



Meeting of the Board of Trustees

Thursday, March 19, 2026, 2-4 PM

636 Rosewood Drive Columbia, SC 29201 or Virtual (via Zoom)

<https://us06web.zoom.us/j/82892094043?pwd=yzXW3blihezxl0Gpl7EnY53yW7XsKv.1>

AGENDA

- I. **Roll Call** Emily Prillaman, Board Liaison

- II. **Public Comment Period**

The public is invited to provide comments relevant to the South Carolina First Steps and/or SC Early Childhood Advisory Council during this period. Members of the public wishing to speak must sign up before the meeting. Comments should be limited to no more than three minutes per speaker.

- III. **Call to Order and Approve the Agenda** David Morley, Chairman

Motion: To adopt the agenda as submitted

- IV. **Consent Agenda** Chairman Morley

Motion: To adopt the consent agenda as submitted

 - a. To adopt the Board of Trustees meeting minutes from December 4, 2026
 - b. To approve the revisions to PAT in the FY26 Program Guidelines as recommended by the Local Partnership and Grants Committee.
 - c. To approve the removal of operational guidelines from the FY27 Program Guidelines as recommended by the Local Partnership and Grants Committee.
 - d. To approve the revisions to the LP Participant Consent and Data Sharing Agreement as recommended by the Local Partnership and Grants Committee.
 - e. To approve Becoming a Mom® as an evidence-based program and the associated program guidelines for FY27 as recommended by the Local Partnership and Grants Committee.
 - f. To approve program additions for Anderson County and Horry County as recommended by the Local Partnership and Grants Committee.
 - g. To approve the 26-27 Formula Funding allocations (year two of three) as recommended by the Finance and Administration Committee.

- V. **Executive Committee Report** Chairman Morley

- VI. **Program and Grants Committee Report** Wes Wooten, Committee Chair

- VII. **Finance and Administration Committee Report** David O'Kelly, Chief Financial Officer

VIII. Legislative Report Senator Greg Hembree

IX. The Predictive Power of SC's Kindergarten Readiness Assessment Molly Tuck, MS ED
Director of Research and Evaluation

X. First Steps 4K: Then and Now Ann Vandervliet, Agency Director

XI. Adjournment Chairman Morley

Motion: To adjourn the meeting of the SC First Steps Board of Trustees

Attachments:

- SC First Steps Board of Trustees Meeting Minutes – December 4, 2025
- Executive Committee Report
- Executive Committee Meeting Minutes – January 12, 2026
- Executive Committee Meeting Minutes – March 2, 2026
- Executive Committee Meeting Minutes – March 16, 2026
- Local Partnership and Grants Committee Report
- Local Partnership Program and Grants Committee Meeting Minutes – February 19, 2026
- Strategic Planning and Evaluation Committee Meeting Minutes – February 25, 2026
- Finance and Administration Committee Report
- Finance and Administration Committee Meeting Minutes – February 11, 2026
- Legislative Report



Board of Trustees Meeting Minutes

Thursday, December 4, 2025

The Graduate Hotel Columbia

Trustees Present (13): Rep. Terry Alexander, Frances Anderson, Tony Cantone, Jacque Curtin, Mary Lynne Diggs, Dr. James Durant, Sen. Jason Elliott, John Hayes, Jack McBride, Dave Morley (Chair), Dr. Amy Williams (Vice Chair), Wes Wooten, Sue Williams

Trustees Absent (11): Dr. Robert Bank, Rep. Shannon Erickson, John Hayes, Sen. Greg Hembree, Constance Holloway, Jesica Mackey, Eunice Medina, Janie Neeley, Roger Pryor, Dr. Edward Simmer, Ellen Weaver

Others Present (26): Alisha Green, Bett Williams, Betty Gardiner, BJ Tucker, David Lisk, David O'Kelly, Diamond Samuel, Dorothy Priester, Dr. Emika Aroh, Emily Prillaman, Gina Beebe, Jade Wright, Karen Oliver, Kate Roach, Kenna Hoover, Dr. Kerry Cordan, Laura Baker, Martha Strickland, Michele Bowers, Molly Tuck, Samantha Ingram, Sarah Crowne, Sue Williams, Tammy Graham, Teke Burrell, Van-Kim Lin

Meeting was called to order with a quorum present at 12:31 p.m. by Mr. Dave Morley.

