



Meeting of the Board of Trustees

June 15, 2018

11:00 am

The Inn at USC, 1619 Pendleton Street, Columbia, SC

- I. Call to Order and Approve Agenda (Ken Wingate)

Motion: To adopt the agenda as submitted.

- II. Approve April 2018 Minutes (Ken Wingate)

Attachments: April 2018 Minutes

Motion: To adopt the April 2018 minutes as submitted.

- III. Executive Committee (Ken Wingate)

Attachments: Committee Report, Minutes from Executive Committee – April 30, 2018, Minutes from Executive Committee – May 31, 2018, Minutes from the Executive Committee – June 12, 2018

Motion: To relinquish Round One and Round Two Early Head Start – Child Care Partnership Grants on July 31, 2018 with a closeout plan which supports parental choice in childcare for all; asks DSS to make available, as appropriate, vouchers for eligible children who are enrolled in South Carolina First Steps' Early Head Start – CCP program on July 27th and would have remained enrolled next year (those under the age of 3 on September 1, 2018); seeks to assist all parents in our program with transitioning their children if needed; addresses the completion of capital projects at childcare partners; and commits to volunteering lessons learned, data, and other non-monetary resources to facilitate a smooth transition to a new grantee or grantees.

Public Comment Period: (30 minutes)

- IV. Finance and Administration Committee (Walter Fleming)

Attachments: Committee Report, Minutes from Finance and Administration Committee – May 30, 2018, FY2018 Financial Status Report as of May 31, 2018, FY2018 Donations Report as of May 31, 2018, FY2019 Draft Budget

- V. Early Head Start Governance Council (Roger Pryor)

Attachments: Committee Report, Minutes from EHS Governance Council – April 30, 2018, Minutes from EHS Governance Council – May 31, 2018, EHS Grant Attachments (located at the back of packet)

VI. Program and Grants Committee (Jennifer McConnell)

Attachments: Committee Report, Program and Grants Committee Minutes – June 8, 2018, Program and Grants Committee Recommendations, FY19 Renewal Approval Matrix, Approval Codes

Motion: To approve the Program and Grants Committee recommendations regarding the FY19 grant renewals (see attachment)

Proposed Motion for Discussion: Partnerships whose carry forward exceeds 15% for two or more consecutive fiscal years will not receive any carry forward funds in excess of 15% of their state allocation, effective for the fiscal year beginning July 1, 2018.

VII. Executive Director's Report (Georgia Mjartan)

Attachments: Executive Director's Report, Local Partnerships FY2017 Expenditures, FY2017 & FY2018 Local Partnership Resource Development Efforts

VIII. New Business (Ken Wingate)

IX. Adjourn

Motion: To adjourn the meeting of SC First Steps.



**South Carolina First Steps to School Readiness
Board of Trustees Meeting
April 20, 2018**

**Canal Room, EdVenture Children's Museum, Columbia
11 a.m.**

DRAFT MINUTES

Members Present (19):

Ken Wingate, Chair
Julie Hussey, Vice-Chair
Deputy Superintendent David Mathis
Representative Rita Allison
Senator Gerald Malloy
Senator Greg Hembree
Representative Jerry Govan
Judith Aughtry
Amy Williams
Walter Fleming
Jennifer McConnell
Sue Williams
Rick Noble
Roger Pryor
Susan Alford
Josh Baker
David Wilson
Tim Holt

Members Absent (1):

Pat Talley
Alexia Newman

Staff Present:

Georgia Mjartan
Dan Wuori
Martha Strickland
Debbie Robertson
Mark Barnes
Russell Brown
Samantha Ingram
Betty Gardiner
Kate Roach
Ginger Ryall



Mr. Ken Wingate called the meeting to order at 11:19 a.m. and stated that a quorum was present.

Mr. Wingate stated that pursuant to Section VI(b) of the Bylaws of the SC First Steps to School Readiness Board of Trustees, Superintendent Molly Spearman designated Mr. David Mathis as her designee and will be a voting member.

Mr. Wingate noted that Ms. Tracy Lamb had submitted a resignation letter, effective immediately. Pursuant to the aforementioned Bylaws, a quorum consists of 11 board members.

Mr. Wingate called for a motion to approve the agenda for the meeting. After a motion by Dr. Amy Williams and a second by Represented Jerry Govan, the minutes were unanimously approved.

Mr. Wingate called for a motion to approve the minutes of the February 16, 2018 meeting. After a motion by Senator Greg Hembree and a second by Ms. Judith Aughtry, the minutes were unanimously approved.

Mr. Ken Wingate, along with Ms. Georgia Mjartan gave the report for the Executive Committee. Both Mr. Wingate and Ms. Mjartan informed the board that it was the recommendation of the Executive Committee to procure a search firm to assist with the recruitment of the Early Head Start – Child Care Partnership Director. Ms. Sue Williams asked for a cost estimate and Ms. Mjartan said the cost for would be approximately \$18,000.

Upon the recommendation by the Executive Committee, the motion to authorize the engagement of a search firm to assist with the recruitment of candidates for the position of Early Head Start – Child Care Partnership Director passed unanimously.

Ms. Judith Aughtry gave the Finance and Administration Committee report. Ms. Aughtry pointed the board to the completed Form 990 in their packet. After no questions, the motion from the Finance and Administration Committee to approve the 990 Form as presented by Manley Garvin for the 2017 state fiscal year was passed unanimously. Ms. Aughtry deferred to Mr. Mark Barnes to discuss the Local Partnerships allocations. Mr. Barnes mentioned that the free and reduced lunch risk factor is no longer captured by school districts, therefore that data point is not current. He suggested that a committee form to recommend what factors moving forward would be used to determine allocations since this factor was not up-to-date anymore. Allocations this year were based on what factors are available.

Mr. Wingate asked if the Local Partnerships had seen this information. Mr. Barnes answered and said the dollar amounts had not changed from what was preliminarily shown to the Local Partnerships.



Upon a recommendation by the Finance and Administration Committee, the motion to approve the Local Partnerships Allocations for State Fiscal Year 2018-2019 was approved unanimously.

Ms. Georgia Mjartan discussed establishment of a new code to capture core functions within the Local Partnerships. Ms. Mjartan gave context and the purpose for this recommendation which is to be more transparent while not changing administrative cap. Upon a recommendation by the Finance and Administration Committee, a motion was presented to approve the establishment of a new code for core functions and community mobilization, allowing local partnerships to appropriate not more than 12% of South Carolina First Steps funds for these purposes. The motion passed unanimously.

Ms. Aughtry pointed the board to the finance dashboard and Mr. Barnes gave details of the financial report. Mr. Barnes stated that the 4K program will have the largest difference in the amount of money which is due to all of the changes with extended care and summer school options for the students.

Ms. Williams asked about \$2M in balance remaining in the Local Partnership line item. Ms. Barnes said that is a timing issue with the Regional Finance Managers and that money has already been paid, but was done after this report had run.

Mr. Roger Pryor asked about the projected carry forward for 4K. Mr. Barnes said most of the funds allocated for this year will be spent for the extended care and summer school options and that we will have significantly less carry forward than in years past.

Mr. Pryor gave the Early Head Start Governance Council report. Upon recommendation by the Early Head Start Governance Council, the motion to approve the Early Head Start Round One Continuation Application as approved by both the Policy Council and the Early Head Start Governance Council, Wednesday, April 18, was approved unanimously.

Upon recommendation by the Early Head Start Governance Council, the motion to approve the proposed final center/slot assignments for First Steps Round 2 Early Head Start grant was approved unanimously.

Ms. Mjartan asked for an amendment to the next motion to decrease from \$270K to \$250K to provide for the Early Head Start playground equipment. Several board members had questions regarding the cost of the playground equipment and Ms. Mjartan and Dr. Williams explained about the cost of equipment for infant and toddler playgrounds.

Upon a recommendation by the Early Head Start Governance Council a motion was made (with the proposed amendment) to approve the inclusion of \$460,000 (an increase of \$250,000 in unexpended operating funds) to provide for up to eight Early Head Start playgrounds in the agency's pending Round 2 budget revision. The motion passed unanimously.



Mr. Pryor gave a brief overview of the reason for the Governance Council's recommendation to return to the Policy Council bylaws back to them for review and revisions. Mr. Wingate talked about the importance of legal lines of authority in place through his past work and reminded the Trustees that their authority is to be certain that bylaws of this grant meet the standards of the grantee. Mr. Wingate stated that moving the bylaws back to Policy Council will help everyone have clarity on roles and expectations.

Upon recommendation by the Early Head Start Governance Council, a motion was made to reject adoption of 2017 revisions to the Policy Council bylaws and return them to the Policy Council for review and revision. The motion passed unanimously.

Mr. Pryor briefed the board on the overall status of the grant. Mr. Pryor met with Maisah Williams, Office of Head Start Region IV Specialist, about four weeks ago, to talk about current issues and look at the funding model. Mr. Pryor stated that he does have questions about the sustainability of this grant and hopes to have clarity soon.

The Governance Council will meet and then make recommendations to the Executive Committee who will then have the ability to meet and vote. Mr. Wingate asked Mr. Pryor to have the Governance Council bring any recommendations to the Executive Committee and he will move those recommendations along as quickly as possible.

Ms. Hussey mentioned how the Governance Council and Board of Trustees are really starting to understand this grant and are excited that the committees are able to really tackle the big, hard questions.

Ms. Hussey reported out for the Program and Grants committee. She gave a brief overview of why the agency has a Local Partnership Renewal Plan/Grant Application. Ms. Hussey went over the new legislative requirements that are now incorporated into the renewal plan. She stated that the agency will not ask them to provide data that is already in the data system and for any data that is being asked for in their required annual report in order to not to have Local Partnerships duplicate their efforts.

Upon recommendation by the Program and Grants Committee, the motion to approve the content for the Local Partnership renewal plan was passed unanimously.

Ms. Hussey then went over the highlights of changes to the Partnership and Program Accountability Standards.

Ms. Debbie Robertson talked about the Imagination Library program. She stated the biggest change in the program standards is the board has always required 50/50 match and Local Partnerships have requested a 75/25 match because this evidence-based program is receiving a big push in communities. The State Office felt more comfortable adding more money toward that program and including Diversity, Equity and Inclusion language, along with more flexibility in child care trainings.



Mr. Pryor asked how many hours of training is required by child care workers and if there are any links between the voucher and having it tied to an evidence-based program.

Upon recommendation by the Program and Grants Committee, the motion to approve the FY19 First Steps Partnership and Program Accountability Standards as presented to and reviewed by the committee was passed unanimously.

Rep. Jerry Govan gave the report for the Legislative Committee and noted that the First Steps Reauthorization bill was signed into law. Rep. Govan talked about the event on the State House grounds during the 2018 SC Read In. He also noted that the Governor had agreed to a ceremonial signing on Wednesday, April 25 at 12:15 pm. An email with details will go out. Rep. Govan then acknowledged all the Senate and House members of the board for their hard work.

Govan briefly went over changes to the bill like the school readiness results report out, longitudinal goals and other additional changes.

Rep. Govan thinks it is a great day for SCFS and can see that bipartisan support can help things continue to move forward and meet a critical need for our state. Senator Hembree talked about the seven-year sunset clause and discussed Sen. Shane Martin's requests and that Georgia Mjartan met with Sen. Martin and satisfied his requests. Sen. Martin said that as long as everything is going good in a couple of years, Sen. Martin would consider removing the sunset clause all together.

Rep. Govan thanked Pierce McNair and Sally Cauthen for doing the leg work and Rep. Rita Allison for continuing to push the bill forward. Ms. Mjartan thanked legislators on our board and the Governor's office.

Ms. Hussey asked the board to write a note of thanks to legislators using the SCFS stationary on the table. SCFS staff will mail out the notes.

Ms. Mjartan briefed the board on the request of seven additional FTE boxes and how they will be used at the agency. Ms. Mjartan stated that First Steps was selected to be reviewed by the Senate Oversight Committee and thanked senate staffer Phillip Willis for attending the board meeting.

Ms. Mjartan discussed her listening tour status and encouraged board members to go out and meet with their own local partnership offices and boards. She also talked about our help connecting Local Partnerships to resources like funding the Local Partnerships to participate in the Together SC annual conference.

Ms. Mjartan briefed on the EHS expansion and discussed the fact that roll-out of slots and enrollment of children was moving more slowly than anticipated but highlighted the addition of the Parents As Teachers program into the family services component of EHS.



Ms. Mjartan then focused on First Steps 4K. She pointed the board to their 4K information in their packet and talked about the program's history and the expansion, along with the different options for expansion. Ms. Mjartan talked about the increase in 4K student participation at day 45. She stated that 2707 students are currently served on day 45. She discussed charts and graphics illustrating growth of the program year over year. She mentioned that this will be the first summer that 4K summer programs will take place across most of our private providers.

Dr. David Mathis talked about public 4K noting that they will also offer summer program in 35 sites and that expansion money allowed both the private and public benefits.

Rep. Govan asked about the poverty level and asked the income requirements. He stated his hope is to help more of the working poor and lower the poverty level in order to serve more. Ms. Mjartan said the agency is looking at the data as a starting point to project our growth. The goal is to work with a marketing firm to get the word out to SC parents that there are resources available to them. She thanked the SC Department of Education for helping bring a unified message to parents about their choices when it comes to 4K.

Ms. Martha Strickland shared a story about a First Steps 4K teacher who received a national preschool teacher award. She then proceeded to go over NIEER Report.

Ms. Mjartan talked about the AmeriCorps VISTA program, seeking input from the board on their interest in such a program at SCFS. She stated that the bulk of people would work with Local Partnership staff and include support for ECAC.

Mr. Tim Holt would like an Executive Summary/Concept Paper that shows need and cost. Rep. Govan would like to see this as well to see the cost benefit analysis and how the 25% match would occur.

