owen Thomas*
Lynn Duffy
Jamie Philyaw
Will Ahlum

Team 9 – Trail Blazers

Drew Haddock
Rachel Bearman
Katherine Parker*
Naomi Irvin
Claudie Johnson
Jeni Corn

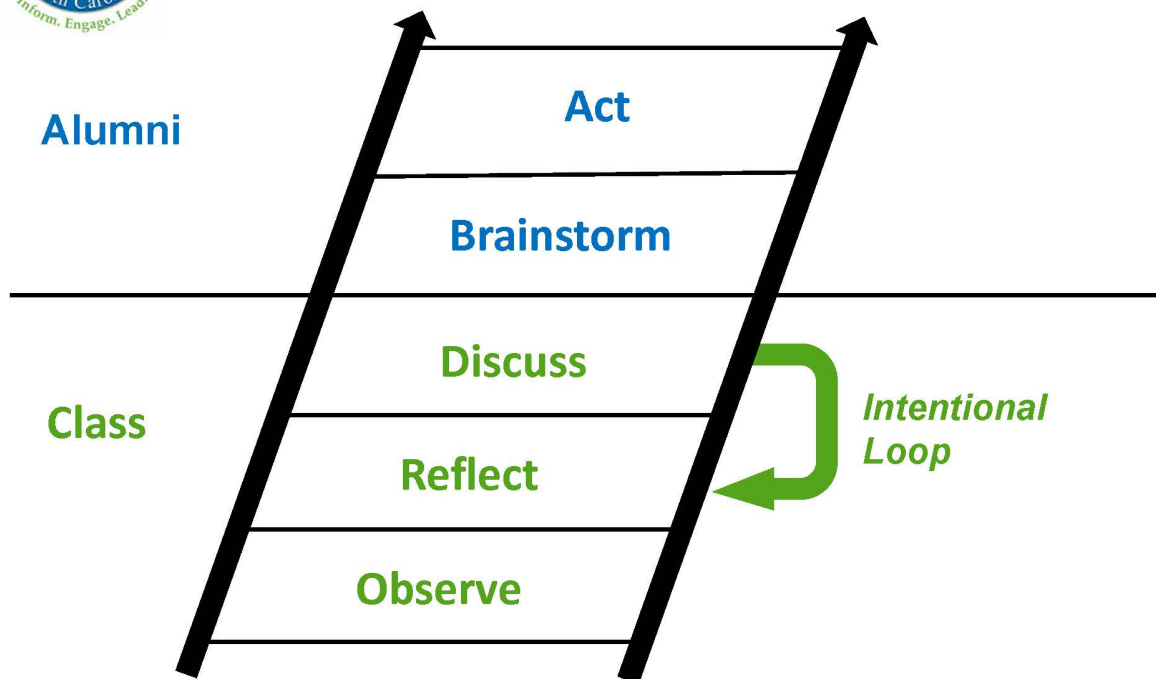
*Team Navigator

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?

Class XXVIII Team Agreements

- Stop, Collaborate, and Listen
- Be present
- Trust the process and respect the MOJOs
- Connect and contribute
- Take risks and push people in the water (challenge and encourage different perspectives)
- Create and maintain a safe space through mutual accountability and grace
- Protect confidentiality