A motion was made to accept the meeting agenda by Mr. Jack McBride, seconded by Mr. Wes Wooten. All voted in favor.

A motion was made to accept the consent agenda by Dr. James Durant, seconded by Ms. Frances Anderson. All voted in favor.

Chairman Morley gave an update from the Executive Committee. The Executive Committee has been determining compensation for executive directors. Representative Terry Alexander asked what the goal was, and Mr. Morley and Ms. Ann Vandervliet clarified that the committee was making efforts towards fairness.

Mr. Wooten, chairman of the Program and Grants Committee, shared an update. In September the Board approved changes to the program catalog. In November the Program and Grants committee reviewed and approved updates to the Program Guidelines reflecting those changes. The local partnership team has also been working on several data-driven projects.

Vice Chair Dr. Amy Williams gave an update from the Strategic Planning and Evaluation Committee. She shared that the results of Child Trend's study of Parents As Teachers were favorable and showed that the program supported school readiness at the appropriate dose.

Chief of Finance David O'Kelly shared that the Fiscal Year 24-25 Audit Report is nearly complete. Mr. Kelly announced two new hires, the Director of Finance and a Fiscal Analyst. The Fiscal 26-27 Budget request has been submitted to the SC Executive Budget Office and presented to the Governor's Office and Education Oversight Committee. Progress has been made to implement a new software system for the financial systems of local partnerships. Through September, First Steps has

spent 31% of its budget, making it ahead of pace due to 4K expenditures. Mr. Morley asked how much of the budget was private funding, and Mr. O’Kelly responded that it was about \$8 million.

Government Liaison Elliott Epps gave the legislative report on behalf of Senator Greg Hembree. Mr. Epps reported that First Steps will submit budget proposals to the House Ways and Means Committee. First Steps will host a Legislative Breakfast on May 13th for members of the House and Senate. With Innovation Investment funding from the SC General Assembly, 20 counties are utilizing formal collaboration agreements.

Molly Tuck gave an update on the Strategic Plan. She reported that there has been a 60% reduction in the number of students with 10 or more absences compared to this time last year. First Steps has implemented a CLASS pilot to measure teacher-child interactions. The 79 randomized 4K classrooms completed their initial CLASS observations in October. An intervention will occur in January and March, and the next round of observations will occur in April. Innovation Investment funding has allowed First Steps to serve 609 new children in high-intensity, evidence-based programs. First Steps has implemented a waitlist pilot in two school districts (Aiken and Lexington) and will expand into additional districts next year. Rep. Terry Alexander asked what was being done about decreasing teacher turnover, and Ms. Tuck replied that baseline data is still being collected. Mary Lynn Digges, HeadStart Director, suggested joint trainings. Ms. Vandervliet added that the Early Childhood Advisory Council could support enrollment and awareness-building of the early childhood education profession to recruit more teachers with baccalaureate degrees.

Sarah Crowne and Van-Kim Lin from Child Trends presented the findings from the Parents As Teachers Evaluation. Children who received a high dose of PAT had a higher likelihood of scoring demonstrating or approaching kindergarten readiness and a lower likelihood of being chronically absent, compared to non-PAT children.

Ann Vandervliet, agency director, gave the “Agency Director’s Report.” She shared organizational updates and reported that the agency has focused on strengthening staff through new hires. First Steps will be building relationships with the General Assembly and corporate leaders through Early Advantage: Foundations for South Carolina’s Economic Vitality with Tom Barkin, President and Chief Executive Officer of the Federal Reserve Bank of Richmond on February 3rd. First Steps supported relationships across South Carolina’s early childhood system by participating in all joint Citizens and Legislative Committee on Children and Families.