Ms. Mjartan stated she would develop a concept paper that she would share with the board and would submit to AmeriCorps VISTA who would then decide whether First Steps would receive be invited to apply.

Mr. Holt made a motion and Ms. Hussey seconded authorizing SC First Steps to develop a concept paper for this grant opportunity. The motion passed unanimously.

Rep. Govan made a motion to move into the Early Childhood Advisory Council (ECAC) portion of the meeting. Ms. Mjartan said ECAC has not met but have suggested members such as, Dr. Lillian Peake (DHEC) and Ginger Catoe, (SCDOE) Director of Early Learning and Literacy; and Josh Baker, SC DHHS.

Ms. Mjartan thanked the Education Oversight Committee for mandating the sharing of waiting lists between SDE and SCFS. She also discussed their efforts toward co-promotion.



Mr. Holt made a motion to adjourn ECAC and return to SCFS Board of Trustees business.

Upon a motion by Senator Hembree and a second by Ms. Hussey, both meetings were adjourned at 1:32 p.m.



To: SC First Steps Board of Trustees
From: Ken Wingate, Chairman
Date: June 13, 2018

RE: Executive Committee Report

The Executive Committee of the SC First Steps Board of Trustees met on Tuesday, June 12, 2018 to receive updates from staff and discuss potential Board actions related to the Early Head Start – Child Care Partnerships grants. The minutes of this meeting are attached.

The committee brings one motion forward for consideration by the Board on June 15, 2018, which reads as follows:

Motion: To relinquish Round One and Round Two Early Head Start – Child Care Partnership Grants on July 31, 2018 with a closeout plan which supports parental choice in childcare for all; asks DSS to make available, as appropriate, vouchers for eligible children who are enrolled in South Carolina First Steps’ Early Head Start – CCP program on July 27th and would have remained enrolled next year (those under the age of 3 on September 1, 2018); seeks to assist all parents in our program with transitioning their children if needed; addresses the completion of capital projects at childcare partners; and commits to volunteering lessons learned, data, and other non-monetary resources to facilitate a smooth transition to a new grantee or grantees.



Meeting of the First Steps Executive Committee

**April 30, 2018
9:30am/5:00pm
Conference Calls
Minutes**

Executive Committee Members Present:

Ken Wingate, Chair
Julie Hussey, Vice Chair
Roger Pryor
Jennifer McConnell
Alexia Newman

Executive Committee Members Absent:

Senator Gerald Malloy
Judith Aughtry

Others Present:

Georgia Mjartin
Dan Wuori

Mr. Wingate welcomed the members and called the meeting to order at 9:30 am, noting the presence of a quorum. Noting that the meeting had been called to take action on items related to Early Head Start, he asked Mr. Pryor to lead the discussion. Mr. Pryor explained that the agency faced a May 1, 2018 deadline for the submission of several grant renewal documents to the Office of Head Start, about which the EHS Governance Council had met to take action earlier in the morning. He asked Dr. Wuori to lead the committee through a summary of the committee's recommendations.

Dr. Wuori reminded the committee that as an Early Head Start grantee, SCFS is required to submit an annual refunding/continuation application to the Office of Head Start. The Round 1 refunding application and budget were approved by the full Board on Friday April 20, 2018. He explained that the application package to be submitted to the Office of Head Start contained several additional attachments being brought forward by staff for approval today. These same documents were approved by EHS Governance Council in a meeting earlier in the morning and would be reviewed by the Policy Council later in the day.

Dr. Wuori explained that the Office of Head Start requires a simple annual report to the public containing specific programmatic and fiscal information. He shared a staff draft of the report, noting that in future years the agency intended to incorporate this requirement into the agency's comprehensive annual report. He noted that the Governance Council had approved the document as its recommendation.

Next Dr. Wuori explained that the agency would need to submit a request for a waiver of the non-federal share of supplemental grant funds awarded to renovate a replacement Round 1 center in Dillon County. This request was approved by the Governance Council during the preceding call.



Dr. Wuori then led the committees through the proposed Round 1 Training and Technical Assistance Plan/Budget. This document details the agency's desire to utilize training-specific funds to underwrite the program's annual preservice training and travel for staff and members of the Policy Council and Governing Board to state and regional EHS trainings. Like the other documents, this was adopted as the committee's recommendation earlier in the morning.

Finally, Dr. Wuori reviewed the draft self-assessment, required annually by the Office of Head Start. He noted that in a discussion on Friday, April 27, the Policy Council Chair had shared feedback with staff requesting the inclusion of additional detail gathered by the self-assessment subcommittees and consultants in the proposed final draft. Staff considerably expanded the document in response to this request. Because two versions of the document were currently under consideration by the Policy Council – and because the committees were meeting out of their usual order – the Governance Council gave preliminary approval to both drafts to allow the Policy Council the opportunity to weigh in.

Mr. Wingate expressed uneasiness about the Executive Committee doing so and stated his desire to delay a vote on the self-assessment until the Policy Council had expressed its preference. He suggested taking action on the three initial items, and reconvening the Executive Committee for a short call at 5pm to take action on the Policy Council's recommendation regarding the self-assessment.

Being the recommendation of the EHS Governance Council, no motion or second was required. **The Executive Committee voted to approve the Annual Report to the Public, the Waiver of Non-Federal Share and the Round 1 Training and Technical Assistance plan as put forth by the Governance Council.**

Ms. Mjartan updated the committee on several areas where potential impasses exist between the Grantee Agency (the Board) and the Policy Council. Ms. Mjartan reviewed South Carolina First Steps' EHS Internal Dispute Resolution Policy and accompanying Procedures. A plan was established to move into "Step 1" of the internal dispute resolution process by calling a meeting to involve Mr. Wingate, Chair of the Board of Trustees (grantee), Mr. Pryor, Chair of the Governance Council, and Ms. Billings, Chair of the Policy Council. Mr. Wingate proposed having this meeting within the next ten days for the purpose of seeing if it would be possible to work out the differences without involving a mediator. Items of discussion would include HR matters, in particular hiring disciplinary action, and terminations; Policies and Procedures; and Policy Council bylaws, which were recently returned to the Policy Council by the Board of Trustees after the Board did not approve the amendments.

There being no further business, the committee recessed at 9:55am, agreeing to reconvene at 5:00pm to take action on the self-assessment recommendation of the Policy Council.

That afternoon, the committee reconvened briefly and was informed that the Policy Council also elected to approve both versions of the self-assessment document, leaving a final decision to the Governing Board. Upon a motion from Ms. McConnell and a second by Ms. Hussey, Trustees voted unanimously to adopt and submit the revised (more detailed) version of the self-assessment.

Mr. Wingate, noting that there were additional items on the emailed agenda, asked if Ms. Mjartan could walk the group through any remaining business before concluding the meeting. Ms. Mjartan



spent some time seeking feedback on the Board's philosophy as it relates to the development of policies and procedures. Due to time constraints, without addressing all items on the agenda, the meeting was adjourned at 5:35 pm.



**Joint Meeting of the Early Head Start Governance Council
and First Steps Executive Committee**

**May 31, 2018
Minutes**

Governance Council Members Present:

Roger Pryor, Chair
Jennifer McConnell, Vice Chair
Julie Hussey
Walter Fleming
Ellen Still
Candi Lalonde

Governance Council Members Absent:

Amy Williams
Felicity Bradley

Executive Committee Members Present:

Julie Hussey, Vice Chair
Roger Pryor
Jennifer McConnell
Alexia Newman
Senator Gerald Malloy

Executive Committee Members Absent:

Ken Wingate, Chair
Judith Aughtry

Others Present:

Georgia Mjartin
Dan Wuori
Mark Barnes

Ms. Hussey welcomed the members and called the meeting to order at 9:00 am, noting the presence of a quorum for both the Early Head Start Governance Council and Executive Committee. She provided the committees an update on the current standing of the Early Head Start grant and recapped concerns expressed during a visit on Tuesday, May 29, 2018 by Captain Bob Bialas of Head Start Region IV.

In September of 2017, concerns reported at a Dillon County child care provider partner regarding teachers' violation of the Head Start Standards of Conduct resulted in a grant deficiency, which the agency was given 30 days to correct. The provider's contract was subsequently terminated. During the correction period, an additional incident was reported at a different center (which later had two additional violations reported). In all cases teachers were terminated and the issues reported to DSS. Ms. Mjartin reviewed the actions taken to document the correction, including system-wide training and increased classroom monitoring.



Ms. Hussey noted a number of areas in which the board was approaching impasse with the Policy Council and explained that termination or relinquishment of the grant were possibilities and that she expected a decision from the Office of Head Start in the coming days. She encouraged staff and Trustees to begin contingency planning. Ms. Mjartan noted that the Round 2 grant is intertwined with the Round 1 grant in ways that could make it difficult to operate one without the other.

Discussion of multiple scenarios and considerations ensued, with members noting that the needs of children and families must be uplifted as the Board's top priority, and that the impact on First Steps related to each potential outcome must be carefully considered.

Ms. McConnell expressed a desire to allow the full Board to weigh in on these decisions, rather than act by committee. Ms. Hussey assured her this would be the case.

Mr. Pryor noted that several items required approval by the committees prior to a June 1 deadline and asked Dr. Wuori to Review them.

Dr. Wuori presented the Round 2 continuation application and budget, noting that it largely mirrored a similar Round 1 document approved in May. He reviewed the Round 2 Training and Technical Assistance plan and noted the need for a waiver of non-federal share associated with the Round 2 startup period.

Dr. Wuori noted that the federal government had issued cost of living adjustments for both grants and presented a staff proposal to dedicate the majority of this funding for teacher raises of 5.38%. Remaining funds would be used to cover increased costs of employee health and retirement benefits and mandatory overhead costs assessed by the state.

Dr. Wuori called on Mr. Barnes to review a proposed Round 2 budget revision for the current fiscal year, noting that it would permit the agency to utilize unexpended funds accrued during the startup period for allowable EHS expenses.

After review of the action items above, it was proposed that the committees approve all as a single package. Upon a motion from Ms. Still and a second from Mr. Pryor, the EHS Governance Council unanimously adopted the staff recommendations as presented as their recommendation to the Board.

Senator Malloy, on behalf of the Executive Committee, made a motion to adopt the recommendations of the EHS Governance Council. Upon a second from Mr. Pryor, the Executive Committee voted unanimously to adopt the recommendations and directed staff to submit to the Office of Head Start as approved.

There being no further business, the meeting was adjourned at 10:33 am.



Minutes from the Executive Committee Meeting, Board of Trustees
June 12, 2018

Committee Members Present: Ken Wingate, Chair; Julie Hussey, Vice Chair; Senator Gerald Malloy, Legislative Committee Chair; Alexia Newman, Strategic Planning and Evaluation Chair; Roger Pryor, Early Head Start Governance Council Chair

Committee Members Absent: Judith Aughtry, Finance Chair; Jennifer McConnell, Program and Grants Committee Chair

Staff Liaison: Georgia Mjartan, Executive Director

Mr. Ken Wingate identified that a quorum was present and opened the meeting at 4:05 pm. Mr. Wingate thanked Julie Hussey for her leadership over the past two weeks during which time he was out of the country.

Mr. Wingate stated that the most pressing matter and a matter of great significance for the Executive Committee to discuss is the Early Head Start – Child Care Partnership program and associated grants. Mr. Wingate asked Julie Hussey, Georgia Mjartan, and Roger Pryor to each provide synopses of the situation we are in and choices the board will need to make regarding the grant. A long discussion ensued in which members identified a variety of reasons that had brought First Steps to the point of needing to make decisions about what to do with the grants. In one case, with the Round One grant, the Office of Head Start requires a decision from the board by June 18th. All agreed that these decisions needed to be made by the full board. A plan was discussed for the format of the meeting.

The Executive Committee worked together to draft a motion that would then be brought to the full board for a vote if the motion passed out of Executive Committee. The final motion as developed by the committee is as follows:

Motion: To relinquish Round One and Round Two Early Head Start – Child Care Partnership Grants on July 31, 2018 with a closeout plan which supports parental choice in childcare for all; asks DSS to make available, as appropriate, vouchers for eligible children who are enrolled in South Carolina First Steps' Early Head Start – CCP program on July 27th and would have remained enrolled next year (those under the age of 3 on September 1, 2018); seeks to assist all parents in our program with transitioning their children if needed; addresses the completion of capital projects at childcare partners; and commits to volunteering lessons learned, data, and other non-monetary resources to facilitate a smooth transition to a new grantee or grantees.

Four members remained in the meeting at the time a vote was called (Ms. Newman was no longer present). With four members constituting a quorum of Executive, a vote was taken. The motion passed with one member, Mr. Roger Pryor, voting no. Mr. Pryor requested that his dissenting vote be identified in the minutes of the meeting.

Board vacancies and expired terms were discussed. Mr. Wingate reiterated the importance of identifying strong candidates to fill these vacancies. Committees were discussed, with Mr. Wingate acknowledging that certain committee chairs had asked to step down from that role after July 1, the beginning of the fiscal year. Mr. Wingate said that he would be working over the coming weeks to identify members willing to serve as chairs of the committees.

Ms. Georgia Mjartan discussed the FY2019 budget, noting that it is presented with the assumption of all Early Head Start funds coming to First Steps, acknowledging this will change after a decision is made by the board regarding Early Head Start. Ms. Mjartan highlighted the work that Russ Brown and Mark Barnes had done to prepare this budget. She said that this year the budgeting process was more involved and inclusive of management team members and leadership, including herself. The FY2019 budget will be presented for information at the board meeting. The members of the Executive Committee acknowledged that presenting this informationally is the correct process.

Ms. Mjartan discussed ways that she working to build national relationships that will bring new knowledge and practices into First Steps and will lift up the innovations of SC First Steps into a national profile. She discussed the fact that she will be in Washington, DC this week at an Aspen Institute invitation-only event for state leaders engaged in two-generation work. Next week, she, along with several legislators and members of the Governor's office, will be in NC for a Hunt Institute Zero to Three working group and conference, kicking off the work of over a dozen "state teams" including South Carolina, all of whom are focused on young children.

Ms. Mjartan discussed opportunities for South Carolina First Steps including AmeriCorps VISTA and Listen for Good, a grant program that funds parent engagement in feedback loops. Ms. Hussey agreed that there is great value in finding ways to engage parents' voices in the development and evaluation of programs.

At 7:00 pm, Senator Gerald Malloy needed to leave the meeting. With his departure, there was no longer a quorum. The meeting continued, however, to take up unfinished business from the Programs and Grants Committee. The Programs and Grant Committee, consisting of Julie Hussey, Jennifer McConnell, and Roger Pryor, had, at their committee meeting, discussed concerns about local partnerships which had two consecutive years of excessive carry forward (over 15% of state funds). The Executive Committee members remaining, inclusive of a quorum of Programs and Grants Committee members and Mr. Wingate, proposed the following motion:

Partnerships whose carry forward exceeds 15% for two or more consecutive fiscal years will not receive any carry forward funds in excess of 15% of their state allocation, effective for the fiscal year beginning July 1, 2018.

The plan would be for these funds to then be reallocated to local partnerships through a competitive grant process approved by the Programs and Grants Committee and the Board of Trustees.

The motion was developed but no vote was taken. The motion will be presented to the board for discussion and a vote, but will not be presented as having come out of a committee.

The meeting concluded at 7:22 pm.



To: SC First Steps Board of Trustees
From: Walter Fleming, Vice-Chair, Finance and Administration Committee
Date: June 8, 2018

RE: Finance and Administration Report

The Finance and Administration Committee met via conference call on May 30, 2018 to receive updates from staff. Detailed meeting minutes are attached. The committee brings forward the following updates.

Financial Report

The YTD financial report was reviewed with the committee with general discussion.

Update on the State Budget Request

Mark Barnes provided an update to the committee on the status of the request. The State Budget has not yet been passed by the General Assembly. We may receive additional unfunded FTE's, but expect no additional funding for the 2019 State Fiscal Year. Even if the State Budget does not pass by the beginning of the new fiscal year, it is not expected to cause delays in payments or the receipt of funds at this point.

Update on 2019 State Fiscal Year Budget

Mark Barnes provided an update on the new process that SC First Steps will be using to develop next year's budget. The new budget is not ready to present to the Committee but should be ready by the next fiscal year. Mr. Barnes hopes to have it ready in time to provide it to the Committee prior to submitting to the Board at their June meeting. It is expected that we will have more information on this that we can present to the Board Meeting in June.

Early Head Start – Child Care Partnership Grant

Mark Barnes provided a detailed review of the budgets of the EHS-CCP Grant. He discussed the Early Head Start Performance Standards and why specific parts are in the budget. These included the Early Head Start Requirements for Family Engagement and associated staff, Health and Safety staff, and Education responsibilities which include Teacher Training, Monitoring, and Mentoring. All of these parts of the grant are critical to the success of the grant and are required services to families and children being served, but are not in the reimbursements to the child care centers. It is critical to understand all of these requirements before attempting to make decisions regarding funding in the budgets.

Other Discussion

We received updates on the Sumter County School District Forensic Audit, Allocating Costs for the Local Partnerships, 4K Payment Process Review, and a SLED Investigation of a previous 4K Provider.



Minutes from Finance and Administration Committee Meeting May 30, 2018

Members present: Walter Fleming, Vice Chairman; Tim Holtz; Rick Noble
Nonmembers present: Mark Barnes, COO/CFO
Absent: Judith Aughtry

Meeting was called to order by Walter Fleming at 10:00 am.

First Steps State Office:

Financial Report

The YTD financial report was reviewed with the committee with general discussion. As was discussed during the last meeting, the most recent monthly YTD financial report will be provided to the Board when they have their meeting.

Update on the State Budget Request

Mr. Barnes provided an update to the committee on the status of the request. The state has not yet passed an annual budget. It appears they will not pass one until June 27, at the earliest. This may mean one will not be passed until after the first of the new fiscal year. There is a very good chance we will get the new unfunded FTE's that we requested, but no new funding. The Senate version of the budget includes a \$500 bonus to employees making less than \$50,000 per year, but we are uncertain if that will be included in the budget that will go to the Governor. At this point it does not appear that the delay with passing the budget will negatively affect our operations or payments.

New State Office Budget Development Process

Mr. Barnes shared with the Committee the proposed budget development process for the State Office. This will include doing detail analysis with the appropriate program managers to develop a budget for the upcoming fiscal year. It will include a more comprehensive, inclusive process and monthly reporting to program managers and management. That process is being drafted currently and we are planning on starting it for the 2019 State Fiscal Year budget. This will mean that a preliminary budget is not ready to be presented at this meeting, but will be shared with the Committee prior to the Board Meeting on June 15.

Annual Committee Meeting Schedule

Mr. Barnes shared with the group a proposed meeting schedule for the upcoming 18 months.

Local Partnerships:

Sumter Forensic Audit

Mr. Barnes gave an update on the ongoing Sumter Forensic Audit. The Auditor is continuing his work and we have not received a draft report as of this date. SLED has



brought charges against some of the employees of the Sumter County School District. At this time, there is no wrong-doing of any nature being suggested or involved in the investigation for the local First Steps office. State Office staff has been working with the Sumter County First Steps office to assist.

Local Partnership Accounting Changes

Mr. Barnes gave an update on the Mr. Barnes also discussed the upcoming improvements in how the Local Partnerships will be allocating their costs. We are in the process of implementing the changes in the accounting structure and improvements in the allocation methods. These changes will allow for more accurate and more appropriate cost allocations and documentation for the system.

Update on New Financial Management System

Mr. Barnes gave an update on the purchase of the new Local Partnership Accounting System. We are still waiting for the state procurement process, which is outside our control, to post and award the new accounting system to a vendor. It is very unlikely at this point that the system will be ready to implement before the beginning of the new fiscal year. We'll have to finalize a plan to implement as soon as we have a decision on the system.

Early Head Start-Child Care Partnerships:

Budget Summary and Updates

Mr. Barnes reviewed, in detail, the way that the Early Head Start – Child Care Partnership Grant budget was set up and discussed the various components. He went into detail about what was included in the grant and why they were important. The Grant is very complex and there are a number of parts that are required by the Head Start Performance Standards. These include Family Engagement, Health and Safety, and Education Training, Monitoring, and Mentoring of the teachers in the classrooms. All of these are in addition to the actual cost of providing the reimbursements for the local Child Care Provider. He mentioned that the actual administrative cost of the Grants was in the 6% range, with all other funds going directly to support the families and children in the program. These Federal Grants allow for up to 15% administrative costs. He mentioned that it is very important for anyone who is in the role of making decisions about the grant, to understand all of the requirements and expectations of the Federal Grant. There were a number of questions and general discussion.

Mr. Fleming thanked Mr. Barnes for his clear explanations and for providing this information. A motion was made to accept this as information by Mr. Fleming, seconded by Mr. Holtz, and unanimously approved by the Committee.

4K Program:

4K Payment Process Review

The Fiscal staff is continuing work with the 4K Program Manager and staff to evaluate, document, and revise the payment processes for the 4K Program. During the process we



have found ways that we can improve accountability and document the work that is taking place. Once completed, we will have process flows for all of these processes and easily show strong internal controls.

SLED Investigation

As previously mentioned to the Committee, SLED is continuing its investigation into a potential fraudulent situation with a 4K Provider. There may be possible criminal charges against the provider.

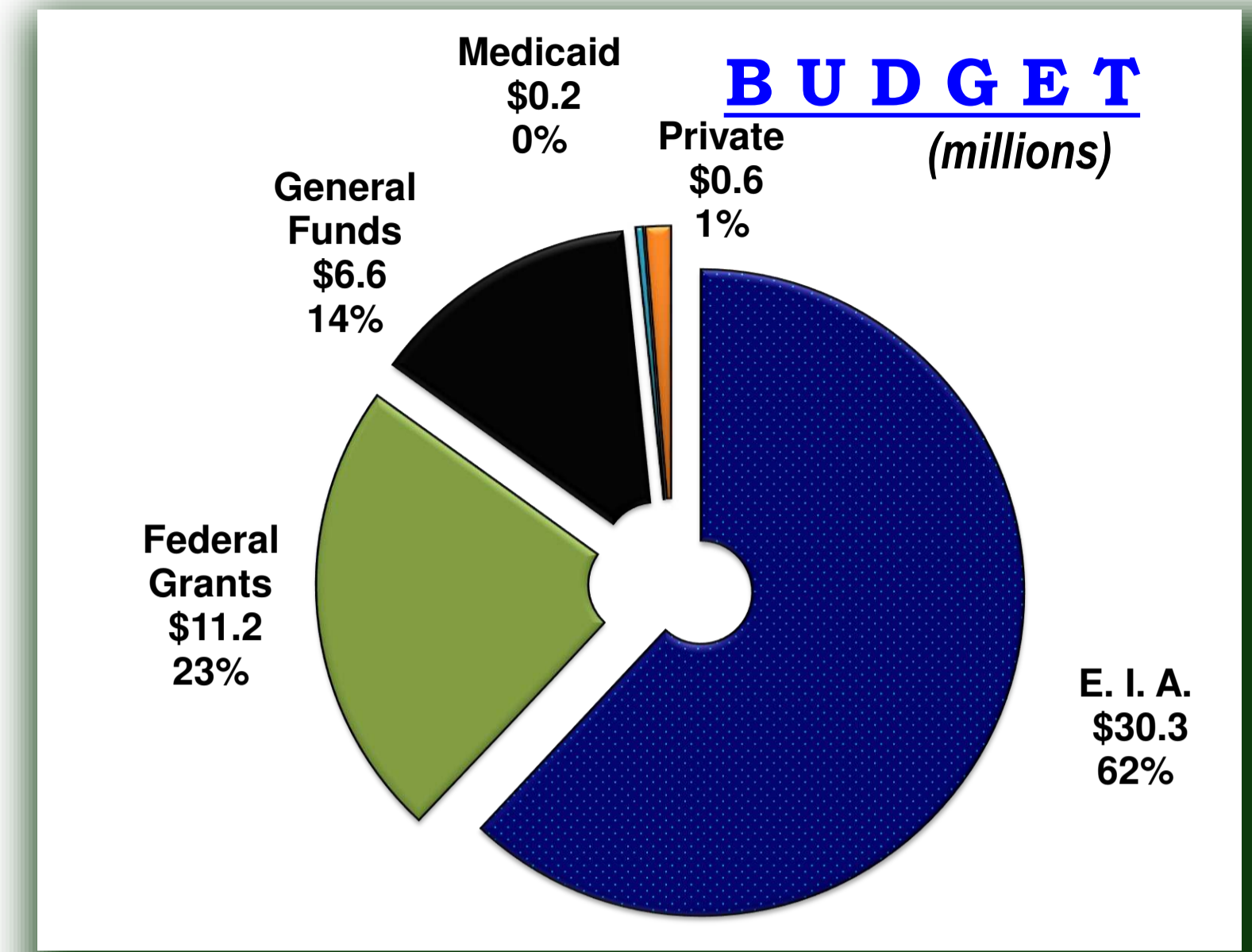
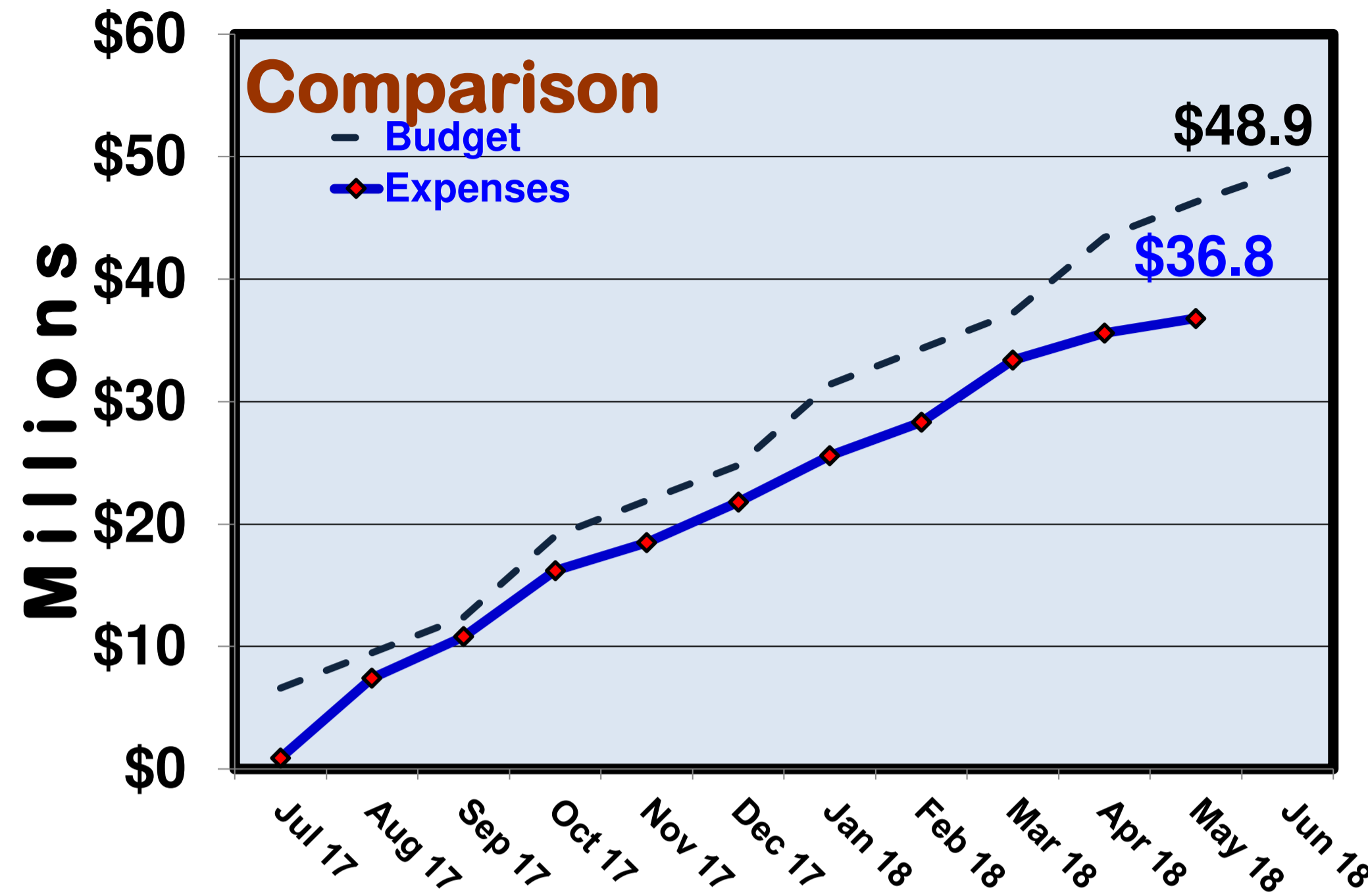
After other general discussion Walter Fleming adjourned the meeting.