Mr. Morley asked if there was a motion to adjourn the meeting. Dr. Williams made the motion to adjourn the meeting of the SC First Steps Board of Trustees, seconded by Sue Williams. All voted in favor.

The meeting was adjourned at 1:43 p.m.



March 19, 2026

To: SC First Steps Board of Trustees
From: David Morley, Chairman
RE: **Executive Committee Report**

The Executive Committee of the South Carolina First Steps Board of Trustees met on January 12th, March 2nd, and March 16th, 2026. The committee discussed and took action on the following requests:

To review, approve or deny local partnership executive director compensation requests received by local boards in accordance with Act 81.

To review and approve the proposed changes to Local Partnership Procurement Policies with adjustments and in accordance with Act 81.

To review and approve the proposed changes to LP Executive Director Compensation Policy with adjustments in accordance with Act 81.

These actions were taken on behalf of the full board due to their time sensitivity.

Meeting minutes are included in your board meeting packet.



Executive Committee Meeting Minutes

January 12, 2026

Virtual (via Zoom)

Members Present (3): David Morley, Dr. Amy Williams, Wes Wooten

Members Absent (1): Jessica Mackey

Staff Present (2): Ann Vandervliet, David O'Kelly, Kerry Cordan, Ph.D.

David Morley called the meeting to order with a quorum present at 3:05 p.m.

David Morley asked for a motion to enter Executive Session for the purpose of personnel matters for Charleston County First Steps and Cherokee County First Steps. Motion was made by Dr. Amy Williams, seconded by Wes Wooten, all voted in favor.

With no action taken in Executive Session, a motion to exit executive session was made by Wes Wooten, seconded by Dr. Amy Williams, all voted in favor.

Upon exiting executive session, Dr. Williams made a motion to not approve the proposed Charleston County First Steps executive director salary appeal, as submitted by the local partnership board, and to take this action on behalf of the Board of Trustees of South Carolina First Steps due to the urgency of the matter. SCFS staff will follow up to provide guidance on qualifying for future ED compensation. This motion was seconded by Wes Wooten, all voted in favor.

Dr. Williams made a motion to not approve the proposed Cherokee County First Steps executive director salary appeal, as submitted by the local partnership board, and to take this action on behalf of the Board of Trustees of South Carolina First Steps due to the urgency of the matter. SCFS staff will follow up to provide guidance on qualifying for future ED compensation. This motion was seconded by Wes Wooten, all voted in favor.

Ann Vandervliet gave an overview of the first quarter of the year.

David Morley asked if there was a motion to approve the proposed meeting dates for 26-27 SC First Steps Board of Trustees and Early Childhood Advisory Council meetings. Wes Wooten made the motion, seconded by Dr. Amy Williams, all voted in favor.

Dr. Williams made the motion to adjourn the meeting, seconded by Wes Wooten, all voted in favor.

Meeting was adjourned at 4:08 p.m.



2026-2027 MEETING SCHEDULE

As of January 12, 2026

Thursday, September 17, 2026	SC Board of Trustees/ECAC Meetings, 2-4 PM (hybrid)
Thursday, December 3, 2026	SC Board of Trustees/ECAC Meetings, 2-4 PM (in-person)
Thursday, March 18, 2027	SC Board of Trustees/ECAC Meetings, 2-4 PM (hybrid)
Thursday, June 17, 2027	SC Board of Trustees/ECAC Meetings, 2-4 PM (virtual)

Meeting location, unless otherwise announced:

SC First Steps, 636 Rosewood Dr., Columbia, SC



Executive Committee Meeting Minutes

March 2, 2026

Virtual (via Zoom)

Members Present (3): Dr. Amy Williams, Wes Wooten, Jessica Mackey

Members Absent (1): Dave Morley

Staff Present: Ann Vandervliet, David O'Kelly, Kerry Cordan, Ph.D.

Dr. Amy Williams called the meeting to order with a quorum present at 3:48 p.m.

Dr. Williams asked for a motion to enter executive session for the purpose of personnel matters for Marion County First Steps and Oconee County First Steps. The motion was made by Jessica Mackey, seconded by Wes Wooten, all voted in favor.