**FY 2018
Financial Status
Report**

**As of:
May 31, 2018**

SPENDING RATES	
Projected =	95%
Actual =	75%
Spending is UNDER Budget	



PROGRAMS / OPERATIONS Description	E.I.A. APPROPRIATION			GENERAL FUNDS & FEDERAL GRANTS			PRIVATE & MEDICAID			GRAND TOTAL		
	Budget	Expenses	Balance	Budget	Expenses	Balance	Budget	Expenses	Balance	BUDGET	EXPENSES	BALANCES
LOCAL PARTNERSHIPS	\$ 14,435,228	\$ 14,435,228	\$ -			\$ -			\$ -	\$ 14,435,228	\$ 14,435,228	\$ -
LOCAL PARTNERSHIPS SUPPORT & TECH. ASST.	\$ 2,758,135	\$ 1,489,223	\$ 1,268,912			\$ -	\$ 539,162	\$ 115,915	\$ 423,247	\$ 3,297,297	\$ 1,605,138	\$ 1,692,159
PRIVATE 4-K	\$ 10,737,864	\$ 6,626,374	\$ 4,111,490	\$ 6,582,010	\$ 6,484,700	\$ 97,310			\$ -	\$ 17,319,874	\$ 13,111,074	\$ 4,208,800
EARLY HEAD START CHILD CARE PARTNERSHIP			\$ -	\$ 11,222,331	\$ 5,798,772	\$ 5,423,559			\$ -	\$ 11,222,331	\$ 5,798,772	\$ 5,423,559
BABYNET	\$ 750,000	\$ 561,771	\$ 188,229			\$ -	\$ 177,645	\$ 177,645	\$ -	\$ 927,645	\$ 739,416	\$ 188,229
COUNTDOWN TO KINDERGARTEN	\$ 125,000	\$ 71,512	\$ 53,488			\$ -			\$ -	\$ 125,000	\$ 71,512	\$ 53,488
POLICY & ACCOUNTABILITY	\$ 1,500,000	\$ 956,293	\$ 543,707			\$ -	\$ 75,000	\$ 72,981	\$ 2,019	\$ 1,575,000	\$ 1,029,274	\$ 545,726
GRAND TOTAL:	\$ 30,306,227	\$ 24,140,401	\$ 6,165,826	\$ 17,804,341	\$ 12,283,472	\$ 5,520,869	\$ 791,807	\$ 366,541	\$ 425,266	\$ 48,902,375	\$ 36,790,414	\$ 12,111,961

NOTES:

1) Local Partnerships:

- a. Funding sources: Education Improvement Act (EIA) funds
- b. Formula allocation cash advances are disbursed on a quarterly basis
- c. Expenditures reflect disbursements from SC First Steps (state-level)
- d. Does not include local-level actual expenses to staff and vendors

2) Federal grants are multi-year - budget authority shown

3) Private & Medicaid budgets based on income & PFY cash

4) LP Support & Technical Assistance

- a. Contracted accounting firm (Manley Garvin, LLC)
- b. Accounting software network support & data housing
- c. Programmatic data housing & network support
- d. Workers' compensation insurance coverage
- e. External programmatic evaluation
- f. Financial audits --- annually

4) LP Support & Technical Assistance (cont.)

- g. Does not include local-level actual expenses to staff and vendors
- h. OFS program & finance staff (payroll, rent, contractual, supplies, travel, etc.)

5) Private 4K Budget and Cash

- a. \$105K **budget** reduction -- transferred to EOC for evaluation
- b. \$1.1M carry forward **budget** for quality and technology
- c. \$1M prior fiscal year **cash** balance -- transferred to EOC
- d. \$61K **budget** for teacher supplies



FY 18 DONATIONS

DATE REC'D	GENERAL	SUMMIT	DONOR	FUNDS	PURPOSE / COMMENTS
Jul 13, 2017	\$ 10,000.00		Goldman Sachs Gives	RESTRICTED	Starlings Research Project
Jul 13, 2017	\$ 10,395.00		Parents As Teachers National	RESTRICTED	Prof. Dev. and Parent Assistance
Jul 17, 2017	\$ 1,000.00		Save The Children	RESTRICTED	PAT Conference and Consultants
Jul 27, 2017	\$ 210.00		TRUiST Connect	Unrestricted	General use
Oct 12, 2017		\$ 3,000.00	Kaplan Early Learning Company	RESTRICTED	Chairmen's Summit
Oct 30, 2017	\$ 180.00		TRUiST Connect	Unrestricted	General use
Nov 3, 2017	\$ 108.96		TRUiST Connect	Unrestricted	General use
Nov 6, 2017		\$ 1,000.00	Institute for Child Success	RESTRICTED	Chairmen's Summit
Nov 8, 2017		\$ 5,000.00	Children's Trust Fund of SC	RESTRICTED	Chairmen's Summit
Nov 8, 2017		\$ 200.00	Teaching Strategies	RESTRICTED	Chairmen's Summit
Nov 8, 2017		\$ 1,000.00	Lakeshore Learning Materials	RESTRICTED	Chairmen's Summit
Nov 13, 2017		\$ 500.00	Sisters of Charity Foundation	RESTRICTED	Chairmen's Summit
Nov 13, 2017		\$ 500.00	Pascal Learning, Inc. (Ready Rosie)	RESTRICTED	Chairmen's Summit
Nov 15, 2017		\$ 50.00	Child Care Resource & Referral	RESTRICTED	Chairmen's Summit
Nov 15, 2017		\$ 50.00	Children's Museum Lowcountry	RESTRICTED	Chairmen's Summit
Nov 15, 2017		\$ 50.00	Matthew & Katy Seppi	RESTRICTED	Chairmen's Summit
Nov 15, 2017		\$ 31.74	Kershaw First Steps	RESTRICTED	Chairmen's Summit
Nov 15, 2017		\$ 63.48	Colleton County Memorial Library	RESTRICTED	Chairmen's Summit
Nov 27, 2017		\$ 50.00	SC State Library	RESTRICTED	Chairmen's Summit
Dec 11, 2017		\$ 50.00	Family Connection of SC	RESTRICTED	Chairmen's Summit
Dec 11, 2017		\$ 50.00	Impact America	RESTRICTED	Chairmen's Summit
Dec 11, 2017		\$ 50.00	Edventure	RESTRICTED	Chairmen's Summit
Dec 11, 2017		\$ 100.00	Children's Trust Fund (for SC DSS)	RESTRICTED	Chairmen's Summit
Dec 11, 2017		\$ 90.00	Spartanburg Community College	RESTRICTED	Chairmen's Summit
Dec 11, 2017		\$ 30.00	Charlene High	RESTRICTED	Chairmen's Summit
Dec 11, 2017		\$ 30.00	Cash (unknown)	RESTRICTED	Chairmen's Summit
Dec 12, 2017		\$ 2,500.00	SC Council on Competiveness	RESTRICTED	Chairmen's Summit
Dec 15, 2017		\$ 150.00	Greenwood First Steps	RESTRICTED	Chairmen's Summit
Dec 15, 2017		\$ 50.00	Cherokee First Steps	RESTRICTED	Chairmen's Summit
Dec 15, 2017		\$ 30.00	Abbeville First Steps	RESTRICTED	Chairmen's Summit
Dec 28, 2017	\$ 250.00		Board Member	Unrestricted	General use
Dec 28, 2017	\$ 1,000.00		Office of First Steps Staff	RESTRICTED	To be determined
Dec 28, 2017	\$ 1,000.00		Board Member	Unrestricted	General use
Dec 28, 2017	\$ 1,000.00		Board Member	Unrestricted	General use
Dec 28, 2017	\$ 500.00		Board Member	Unrestricted	General use
Jan 3, 2018		\$ 50.00	SC State Library	RESTRICTED	Chairmen's Summit
Jan 4, 2018		\$ 360.00	Richland First Steps	RESTRICTED	Chairmen's Summit
Jan 4, 2018		\$ 360.00	Spartanburg First Steps	RESTRICTED	Chairmen's Summit
Jan 4, 2018		\$ 3,194.64	Eventbrite	RESTRICTED	Chairmen's Summit
Jan 4, 2018	\$ 100.00		Board Member	Unrestricted	General use
Jan 4, 2018		\$ 180.00	SC Dept. of Health & Human Svcs	RESTRICTED	Chairmen's Summit
Jan 16, 2018	\$ 30.76		TRUiST Connect	Unrestricted	General use
Jan 16, 2018		\$ 50.00	University of South Carolina	RESTRICTED	Chairmen's Summit
Feb 2, 2018	\$ 54.46		TRUiST Connect	Unrestricted	General use
Feb 22, 2018		\$ 50.00	Palmetto Shared Services Alliance	RESTRICTED	Chairmen's Summit
Feb 28, 2018		\$ 50.00	SC Program for Infant/Toddler Care	RESTRICTED	Chairmen's Summit
Feb 28, 2018	\$ 55.78		TRUiST Connect	Unrestricted	General use
Feb 28, 2018	\$ 1,000.00		Board Member	Unrestricted	General use
Feb 28, 2018	\$ 500.00		Board Member	Unrestricted	General use
Feb 28, 2018	\$ 500.00		Board Member	Unrestricted	General use
Feb 28, 2018	\$ 100.00		Board Member	Unrestricted	General use
Apr 10, 2018		\$ 50.00	USC Childcare Inclusion Collaborative	RESTRICTED	Chairmen's Summit
Apr 19, 2018	\$ 1,000.00		Board Member	Unrestricted	General use
Apr 20, 2018	\$ 100.00		Board Member	Unrestricted	General use
May 15, 2018	\$ 180.00		TRUiST Connect	Unrestricted	General use

Sub-Totals \$ 29,264.96 \$ 18,969.86

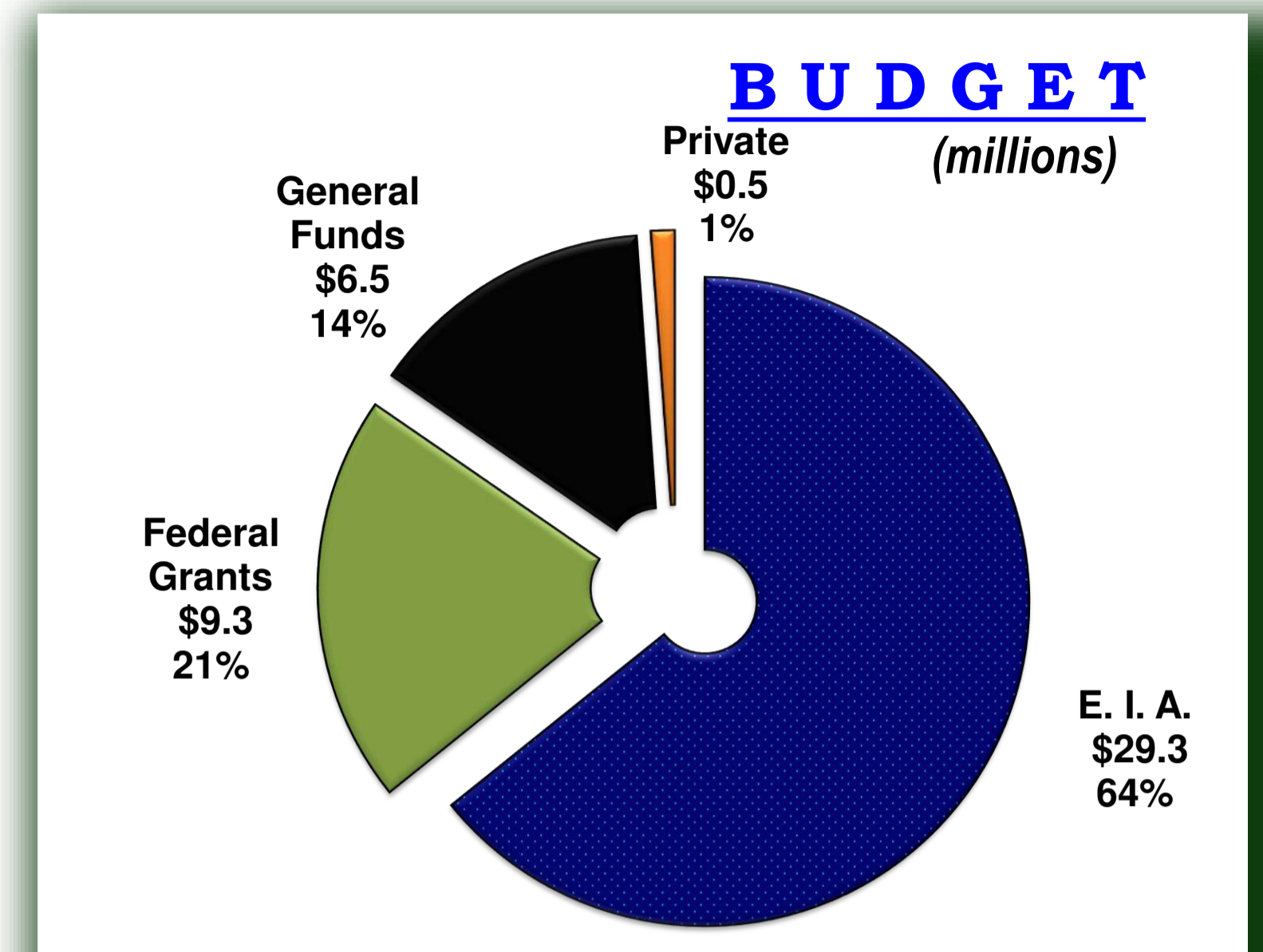
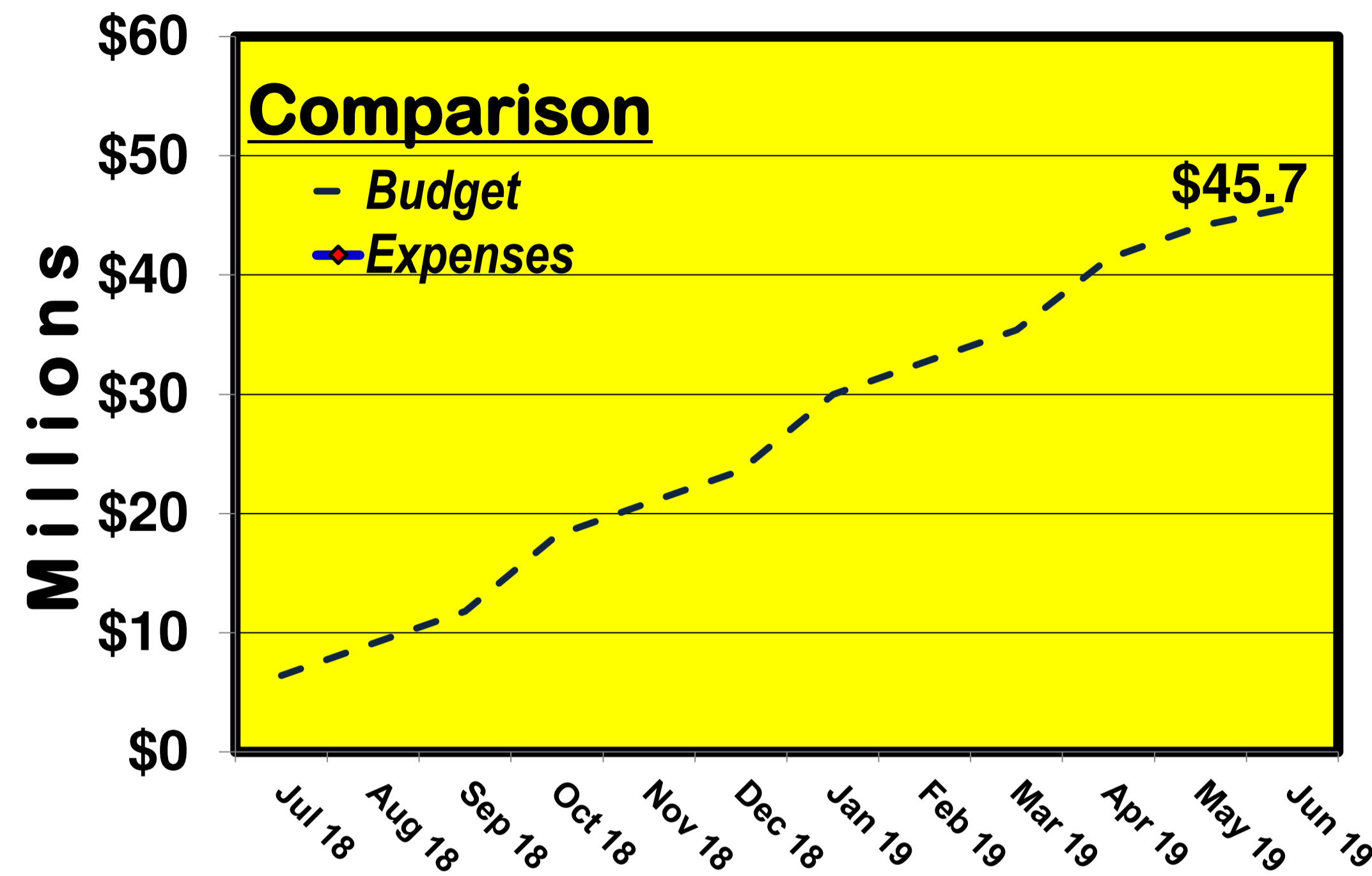
GRAND TOTAL: **\$ 48,234.82**

FY 19 Projected Budget



**As of:
July 1, 2018**

SPENDING RATES	
Projected =	14%
Actual =	0%
Spending is UNDER Budget	



PROGRAMS / OPERATIONS	E.I.A. APPROPRIATION			GENERAL FUNDS & FEDERAL GRANTS			PRIVATE FUNDS			GRAND TOTAL			
	Description	Budget	Expenses	Balance	Budget	Expenses	Balance	Budget	Expenses	Balance	BUDGET	EXPENSES	BALANCES
LOCAL PARTNERSHIPS	\$ 14,435,228	\$ -	\$ 14,435,228			\$ -			\$ -		\$ 14,435,228	\$ -	\$ 14,435,228
LOCAL PARTNERSHIPS SUPPORT & TECH. ASST.	\$ 2,274,000	\$ -	\$ 2,274,000			\$ -	\$ 433,747	\$ -	\$ 433,747		\$ 2,707,747	\$ -	\$ 2,707,747
PRIVATE 4-K	\$ 9,767,864	\$ -	\$ 9,767,864	\$ 6,521,510	\$ -	\$ 6,521,510			\$ -		\$ 16,289,374	\$ -	\$ 16,289,374
EARLY HEAD START CHILD CARE PARTNERSHIP			\$ -	\$ 9,321,235	\$ -	\$ 9,321,235			\$ -		\$ 9,321,235	\$ -	\$ 9,321,235
COUNTDOWN TO KINDERGARTEN	\$ 125,000	\$ -	\$ 125,000			\$ -			\$ -		\$ 125,000	\$ -	\$ 125,000
POLICY & ACCOUNTABILITY	\$ 2,734,135	\$ -	\$ 2,734,135			\$ -	\$ 75,000	\$ -	\$ 75,000		\$ 2,809,135	\$ -	\$ 2,809,135
GRAND TOTAL:	\$ 29,336,227	\$ -	\$ 29,336,227	\$ 15,842,745	\$ -	\$ 15,842,745	\$ 508,747	\$ -	\$ 508,747		\$ 45,687,719	\$ -	\$ 45,687,719

NOTES:

1) Local Partnerships:

- a. Funding sources: Education Improvement Act (EIA) funds
- b. Formula allocation cash advances are disbursed on a quarterly basis
- c. Expenditures reflect disbursements from SC First Steps (state-level)
- d. Does not include local-level actual expenses to staff and vendors

2) Federal grants are multi-year - budget authority shown

3) Private budgets based on income & prior year cash

4) LP Support & Technical Assistance

- a. Contracted accounting firm (Manley Garvin, LLC)
- b. Accounting software network support & data housing
- c. Programmatic data housing & network support
- d. Workers' compensation insurance coverage
- e. External programmatic evaluation
- f. Financial audits --- annually each LP

4) LP Support & Technical Assistance (cont.)

- g. Does not include local-level actual expenses to staff and vendors
- h. OFS program & finance staff (payroll, rent, contractual, supplies, travel, etc.)



To: SC First Steps Board of Trustees
From: Roger Pryor, Chair, Early Head Start Governance Council
Date: June 11, 2018

RE: EHS Governance Council Report

The Early Head Start Governance Council has met twice since the April Board meeting to take action on items required for submission to the Office of Head Start on May 1, 2018 and June 1, 2018, respectively.

The Council met on April 30, 2018 to review and approve mandatory attachments to the Round 1 refunding application approved by the full Board on April 20, 2018. These attachments – all included here along with meeting minutes – are:

- First Steps' Early Head Start Annual Report to the Public
- Waiver of Non-Federal Share Associated with Supplemental Funds for Dillon County
- Round 1 Training and Technical Assistance Plan/Budget
- 2017 EHS Self-Assessment

Each of the above attachments was approved by the Governance Council (and subsequently the Board's Executive Committee) for submission to the Office of Head Start on May 1, 2018.

The Council met jointly with the Executive Committee on May 31, 2018 to review and approve similar documents associated with the Round 2 grant (due for submission June 1). These attachments – also included along with meeting minutes – are:

- Round 2 Refunding Application Narrative and Budget
- Round 2 Training and Technical Assistance Plan
- Round 2 Waiver of Non-Federal Share
- Proposed Cost of Living Adjustments for both Round 1 and Round 2 grants
- Round 2 Budget Revision for the Current Year

Each of these documents was likewise approved for submission by the Joint Committee.

In addition to these formal committee meetings, members of the Governance Council have met repeatedly (in various combinations) in recent weeks to:

- Participate in governance and ERSEA training alongside members of Policy Council on May 22, 2018
- Discuss the planned May 29 visit by Captain Bob Bialas and receive updates on recent concerns at Thornwell Children's Home
- Receive program updates from Thornwell management on May 25, 2018
- Meet with Captain Bob Bialas of Head Start Region IV on May 29, 2018
- Discuss the decision of Region IV regarding the Round 1 grant with members of Policy Council on June 6, 2018

Meeting of the Early Head Start Governance Council

April 30, 2018
9:00am
Conference Call
Minutes

Governance Council Members Present:

Roger Pryor, Chair
Jennifer McConnell, Vice Chair
Julie Hussey
Walter Fleming
Ellen Still
Candi Lalonde

Governance Council Members Absent:

Amy Williams
Felicity Bradley

Others Present:

Georgia Mjartin
Dan Wuori

Mr. Pryor welcomed the members and called the meeting to order at 9:00 am, noting the presence of a quorum. Mr. Pryor explained that the agency faced a May 1, 2018 deadline for the submission of several grant renewal documents to the Office of Head Start. He asked Dr. Wuori to lead the committee through a summary of each.

Dr. Wuori reminded the committee that as an Early Head Start grantee, SCFS is required to submit an annual refunding/continuation application to the Office of Head Start. The Round 1 refunding application and budget were approved by the full Board on Friday April 20, 2018. He explained that the application package to be submitted to the Office of Head Start contained several additional attachments being brought forward by staff for approval today. These same documents would be reviewed by the Policy Council later in the day.

Dr. Wuori explained that the Office of Head Start requires a simple annual report to the public containing specific programmatic and fiscal information. He shared a staff draft of the report, noting that in future years the agency intended to incorporate this requirement into the agency's comprehensive annual report. Upon a motion by Ms. Hussey and a second by Ms. McConnell, the committee unanimously approved the Annual Report to the Public.

Next Dr. Wuori explained that the agency would need to submit a request for a waiver of the non-federal share of supplemental grant funds awarded to renovate a replacement Round 1 center in Dillon County. Upon a motion by Ms. McConnell and a second by Ms. Hussey, the committee unanimously approved the waiver request submission.

Dr. Wuori then led the committee through the proposed Round 1 Training and Technical Assistance Plan/Budget. This document details the agency's desire to utilize training-

specific funds to underwrite the program's annual preservice training and travel for staff and members of the Policy Council and Governing Board to state and regional EHS trainings. Upon a motion by Ms. Still and a second by Ms. McConnell, the committee unanimously approved the Training and TA plan.

Finally, Dr. Wuori reviewed the draft self-assessment, required annually by the Office of Head Start. He noted that in a discussion on Friday, April 27, the Policy Council Chair had shared feedback with staff requesting the inclusion of additional detail gathered by the self-assessment subcommittees and consultants in the proposed final draft. Staff considerably expanded the document in response to this request. Because two versions of the document would be under consideration by the Policy Council, the committee chose to approve both drafts, allowing Policy Council an opportunity to express its preference to the Executive Committee of the Board.

There being no further business, the committees adjourned at 9:25am.

Joint Meeting of the Early Head Start Governance Council
and First Steps Executive Committee

May 31, 2018
Minutes

Governance Council Members Present:

Roger Pryor, Chair
Jennifer McConnell, Vice Chair
Julie Hussey
Walter Fleming
Ellen Still
Candi Lalonde

Governance Council Members Absent:

Amy Williams
Felicity Bradley

Executive Committee Members Present:

Julie Hussey, Vice Chair
Roger Pryor
Jennifer McConnell
Alexia Newman
Senator Gerald Malloy

Executive Committee Members Absent:

Ken Wingate, Chair
Judith Aughtry

Others Present:

Georgia Mjartin
Dan Wuori
Mark Barnes

Ms. Hussey welcomed the members and called the meeting to order at 9:00 am, noting the presence of a quorum for both the Early Head Start Governance Council and Executive Committee. She provided the committees an update on the current standing of the Early Head Start grant and recapped concerns expressed during a visit on Tuesday, May 29, 2018 by Captain Bob Bialas of Head Start Region IV.