With no action taken in executive session, a motion to exit executive session was made by Dr. Williams, seconded by Jessica Mackey, all voted in favor.

Upon exiting executive session, Dr. Williams made a motion to approve the Oconee County First Steps executive director salary request, as submitted by the local partnership board, and to take this action on behalf of the Board of Trustees of South Carolina First Steps due to the urgency of the matter. This motion was seconded by Wes Wooten, all voted in favor.

Dr. Williams made a motion to approve the proposed changes to LP Executive Director Compensation Policy and to take this action on behalf of the Board of Trustees of South Carolina First Steps due to the urgency of the matter. It was seconded by Wes Wooten, all voted in favor.

The proposed LP Procurement and Personnel Policies will be discussed at the next Executive Committee meeting. Additional time is needed for legal review.

Ms. Vandervliet gave agency updates.

Dr. Williams made the motion to adjourn the meeting, seconded by Jessica Mackey, all voted in favor.

Meeting was adjourned at 4:14 p.m.



Executive Committee Meeting Minutes

March 16, 2026

Virtual (via Zoom)

Members Present (3): Dave Morley, Dr. Amy Williams, Wes Wooten, Jesica Mackey

Members Absent (1): Jesica Mackey

Staff Present: Ann Vandervliet, David O'Kelly, Kerry Cordan, Ph.D.

Dave Morley called the meeting to order with a quorum present at 3:06 p.m.

Kerry Cordan gave an overview of the proposed Local Partnership procurement policies. Dave Morley asked if there was a motion to approve the proposed changes to Local Partnership procurement policies, with adjustments, and to take this action on behalf of the Board of Trustees of South Carolina First Steps due to the urgency of the matter. Dr. Amy Williams made the motion, seconded by Wes Wooten, all voted in favor.

Dave Morley asked for a motion to enter executive session for the purpose of personnel matters for Aiken County, Orangeburg County, and Saluda County. The motion was made by Dr. Williams, seconded by Wes Wooten, all voted in favor.

With no action taken in executive session, a motion to exit executive session was made by Dave Morley, seconded by Dr. Williams, all voted in favor.

Upon exiting executive session, Dr. Williams made a motion to approve the **Orangeburg County First Steps** executive director compensation request, as submitted by the local partnership board, and to take this action on behalf of the Board of Trustees of South Carolina First Steps due to the urgency of the matter. This motion was seconded by Wes Wooten, all voted in favor.

Dr. Williams made a motion to approve the **Saluda County First Steps** executive director compensation request, as submitted by the local partnership board, and to take this action on behalf of the Board of Trustees of South Carolina First Steps due to the urgency of the matter. This motion was seconded by Wes Wooten, all voted in favor.

Dr. Williams made a motion to deny the **Aiken County First Steps** executive director compensation request, as submitted by the local partnership board, and to take this action on behalf of the Board of Trustees of South Carolina First Steps due to the urgency of the matter. This motion was seconded by Wes Wooten, all voted in favor.

Ms. Vandervliet gave agency updates. The Comprehensive Grant Application was released March 4, 2026. Applications are due April 30, 2026. Proposed Local Partnership Personnel Policies will be presented at the next Executive Committee meeting. The 26-27 budget presentation was given to the Senate Education Committee on March 12, 2026.

Wes Wooten made the motion to adjourn the meeting, seconded by Dr. Williams, all voted in favor.

Meeting was adjourned at 4:02 p.m.



March 19, 2026

To: SC First Steps Board of Trustees
From: Wes Wooten, Committee Chairman
RE: **Program and Grants Committee Quarterly Report**

In February, the Program and Grants Committee met and approved several actions as included in the consent agenda.

The committee approved changes to the SCFS Program Guidelines to:

- Meet requirements for the SC Department of Social Services Parents as Teachers (PAT) Reimbursement Pilot
- Remove operational guidelines that will not be maintained in the Local Partnership Fiscal and Operations Guidelines.
- Approval of a new group-based prenatal program and associated guidelines.