In September of 2017, concerns reported at a Dillon County child care provider partner regarding teachers' violation of the Head Start Standards of Conduct resulted in a grant deficiency, which the agency was given 30 days to correct. The provider's contract was subsequently terminated. During the correction period, an additional incident was reported at a different center (which later had two additional violations reported). In all cases teachers were terminated and the issues reported to DSS. Ms. Mjartin reviewed the actions taken to document the correction, including system-wide training and increased classroom monitoring.

Ms. Hussey noted a number of areas in which the board was approaching impasse with the Policy Council and explained that termination or relinquishment of the grant were possibilities and that she expected a decision from the Office of Head Start in the coming days. She encouraged staff and Trustees to begin contingency planning. Ms. Mjartan noted that the Round 2 grant is intertwined with the Round 1 grant in ways that could make it difficult to operate one without the other.

Discussion of multiple scenarios and considerations ensued, with members noting that the needs of children and families must be uplifted as the Board's top priority, and that the impact on First Steps related to each potential outcome must be carefully considered.

Ms. McConnell expressed a desire to allow the full Board to weigh in on these decisions, rather than act by committee. Ms. Hussey assured her this would be the case.

Mr. Pryor noted that several items required approval by the committees prior to a June 1 deadline and asked Dr. Wuori to Review them.

Dr. Wuori presented the Round 2 continuation application and budget, noting that it largely mirrored a similar Round 1 document approved in May. He reviewed the Round 2 Training and Technical Assistance plan and noted the need for a waiver of non-federal share associated with the Round 2 startup period.

Dr. Wuori noted that the federal government had issued cost of living adjustments for both grants and presented a staff proposal to dedicate the majority of this funding for teacher raises of 5.38%. Remaining funds would be used to cover increased costs of employee health and retirement benefits and mandatory overhead costs assessed by the state.

Dr. Wuori called on Mr. Barnes to review a proposed Round 2 budget revision for the current fiscal year, noting that it would permit the agency to utilize unexpended funds accrued during the startup period for allowable EHS expenses.

After review of the action items above, it was proposed that the committees approve all as a single package. Upon a motion from Ms. Still and a second from Mr. Pryor, the EHS Governance Council unanimously adopted the staff recommendations as presented as their recommendation to the Board.

Senator Malloy, on behalf of the Executive Committee, made a motion to adopt the recommendations of the EHS Governance Council. Upon a second from Mr. Pryor, the Executive Committee voted unanimously to adopt the recommendations and directed staff to submit to the Office of Head Start as approved.

There being no further business, the meeting was adjourned at 10:33 am.



To: First Steps Board of Trustees
From: Jennifer McConnell, Chair, Program and Grants Committee
Date: June 8, 2018
RE: Report of the Program and Grants Committee

The Program and Grants Committee met on Friday, June 8, 2018, granting approval to the FY19 local partnership grant renewal plans.

The state office technical assistance team reviewed the 46 local partnership annual grant renewal applications with the Program and Grants Committee. This process included verifying reported program performance and ensuring compliance with the FY18 state board adopted accountability standards.

There are 35 different programs implemented across the 46 county partnerships. Partnership Boards choose the number and types of programs to be implemented based on their local needs and resource assessment and their comprehensive plan updated every 3 years. The Partnership Comprehensive Plans also include consideration of the State Board's strategic priorities and the Board's adopted school readiness description detailed in the *Profile of the Ready Kindergartner*.

Attached you will find a matrix (Attachment 2) detailing staff recommendations related to Partnership Grant Renewals. Collectively the partnerships proposed 238 programs (strategies) for FY19. This represents the total number of programs implemented in every county statewide, ranging from 2 to 9 programs, with the average being five programs per county. 219 strategies are recommended for approval and 19 are proposed for "conditional approval" on the basis of failure to meet one or more key performance metrics.

Strategies recommended for conditional approval will be revisited by the committee and Board of Trustees as necessary in January 2019 to ensure standards compliance. Failure to ensure compliance by this time may result in additional sanctions, up to and including suspension.

Five Partnerships have who have had multiple years of conditional approvals in the same program area, or fiscal deficiencies, will be required to follow a performance plan. This plan will be created in conjunction with the partnership executive director, and agreed upon by the partnership board. It will outline a timeline and benchmarks to address specific identified concerns (see #10 under Conditional Approval Codes, Attachment 3).

ACTION ITEM: Local Partnership Grant Renewals for FY19

COMMITTEE MOTION - The Program and Grants Committee recommends that the State Board approve the committee recommendations regarding the FY19 grant renewals as detailed in the attached document.



Attachment 1: Program and Grants Committee Recommendations

Attachment 2: FY19 Renewal Approval Matrix

Attachment 3: Approval Codes



Program and Grants Committee Recommendation

FY19 Renewal Summary
June 8, 2018

238 Strategies Proposed for FY19

219 Strategies recommended for approval (20 new)
19 Recommended for conditional approval (8%)

9 Discontinued from FY18 (Note that in order to depict a three-year history the Recommendations grid also contains a number of “previously discontinued” strategies.)

Conditional Approval Codes

1. **HOME VISIT INTENSITY: Did not meet threshold for average visits per month (1.8 for PAT and ESSS, 6 for PCH).**

No counties cited

2. **HOME VISIT DURATION: Did not meet threshold for AVERAGE VISIT DURATION (45 min for PAT and ESSS, 30 min for PCH).**

No counties cited

3. **(A) HOME VISIT ASSESSMENT: Fewer than 75% of clients received KIPS assessments at appropriate intervals, per FY18 Program Standards.**

5 counties/ 5 strategies: Aiken, Florence, Horry, Marlboro, Sumter

(B) HOME VISIT ASSESSMENT: Fewer than 75% of clients received ACIRI assessments at appropriate intervals, per FY18 Program Standards.

5 counties/ 5 strategies: Clarendon, Florence, Horry, Marlboro, Sumter

4. **DOLLY PARTON IMAGINATION LIBRARY (212) 92% BOOKS: Did not meet threshold of 92% expenditures devoted to book procurement, or more than 50% of program funds were state funds.**

1 County: Clarendon



5. **STAFF CERTIFICATIONS: Required staff certifications not on file with SCFS. Home visitation: current certification in the program model, current certification in KIPS. Child care quality enhancement: certification as a technical assistance provider with CCCCD.**

No counties cited

6. **CHILD CARE INTENSITY: Did not meet threshold for average T.A. visits per month (2.0)**

1 County/1 Strategy: Charleston

7. **CHILD CARE ASSESSMENT: Did not assess using appropriate ERS at intervals specified for 90% of classrooms targeted.**

No counties cited

8. **ALL STRATEGIES: DATA ENTRY- did not enter data in First Steps data system, including projected to serve.**

1 county/ 2 strategies: Georgetown (601,703)

9. **CLIENT TARGETING: Did not meet threshold for risk factor targeting for newly enrolled clients in FY18.**

No counties cited

10. **MULTIPLE YEAR CONDITIONAL APPROVALS IN THE SAME PROGRAM AND/OR FISCAL DEFICIENCIES**

5 Counties: Aiken (fiscal monitoring), Clarendon (PAT, data entry), Georgetown (ED transition, data entry, board membership), Marlboro (PAT, data entry), Sumter (PAT, Scholarships, timely submission of documents, fiscal monitoring, resource development)

11. **DEVELOPMENTAL SCREENING:**

4 counties/4 strategies: Florence (206), Jasper (703), Marlboro (201), Oconee (703)

12. **PENDING SCHOLARSHIPS: Partnerships with DSS-administered scholarships did not connect all of their purchased scholarships during the program year.**

1 county: Sumter

1300 Sumter Street • Concord Bldg., Suite 100 • Columbia, South Carolina 29201
Phone 803-734-0479 • Fax 803-734-1431 • Web site www.scfirststeps.org



13. PROVIDER STANDARDS: Did not connect scholarships to child care providers that meet standards, nor did partnership seek waiver of these requirements.

No counties cited

14. PROJECTED VS. ACTUAL SERVED: Did not serve at least 75% of projected clients during the program year in a strategy.

5 counties/ 6 strategies: Aiken (406,605), Allendale (605), Cherokee (204), Horry (201), Jasper (406)

15. PARTNERSHIP STANDARDS – GOVERNANCE (C): Board Size – too few elected members

1 County: Georgetown

16. CONNECTIONS

4 counties/ 4 strategies: Florence (206), Hampton (909), Jasper (703), Marlboro (201)

First Steps' annual partnership renewal process is labor intensive for both the Partnerships and state staff. Below is a partial list of the data system reports utilized to track Partnership compliance.

Home Visitation Reports:

- 2 Visit Intensity Reports: number of risk factors, frequency of visits, duration of visits, number of months in the program, number and percentage of exited cases
- Risk Factor Report: detail on types of risk factors
- KIPS/ACIRI Report
- Retention Report: clients served for 9 or more months continuously during the current year or at any point in time
- Dashboard Report: newly enrolled clients who are pregnant women or children under 36 months
- Connections Detail Report: connections to other early childhood interventions besides home visitation
- ASQ Report
- Health Screenings Report
- Group Meetings Report



Scholarship Reports:

- Scholarship Report: number of risk factors, type of scholarship, assigned child care provider
- Connections Report: connections to other early childhood interventions besides scholarships
- ASQ Report
- Risk Factor Report: detail on types of risk factors
- Connections Detail Report
- Department of Social Services SC Voucher Report

Child Care Reports:

- Intensity Report: frequency of visits, duration of visits
- ERS Report: ITERS, ECERS, FDCRS assessments

CTK:

- Countdown to Kindergarten Report: risk factors, number of visits, placement in the home visitor's K classroom
- Risk Factor Report: detail on types of risk factors
- Parent Pre/Post Survey and Teacher Survey



**Board of Trustees
Program and Grants Committee Meeting
June 8, 2018
First Steps Small Conference Room and via
Conference Call 1-888-537-7715, code: 43126552#
2:30 -3:30 PM**

Minutes

Committee Members (via conference call): Jennifer McConnell (Chair), Julie Hussey, Roger Pryor

Staff Members: Debbie Robertson, Georgia Mjartan, Betty Gardiner, Cassie Barber, Kate Roach, Mary Anne Mathews (via conference call)

1. **Action Item:** Recommendation that the First Steps Board of Trustees approve the recommendations of the FY19 Partnership Renewal Plan/Grant Applications Review as detailed in the attached summary (Program and Grants Committee Recommendations).

Julie Hussey moved that the committee recommend that the state board approve the summary of renewal recommendations as presented. Roger Pryor seconded the motion and it passed unanimously.

2. **Information Item:** Committee Responsibilities and Annual Calendar
The committee discussed the need to broaden the scope of their responsibilities to include grants other than the local partnerships. The need to increase membership was also mentioned. It was decided that both of these items would be added to their next meeting agenda. A proposed schedule for the year was distributed. The next meeting date of August 7th created a conflict and so a change to August 6th at 11:00 AM was proposed.

There being no further business, the meeting was adjourned.

County Name	Strategy Code	Strategy Name	Recommendation for FY17	FY17 Corrective Action Plan Components (Rationale Codes + Add'l Actions Needed)	Recommendation for FY18	FY18 Corrective Action Plan Components (Rationale Codes + Add'l Actions Needed)	Recommendation for FY19	FY19 Corrective Action Plan Components (Rationale Codes + Add'l Actions Needed)	Total Programs
Abbeville	2012	Parents as Teachers	Approval		Approval		Discontinued		4
Abbeville	2032 2232	Parent Training	Approval	NEW	Approval		Combined with NPP		
Abbeville	2082 2232	Fatherhood	Discontinued		Approval		Combined with NPP		
Abbeville	2232	Nurturing Parenting					Approved	NEW	
Abbeville	6052	Child Care Training	Approval		Approval		Approved		
Aiken	2012	Parents as Teachers	Approval		Conditional	3B, 14	Conditional	3A	5
Aiken	4062	Countdown To Kindergarten	Approval		Approval		Conditional	14	
Aiken	6012	Child Care Quality Enhancement	Approval		Approval		Approved		
Aiken	6052	Child Care Training	Approval		Approval		Conditional	14	
Aiken	7032	Child Care Scholarships	Approval		Approval		Approved		
Aiken		Partnership Performance					Conditional	Fiscal monitoring	
Allendale	2012	Parents as Teachers	Approval		Approval		Approved		4
Allendale	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Allendale	6052	Child Care Training	Approval		Approval		Conditional	14	
Allendale	7031	Child Care Scholarships	Approval		Approval		Approved		
Allendale		Governance			Conditional	15A			
Allendale		Partnership Performance	Notification	Late submission of key documents.	Conditional	Late submission of key documents.			
Anderson	2111	Family Literacy Model Programs	Approval		Approval		Discontinued		5
Anderson	2141	NFP (DHEC District 1)	Discontinued		Previously Discontinued		Discontinued		
Anderson	2142	NFP	Approval		Approval		Approved		
Anderson	2221	Triple P Positive Parenting Program					Approved		
Anderson	3161	Early Education - Public 4K (1/2 day)	Approval		Approval		Approved		

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Anderson	3181	Early Education - Public Under 4					Approved	NEW	
Anderson	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Anderson	6052	Child Care Training	Discontinued		Previously Discontinued		Previously Discontinued		
Anderson		Governance					Notification	no vice chair	
Bamberg	2011	Parents as Teachers	Approval		Approval		Approved		3
Bamberg	6052	Child Care Training	Approval		Approval		Approved		
Bamberg	7031	Child Care Scholarships	Approval		Conditional	14	Approved		
Barnwell	2122	Imagination Library	Previously Discontinued		Previously Discontinued		Previously Discontinued		6
Barnwell	2131	Early Steps	Conditional Approval	3A, 10	Conditional	1, 3A	Approved		
Barnwell	2182	Raising A Reader					Approved	NEW	
Barnwell	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Barnwell	6012	Child Care Quality Enhancement	Discontinued		Previously Discontinued		Approved		
Barnwell	6052	Child Care Training	Conditional Approval	14	Approval		Approved		
Barnwell	7052	Child Care Scholarships—Endowed	Discontinued		Previously Discontinued		Previously Discontinued		
Barnwell	7032-DCF	Child Care Scholarships	Approval		Approval		Approved		
Barnwell	8022	Community Education	Discontinued		Previously Discontinued		Discontinued		
Beaufort	2012	Parents as Teachers	Approval		Approval		Approved		5
Beaufort	4062	Countdown to Kindergarten					Approved	NEW	
Beaufort	6012	Child Care Quality Enhancement	Approval		Approval		Approved		
Beaufort	6052	Child Care Training	Approval		Approval		Approved		
Beaufort	9092	Early Identification and Referral					Approved	NEW	
Beaufort	8022	Community Education	Approval		Approval		Moved to Core Functions		
Berkeley	2011	Parents as Teachers	Approval		Approval		Approved		6
Berkeley	2112	Family Literacy	Approval	NEW	Discontinued		Previously Discontinued		
Berkeley	2122	Imagination Library	Discontinued		Previously Discontinued		Previously Discontinued		

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Berkeley	3212	Early Head Start					Approved		
Berkeley	6012	Child Care Quality Enhancement			Approval	NEW	Approved		
Berkeley	6052	Child Care Training	Approval		Approval		Approved		
Berkeley	7031	Child Care Scholarships	Approval		Approval		Approved		
Berkeley	9092	Early Identification and Referral	Discontinued		Approval	NEW	Approved		
Calhoun	2012	Parents as Teachers	Approval		Approval		Approved		3
Calhoun	2122	Imagination Library	Approval		Approval		Approved		
Calhoun	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Calhoun	6052	Child Care Training			Approval	NEW	Discontinued		
Charleston	2012	Parents as Teachers	Approval		Approval		Approved		7
Charleston	2012	Parents as Teachers - Early Head Start	Approval		Approval		Approved		
Charleston	2040	Trident Literacy	Approval		Approval		Approved		
Charleston	2042 2182	Raising A Reader-Enhanced	Approval		Approval		Approved		
Charleston	2141	Nurse-Family Partnership	Discontinued		Previously Discontinued		Previously Discontinued		
Charleston	2142	Nurse-Family Partnership	Discontinued		Previously Discontinued		Previously Discontinued		
Charleston	3212	Early Head Start Child Care Partnership	Approval		Approval		Approved		
Charleston	6012	Child Care Quality Enhancement	Approval		Approval		Conditional	6	
Charleston	6052	Child Care Training	Approval		Approval		Approved		
Charleston	7032	Child Care Scholarships					Approved	NEW	
Charleston		Governance					Notification	too few board members	
Cherokee	2042 224	Parent Training -LENA /Talk To Me			Approval	NEW	Conditional	14	3
Cherokee	2122	Imagination Library	Approval		Approval		Approved		
Cherokee	4062	Countdown to Kindergarten	Approval		Discontinued		Previously Discontinued		

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Cherokee	6052	Child Care Training	Approval		Approval		Approved		
Cherokee	7031-7032	Child Care Scholarships	Discontinued		Previously Discontinued		Discontinued		
Cherokee	8022	Talk 2 Me (Community Education)	Approval	NEW	Approval		Moved to Core Functions		
Chester	2012	Parents as Teachers	Approval		Approval		Approved		2
Chester	6052	Child Care Training	Approval		Conditional	8	Approved		
Chesterfield	2032	Incredible Years - Parent Training	Approval		Approval		Discontinued		5
Chesterfield	2122	Dolly Parton Imagination Library	Approval		Approval		Approved		
Chesterfield	2142	Nurse Family Partnership					Approved		
Chesterfield	3140	4K-Compass Point					Approved	NEW	
Chesterfield	9032	Nutrition Program - Backpacks	Approval		Approval		Approved		
Chesterfield	9072	Health and Human Services Coordination - Resource Center	Approval		Approval		Approved		
Clarendon	2011	Parents as Teachers	Approval		Conditional	3A, 8	Conditional	3B	4
Clarendon	2122	Imagination Library	Approval		Approval		Conditional	4	
Clarendon	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Clarendon	6052	Child Care Training	Approval		Approval		Approved		
Clarendon		Partnership Performance	Notification	Documents turned in late or not at all			Conditional	2 years non-compliance in same area	
Colleton	2012	Parents As Teachers	Conditional Approval	1, 3A, 3B	Approval		Approved		3
Colleton	2032	Parent Training - new mom hospital-bags	Approval		Discontinued		Previously Discontinued		
Colleton	2141	Nurse Family Partnership	Discontinued		Previously Discontinued		Previously Discontinued		
Colleton	4062	Countdown to Kindergarten	Approval		Approval		Discontinued		
Colleton	6052	Child Care Training	Approval		Approval		Approved		

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Colleton	7031	Child Care Scholarships	Approval		Approval		Approved		
Darlington	2012	Parents as Teachers	Approval		Approval		Approved		9
Darlington	2022	MOTHEREAD	Approval		Approval		Approved		
Darlington	2032	Parent Training (PAF6)	Approval		Approval		Approved		
Darlington	2082	Fatherhood (SCFF)					Approved		
Darlington	2042 2192	Reach Out and Read	Approval		Approval		Approved		
Darlington	2202	Strengthening Families					Approved		
Darlington	3182	Early Education - under 4					Approved		
Darlington	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Darlington	9072	Health and Human Services Coordination (Men's Health)	Approval		Approval		Approved		
Darlington		Governance					Notification	too few board members	
Dillon	2012	Parents as Teachers	Approval		Approval		Approved		6
Dillon	2182	Raising A Reader-Enhanced			Approved mid-year		Approved		
Dillon	3142	Early Education - 4K					Approved	NEW	
Dillon	3212	Early Head Start					Approved	NEW	
Dillon	6012	Child Care Quality Enhancement					Approved	NEW	
Dillon	6052	Child Care Training	Approval		Approval		Approved		
Dorchester	2012	Parents as Teachers	Approval		Approval		Approved		6
Dorchester	2042	Literacy	Discontinued		Previously Discontinued		Previously Discontinued		
Dorchester	2061	Parent-Child Home	Approval		Approval		Approval		
Dorchester	2141	Nurse Family Partnership	Approval		Discontinued		Previously Discontinued		
Dorchester	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Dorchester	6012	Quality Counts	Conditional Approval	5	Discontinued		Previously Discontinued		

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Dorchester	6052	Child Care Training	Approval		Approval		Approved		
Dorchester	7031	Child Care Scholarships	Conditional Approval	14	Conditional	12	Approved		
Dorchester	8022	Community Education	Conditional Approval	14	Approval		Moved to Core Functions		
Dorchester	9092	Early Identification and Referral	Approval		Approval		Approved		
Dorchester		Governance	Conditional Approval	15C					
Edgefield	2032-2212	Triple P Positive Parenting Program	Approval	NEW	Approval		Approved		9
Edgefield	2111	Family Literacy Model Programs	Approval		Approval		Approved		
Edgefield	2122	Imagination Library	Approval		Approval		Approved		
Edgefield	2141	Nurse-Family Partnership	Approval		Approval		Approved		
Edgefield	3181	Early Education - under 4					Approved		
Edgefield	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Edgefield	6012	Child Care Quality Enhancement	Approval	NEW (restart)	Approval		Approved		
Edgefield	6052	Child Care Training	Approval		Approval		Approved		
Edgefield	7032	Child Care Scholarships	Approval		Approval		Approved		
Fairfield	2012	Parents as Teachers	Approval		Approval		Approved		5
Fairfield	2042	1000 Books Before Kindergarten	Approval	NEW	Approval		Approved		
Fairfield	2122	Imagination Library	Approval		Approval		Approved		
Fairfield	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Fairfield	6042	Child Care Quality Enhancement	Discontinued		Previously Discontinued		Previously Discontinued		
Fairfield	7032	Child Care Scholarships	Approval		Approval		Approved		
Fairfield	9092	Early Identification	Discontinued		Previously Discontinued		Previously Discontinued		
Florence	2011	Parents As Teachers	Approval		Approval		Approved		6
Florence	2061	Parent Child Home Program	Conditional Approval	11, 16	Approval		Conditional	3A, 3B, 11, 16	
Florence	6012	Child Care Quality Enhancement	Approval		Approval		Approved		

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Florence	6052	Child Care Training	Conditional Approval	14	Approval		Approved		
Florence	7031	Child Care Scholarships	Approval		Approval		Approved		
Florence	7051	Child Care Scholarships - Endowed	Approval		Approval		Approved		
Florence	9050	Home Health Program	Conditional Approval	8	Discontinued		Previously Discontinued		
Florence		Partnership Performance	Notification	Documents turned in late or not at all					
Georgetown	3212	Early Head Start			Approval	NEW	Suspension		1
Georgetown	6012	Child Care Quality Enhancement	Approval	NEW (restart)	Approval		Suspension	6, 7, 8	
Georgetown	6052	Child Care Training	Approval	NEW (restart)	Discontinued		Suspension	NEW	
Georgetown	7032	Child Care Scholarships	Approval	NEW (restart)	Conditional	14	Conditional	8	
Georgetown	9092	Early Identification and Referral	Approval		Discontinued		Previously Discontinued		
Georgetown	2032	Child and Family Development	Discontinued		Previously Discontinued		Previously Discontinued		
Georgetown		Partnership Performance					PROBATION 90 DAYS		
Georgetown		Governance					Conditional	9 board members - below minimum of 12	
Greenville	2040	BabySteps	Approval		Approval		Combined with NPP		
Greenville	2140	Nurse Family Partnership	Approval		Approval		Approved		8
Greenville	2172	Raising A Reader - Evidence Informed					Approved		
Greenville	2232	Nurturing Parenting - Little Steps					Approved	NEW	
Greenville	3201	Enhanced Early Education					Approved	NEW	
Greenville	4062	Countdown to Kindergarten	Approval		Discontinued		Approved		
Greenville	6052	Child Care Training	Approval		Approval		Approved		
Greenville	7010	Shared Services	Approval	NEW	Approval		Approved		
Greenville	7032	Child Care Scholarships	Approval		Approval		Approved		
Greenville	8022	Community Education	Approval		Approval		Moved to Core Functions		
Greenwood	2012	Parents as Teachers	Approval		Approval		Discontinued		4

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Greenwood	20322232	Parent Training			Approval	NEW	Approved		
Greenwood	2082-2232	Fatherhood			Approval	NEW	Approved		
Greenwood	2232	Nurturing Parenting					Approved		
Greenwood	2082	Fatherhood	Approval		Discontinued		Previously Discontinued		
Greenwood	6052	Child Care Training	Approval		Approval		Approved		
Hampton	2012	Parents as Teachers	Conditional Approval	1, 3 A,B, 11	Approval		Approved		5
Hampton	4062	Countdown to Kindergarten	Approval	NEW	Approval	NEW	Approved		
Hampton	6052	Child Care Training	Conditional Approval	8	Conditional	8	Approved		
Hampton	7031	Child Care Scholarships	Conditional Approval	14, 16	Approval		Approved		
Hampton	9092	Early Identification	Conditional Approval	14, 16	Approval		Conditional	16	
Hampton	Governance						Notification	11 members - 2 vacancies December to be filled in July	
Horry	2012	Parents as Teachers	Approval		Conditional	3B-	Conditional	3A,3B, 14	5
Horry	2141	Nurse Family Partnership	Discontinued		Previously Discontinued		Discontinued		
Horry	2142	Nurse Family Partnership	Approval		Discontinued		Approved		
Horry	2042 2172	Raising A Reader	Approval	NEW (restart)	Approval		Approved		
Horry	6012	Child Care Quality Enhancement	Approval		Approval		Approval		
Horry	6052	Child Care Training	Conditional Approval	14	Approval		Approved		
Horry	7031	Child Care Scholarships	Conditional Approval	16	Approval		Approved		
Jasper	2012	Parents as Teachers	Approval		Approval		Approved		6
Jasper	2122	Imagination Library	Approval		Approval		Approved		
Jasper	4062	Countdown to Kindergarten	Approval		Approval		Conditional	14	
Jasper	6052	Child Care Training	Approval		Approval		Approved		
Jasper	7031	Child Care Scholarships	Approval		Approval		Approved		
Jasper	7032	Child Care Scholarships					Conditional	11, 16	

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Jasper	9092	Early Identification	Approval		Approval		Approved		
Kershaw	2012	Parents as Teachers	Approval		Approval		Approved		5
Kershaw	2182	Raising A Reader - enhanced					Approved	NEW	
Kershaw	4062	Countdown to Kindergarten	Approval	NEW	Approval		Approved		
Kershaw	6012	Child Care Quality Enhancement	Approval		Approval		Approved		
Kershaw	9092	Early Identification	Approval		Approval		Approved		
Lancaster	2042 2152	Incredible Years -Parent Training and Parent Resource Center	Approval		Approval		Approved	Notification-case data needs to be entered in system for 0-5 ages	7
Lancaster	2122	Imagination Library	Approval		Approval		Approved		
Lancaster	3212	Early Head-Start- Child Care Partnership	Approval		Approval		Approved		
Lancaster	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Lancaster	8022	Community Education	Approval	NEW	Approval		Approved		
Lancaster	9032	Nutrition Program - Backpacks	Approval		Approval		Approved		
Lancaster	9092	Early Identification and Referral	Approval		Approval		Approved		
Laurens	2012	Parents as Teachers	Approval		Approval		Approved		5
Laurens	2142	Nurse Family Partnership					Approved		
Laurens	3212	Early Head Start					Approved		
Laurens	4062	Countdown to Kindergarten	Approval		Discontinued		Previously Discontinued		
Laurens	6012	Child Care Quality Enhancement	Discontinued		Previously Discontinued		Previously Discontinued		
Laurens	6052	Child Care Training	Approval		Approval		Approved		
Laurens	7032	Child Care Scholarships	Approval		Approval		Approved		
Lee	2012	Parents as Teachers	Discontinued (as in-house strategy)		Previously Discontinued		Discontinued (as in-house strategy)		7
Lee	2032	Parent Training					Approved		
Lee	2032 2202	Parent Training - Strengthening Families			Approval		Approved	Notification-case data needs to be entered in system for 0-5 ages	
Lee	2131	Early Steps	Conditional Approval	1, 3A,11	Approval		Approved		