The Local Partnership team has updated and released the Request for *26-27 Comprehensive Grant Applications*. Formula funding is guaranteed; READY funding is designated for parent education or health programs serving birth to 3, low KRA and rurality; and Innovation Investment funding prioritizes expansion of evidence based and high intensity programs that expand services, reduce administrative cost and require collaboration with at least one other contiguous county. Both READY and Innovation Investments are competitive.

The review process will consider prior year performance, use of data to drive decision making, accurate and strategic budgeting, and degree and approach for collaboration.

Several related trainings have occurred or are scheduled. The Local Partnership team also provides county level technical assistance upon request.

Marion County and Barnwell County, have recently received updated fiscal and operational corrective action plans. York and Marlboro remain programmatic corrective action.



Local Partnership Program and Grants Committee Meeting Minutes

Thursday February 19, 2026

Virtual (via Zoom)

Members Present (3): Wes Wooten, John Hayes, Jack McBride

Members Absent (1): Roger Pryor

Staff Present: Ann Vandervliet, Kerry Cordan, Gina Beebe, Kate Roach, LaMyra Dukes, Jade Wright, Jessica Fluker, Lexi Jones, Betty Gardiner, Kathy Fitzgerald

Wes Wooten called the meeting to order at 1:04 p.m.

Kerry Cordan gave an overview of the revisions that need to be made to Parents as Teachers Program Guidelines for FY26 to align with DSS FFPSA requirements. Jack McBride called for a motion to approve the revisions to PAT in the FY26 Program Guidelines as presented. John Hayes seconded, all voted in favor.

Revisions to FY27 Program Guidelines include removal of the introduction, operations and governance, and resource development sections. These sections were moved to the Fiscal and Operational Manual that will go into effect July 1st. Jack McBride asked for a motion to approve the removal of operational guidelines from the FY27 Program Guidelines as presented. This motion was seconded by John Hayes, all voted in favor.

Additional language has been added to the Participant Data Sharing Agreement to align with DSS FFPSA requirements. Jack McBride called for a motion to approve the revisions to the LP Participant consent and Data Sharing Agreement as presented. John Hayes seconded, all voted in favor.

Kerry Cordan presented "Becoming a Mom" as an evidence-based health enhancement program. It focuses on increasing awareness and education during the prenatal period and creating cohort support. Jack McBride called for a motion to approve Becoming a Mom® as an evidence-based program and the associated program guidelines for FY27 as presented. John Hayes seconded, all voted in favor.

Kerry Cordan updated on additional program offerings for Anderson County and Horry County for FY26. The Anderson County Board of Trustees has approved Reach Out and Read using extra funding available. Horry County has requested the use of evidence-based scholarships in this program year. The Horry County Board of Trustees have approved 5 scholarships for distribution. Jack McBride called for a motion to approve the program additions for Anderson and Horry counties as presented. This motion was seconded by John Hayes, all voted in favor.

Kerry Cordan gave updates on the Countdown to Kindergarten Grant Application, FY27 Comprehensive Grant Application, and programmatic updates.

Wes Wooten made the motion to adjourn the meeting, seconded by Jack McBride, all voted in favor.

Meeting was adjourned at 1:40 p.m.



Strategic Planning and Evaluation Meeting Minutes

Wednesday, February 25, 2026

Virtual (via Teams)

Members Present (1): Dr. Amy Williams (Chair)

Staff Present (5): David O'Kelly, Emika Aroh, PhD, Molly Tuck, Kerry Cordan, PhD, Emily Prillaman

Others Present (3): Jack McBride, Dr. Edward Simmer, Mary Lynne Diggs

Meeting was called to order at 11:01 AM by Dr. Amy Williams. Without a quorum, no action was taken to approve minutes from November 19, 2025.

Dr. Emika Aroh, Chief of Strategy, presented updates on the South Carolina Early Childhood Integrated Data System (ECIDS). He gave a brief overview of ECIDS, shared that key databases are in place, and shared the next phase.

Molly Tuck, Director of Research and Evaluation, gave updates on the predictive power of the Kindergarten Readiness Assessment (KRA).

Meeting was adjourned at 11:47 AM.

Attachments:

- From the Ground Up: Framing the Next Phase of the South Carolina Early Childhood Integrated Data System Presentation Slides
- Findings on the Predictive Power of the Kindergarten Readiness Assessment (KRA) Presentation Slides



March 19, 2026

To: First Steps Board of Trustees
From: Jessica Mackey, Committee Chair
RE: **Finance and Administration Committee Report**

The Finance and Administration Committee met on February 11th, 2026.

The Formula Funding allocations were reviewed approved (year 2 of 3) for 26-27.

David O'Kelly provided an overview of LPs in or approaching corrective action, performance issues with external contractors, and an audit update. The 24-25 annual financial statement audit and grants single audit will be completed by March 31st.

There is a new search for a Director of Finance underway. If you know any qualified candidates, please let us know.

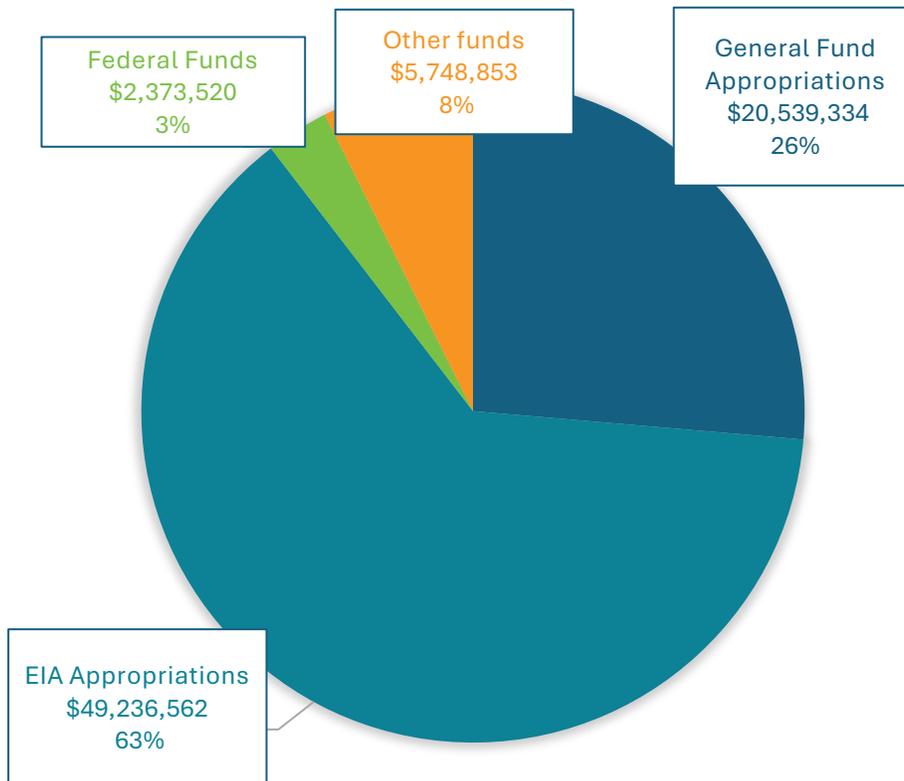
The Local Partnership Financial System Implementation is on track for set up, migration, training and launch this spring.

Meeting minutes are included in the board meeting packet.

Budget Vs. Actual (July 1, 2025 – Feb. 28, 2026)

Expense Category	25-26 Budget	Actual Ending Feb. 28, 2026	Utilization Rate
Administration	\$ 3,506,301	\$ 1,574,293	44.9%
Local First Steps Partnerships	\$30,551,244	\$19,804,036	64.8%
First Steps 4K	\$40,686,113	\$ 28,909,850	71.1%
Early Childhood Advisory Council	\$ 3,124,611	\$ 820,561	26.3%
TOTAL	\$77,868,269	\$51,108,740	65.6%

25-26 Funding by Type





Finance and Administration Committee Meeting Minutes

February 11, 2026

Virtual (via Zoom)

Members Present (3): Jacque Curtin, Jesica Mackey, Dave Morley

Staff Present (7): Emika Aroh, Ph.D., Kerry Cordan, Ph.D., Robin Ebert, Elliott Epps, John Morrison, David O'Kelly, Molly Tuck, Ann Vandervliet

Jacque Curtin called the meeting to order with a quorum present at 3:05 p.m.

Dave Morley made a motion to approve the minutes from the August 13, 2025 Finance and Administration Committee meeting. It was seconded by Jacque Curtin. Motion passed.

David O'Kelly, Chief Financial Officer, presented a proposal to approve the 26-27 Formula Funding allocations. After discussion, Dave Morley made a motion to approve the 26-27 Formula Funding allocations (year two of three) as presented. Jacque Curtin seconded. Motion passed.

Ann Vandervliet, agency director, provided an overview of funding streams to local partnerships: Formula Funding is secure and READY and Innovation Investments are competitive and require an application.

David O'Kelly provided an overview of LPs in or approaching corrective action, performance issues with Manley Garvin, and a 25-26 audit update.

A motion was made to adjourn the meeting, passed by Jesica Mackey, seconded by Jacque Curtin. Motion passed.

Meeting was adjourned at 4:00 p.m.



Date: March 19, 2026
To: SC First Steps Board of Trustees
From: Senator Greg Hembree
RE: **Legislative Committee Report**

October 28, 2025- The SCFS Agency Director presented its 26-27 funding request to the Governor's Office and Executive Budget Office. The request included \$5M to maintain and expand Innovation Investments.

Nov. 19, 2025- Upon request, SCFS submitted a draft budget for 4K eligibility expansion, teacher retention stipends and funding for a quality improvement pilot with the SC Department of Education to the Governor's Office.

January 12, 2026- Governor Henry McMaster proposed his 2026-2027 Executive Budget and within it included First Steps \$5 million dollar request for innovation funds and proposed a \$9.9 million to expand full-day 4K by investing \$9.9 million to raise eligibility to households with income at or below 300% of the poverty guidelines.

January 13, 2026- The SCFS Agency Director presented its budget request to the SC House of Representative's House and Ways and Means Public Education Subcommittee (Representatives- Whitmire (Chairman), Hayes, Dillard, and Collins). The request included \$5M to maintain and expand Innovation Investments.

January 29, 2026- In Governor McMaster's last State of the State Address, the Governor highlighted in his speech. He said, "From experience we know that 4K works. Children who succeed in kindergarten are better prepared to succeed in first grade, then second grade, then third grade. And we know if third graders are proficient in reading and mathematics, they are likely to be successful high school graduates. Not only should we increase funding, but I urge the General Assembly to soon offer universal full-day 4K- for all children, regardless of household income."

February 10, 2026- Per his request, the SCFS Agency Director and Legislative Affairs Liaison met with Representative Neil Collins about transferring the funding for the Dolly Parton Imagination Library program from the SC Department of Education to SCFS.

March 11, 2026- The SC House passed their budget and included the \$5 million Innovation Investment funding, the \$9.9 million dollar increase for 4K, and the transfer of the remainder of the Dolly Parton Imagination Library from the Department of Education to SCFS.

March 12, 2026- SCFS presented its 26-27 funding request to the Senate Finance K-12 Education Budget subcommittee (Senators Bennett (Chair), Martin, Hembree, Williams, and Climer). The request included \$5M in non-recurring (EIA or general) to expand funding for Innovation Investments based on early indications that the approach is strengthening collaboration between counties, reducing administrative burden and increasing evidence based and high intensity programs for families and asked the committee to support the 4K Expansion in the executive budget and the proviso to move funding for the DP Imagination Library to SCFS.

The state budget process will continue through May. The budget is normally approved before the end of June.

Save the Date:

- Our Annual SCFS Legislative Breakfast, May 13, 2026, 8-10 AM