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Lee	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Lee	6052	Child Care Training	Approval		Approval		Approved		
Lee	7031, 7032	Child Care Scholarships	Conditional Approval	11, 16	Approval		Approved	Notification-data entry	
Lee	8022	Community Education	Approval		Approval		Moved to Core Functions		
Lexington	2011	Parents as Teachers	Approval		Approved		Approved		4
Lexington	2032	New Moms Hospital Bags	Discontinued		Previously Discontinued		Previously Discontinued		
Lexington	2042	Raising A Reader	Discontinued		Previously Discontinued		Previously Discontinued		
Lexington	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Lexington	6012	Child Care Quality Enhancement	Approval		Approval		Discontinued		
Lexington	6052	Child Care Training	Approval		Approval		Approved	Notification: training plan missing	
Lexington	7012	Child Care Resource and Referral (shared services)					Approved	NEW	
Marion	2042-2182	Raising A Reader-Enhanced	Conditional Approval	8	Approval		Approved		5
Marion	2042	Literacy Initiative					Approved		
Marion	6012	Child Care Quality Enhancement	Conditional Approval	6,7,10	Approved		Approved		
Marion	6052	Child Care Training	Conditional Approval	14	Approved		Approved		
Marion	7031	Scholarships	Conditional Approval	11,16	Approved		Approved	? Linked to evidence based program	
Marion		Partnership Performance							
Marion		Governance			Conditional	15A			
Marlboro	2011	Parents as Teachers	Approval		Conditional	3B	3A,3B, 11,16		3
Marlboro	6052	Child Care Training	Conditional Approval	Pending submission of Training Plan	Approval		Approved		
Marlboro	7032	Child Care Scholarships	Approval		Conditional	8	Approved		
Marlboro		Partnership Performance	Notification	Documents turned in late or not at all			Conditional	program monitoring PAT	

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McCormick	2011	Parents as Teachers	Approval		Approval		Approved		8
McCormick	2032	Triple P Positive Parenting Program	Approval	NEW	Discontinued		Approved		
McCormick	2122	Imagination Library					Approved	NEW	
McCormick	2042-2192	Reach Out and Read	Approval		Approval		Approved		
McCormick	2092	Library Based Programs	Approval		Approval		Approved		
McCormick	2141	Nurse-Family Partnership	Approval		Approval		Approved		
McCormick	3181	Early Education for Children under 4	Approval		Approval		Approved		
McCormick	3211	Early Head Start					Approved		
McCormick	7032	Child Care Scholarships	Approval		Approval		Approved		
Newberry	2011	Parents as Teachers	Approval		Approval		Approved		6
Newberry	2091	Library Outreach	Approval		Approval		Approved		
Newberry	3212	Early Head Start					Approved		
Newberry	6052	Child Care Training	Approval		Approval		Approved		
Newberry	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Newberry	6012	Child Care Quality Enhancement	Approval		Approval		Approval		
Oconee	2011	Parents As Teachers	Approval		Approval		Discontinued		5
Oconee	2071	Healthy Families					Approved	NEW	
Oconee	2222	Triple P Positive Parenting Program					Approved	NEW	
Oconee	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Oconee	6052	Child Care Training	Approval		Approval		Approved		
Oconee	7032	Child Care Scholarships	Approval		Approval		Conditional	11	

County Name	Strategy Code	Strategy Name	Recommendation for FY17	FY17 Corrective Action Plan Components (Rationale Codes + Add'l Actions Needed)	Recommendation for FY18	FY18 Corrective Action Plan Components (Rationale Codes + Add'l Actions Needed)	Recommendation for FY19	FY19 Corrective Action Plan Components (Rationale Codes + Add'l Actions Needed)	Total Programs
Georgetown	8022	Community Education	Approval	NEW	Approval		Moved to Core Functions		
Orangeburg	2131	Early Steps	Approval		Approval		Approved		7
Orangeburg	2122	Imagination Library	Approval		Approval		Approved		
Orangeburg	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Orangeburg	4072	Countdown to Kindergarten- 3 yr. olds (Reading Rocks)					Approved	NEW	
Orangeburg	6012	Child Care Quality Enhancement	Approval		Approval		Approved		
Orangeburg	6052	Child Care Training	Approval		Approval		Approved		
Orangeburg	7031	Child Care Scholarships	Approval		Approval		Approved		
Pickens	2011	Parents as Teachers	Approval		Approval		Approved		5
Pickens	2042	Book Flood	Approval		Approval		Approved		
Pickens	2180	Raising A Reader - enhanced					Approved	NEW	
Pickens	2111	Family Literacy Model Programs	Discontinued		Previously Discontinued		Previously Discontinued		
Pickens	2141	Nurse-Family Partnership	Approval	NEW	Discontinued		Previously Discontinued		
Pickens	6052	Child Care Training	Discontinued		Previously Discontinued		Previously Discontinued		
Pickens	7032	Child Care Scholarships	Approval		Approval		Approved		
Pickens	8022	Community Education	Approval		Approval		Moved to Core Functions		
Pickens	9092	Early Identification and Referral	Approval		Approval		Approved		
Pickens	Governance						Notification	no vice chair	
Richland	2012	Parents as Teachers	Approval		Approval		Approved		5
Richland	2142	Nurse-Family Partnership	Approval		Approval		Approved		
Richland	3210, 3211, 3212	Early Head Start	Approval		Approval		Approved		
Richland	6012	Child Care Quality Enhancement	Approval		Approval		Approved		
Richland	6052	Child Care Training	Approval		Approval		Approved	Notification: training plan missing /no projected to serve	

County Name	Strategy Code	Strategy Name	Recommendation for FY17	FY17 Corrective Action Plan Components (Rationale Codes + Add'l Actions Needed)	Recommendation for FY18	FY18 Corrective Action Plan Components (Rationale Codes + Add'l Actions Needed)	Recommendation for FY19	FY19 Corrective Action Plan Components (Rationale Codes + Add'l Actions Needed)	Total Programs
Saluda	2032	Triple P Positive Parenting Program	Approval		Approval		Discontinued		8
Saluda	2222	Triple P -Nurturing Parenting					Approved		
Saluda	2112	Family Literacy	Approval		Approval		Approved		
Saluda	2141	Nurse Family Partnership			Approval	NEW	Discontinued		
Saluda	3211 -2	Early Head Start					Approved		
Saluda	3201	Enhanced Early Education					Approved	NEW	
Saluda	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Saluda	6012	Child Care Quality Enhancement	Approval		Approval		Approved		
Saluda	6052	Child Care Training	Approval		Approval		Approved		
Saluda	7032	Child Care Scholarships	Approval		Approval		Approved		
Spartanburg	2140	Nurse-Family Partnership	Approval		Approval		Approved		3
Spartanburg	2142	Nurse-Family Partnership	Approval		Discontinued		Previously Discontinued		
Spartanburg	3210-3211-3212	Early Head Start	Approval		Approval		Approved		
Spartanburg	6012	Child Care Quality Rating System	Approval		Approval		Approved		
Spartanburg	8022	Community Education	Approval		Approval		Moved to core functions		
Spartanburg		Partnership Performance							
Sumter	2011	Parents as Teachers	Approval		Approval		Conditional	3A, 3B	5
Sumter	2122	Imagination Library	Approval		Approval		Approved		
Sumter	6012	Child Care Quality Enhancement					Approved	Notification: data entered late	
Sumter	6052	Child Care Training	Approval	Check June for more training hours	Approval		Approved		
Sumter	7031	Child Care Scholarships	Approval		Conditional	14, 12	Conditional	12	
Sumter		Partnership Performance	Notification	Documents turned in late or not at all			Conditional	10 (late submission of required documents, fiscal monitoring)	

County Name	Strategy Code	Strategy Name	Recommendation for FY17	FY17 Corrective Action Plan Components (Rationale Codes + Add'l Actions Needed)	Recommendation for FY18	FY18 Corrective Action Plan Components (Rationale Codes + Add'l Actions Needed)	Recommendation for FY19	FY19 Corrective Action Plan Components (Rationale Codes + Add'l Actions Needed)	Total Programs
Union	2012	Parents as Teachers			Approval	NEW	Conditional	3A, 11	4
Union	2122	Imagination Library	Approval		Approval		Approved		
Union	2131	Early Steps	Conditional Approval	1, 3A	Discontinued		Previously Discontinued		
Union	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Union	6052	Child Care Training	Approval		Approval		Approved		
Williamsburg	2061-2062	Parent-Child Home	Approval		Approval		Approved		4
Williamsburg	2122	Imagination Library	Approval		Approval		Approved		
Williamsburg	4062	Countdown to Kindergarten	Approval		Approval		Approved		
Williamsburg	6052	Child Care Training	Approval		Approval		Approved		
York	2011	Parents as Teachers	Approval		Approval		Approved		7
York	2142	Nurse Family Partnership	Approval		Approval		Approved		
York	3212	Early Head Start					Approved		
York	4062	Countdown to Kindergarten	Approval		Approval		Approved		
York	6012	Child Care Quality Enhancement	Approval		Conditional	14	Approved		
York	6052	Child Care Training	Conditional Approval	8	Approval		Approved	Notification - late data entry	
York	7032	Child Care Scholarships	Approval		Approval		Approved		
York		Governance			Conditional	15A			
									238

FY19 RENEWAL PLAN REVIEW

Recommendation Definitions

Approval	Strategy approved without conditions.
Conditional Approval	Strategy did not meet one or more program standards, indicated by one or more of the Rationale Codes below or the recommendation of SCFS T.A. staff. Recommend conditional approval based upon a Corrective Action Plan to be included as part of the partnership's Grant Agreement and the partnership's Priority Goals and Objectives for the coming year.
RESUBMIT	Strategy submission was incomplete or not sufficiently detailed to formulate staff recommendation. Strategy will be returned to the Local Partnership for additional detail and potential resubmission.
NOT APPROVED	Recommend that this strategy not be approved by the SC First Steps Board of Trustees, based on past performance.

Renewal Rationale Codes

Code Number	Strategy	Description	Code Number	Strategy	Description
1	Research Based Home Visitation (201,206,213)	HOME VISIT INTENSITY: Did not meet threshold for average visits per month (1.8 for PAT/ESSS, 6 for PCH).	9	Research Based Home Visitation (201,206,213); Countdown to Kindergarten (406); Child Care Scholarships (703,705)	CLIENT TARGETING: Did not meet threshold for risk factor targeting for <u>newly enrolled</u> clients. Home Visitation and Countdown: 100% with one risk factor, 60% with 2 or more risk factors. Scholarships: 100% with 2 or more risk factors, less any exceptions approved by SCFS.
2	Research Based Home Visitation (201,206)	HOME VISIT DURATION: Did not meet threshold for AVERAGE VISIT DURATION (45 min for PAT, 30 min for PCH).	10	All Strategies	MULTIPLE YEAR CONDITIONAL APPROVALS: conditional approval not resolved from prior year/s in the same strategy and/or fiscal compliance issues.
3A	Research Based Home Visitation (201,206,213)	HOME VISIT ASSESSMENT: Fewer than 75% of clients received KIPS assessments at appropriate intervals.	11	Research Based Home Visitation (201,206,213), Family Literacy (211), EI&R (909), Child Care Scholarships (703,705)	DEVELOPMENTAL SCREENING: At least 90% of clients received at least one developmental screening during the program year (ASQ: all strategies, ASQ:SE: Parents as Teachers).
3B	Research Based Home Visitation (201, 206)	HOME VISIT ASSESSMENT: Fewer than 75% of clients received ACIRI assessments at appropriate intervals.	12	Child Care Scholarships (703,705)	PENDING SCHOLARSHIPS: partnerships with DSS-administered scholarships did not connect all of their purchased scholarships during the program year, or a significant number of purchased scholarships were not connected for the majority of the program year.
4	Dolly Parton Imagination Library (212)	92% BOOKS: Did not meet threshold of 92% expenditures devoted to book procurement, or more than 50% of strategy was supported by state funds.	13	Child Care Scholarships (703,705)	PROVIDER STANDARDS: Did not connect scholarships to child care providers that meet program standards, nor did the partnership seek a waiver of these requirements from SC First Steps.
5	Research Based Home Visitation (201,206,213); Child Care Quality Enhancement (601)	STAFF CERTIFICATIONS: Required staff certifications not on file with SCFS. Home visitation: current certification in the program model, current certification in KIPS. Child care quality enhancement: certification as a technical assistance provider with CCCC.	14	All Strategies	PROJECTED TO SERVE: Did not serve at least 75% of projected clients or provide at least 75% of projected training hours during the program year.
6	Child Care Quality Enhancement (601)	CHILD CARE INTENSITY: Did not meet average T.A. visits per month (2.0)	15 A-D	Partnership Standards	GOVERNANCE: A: Board chair or vice chair serving with expired terms (>4yrs). B: Elections (did not have annual board election). C: Board size (too few elected members). D: Elected members serving with expired terms (>8yrs).
7	Child Care Quality Enhancement (601)	CHILD CARE ASSESSMENT: Did not assess using appropriate ERS instrument at intervals specified in the program standards for 90% of classrooms targeted for TA visits during the program year, or for at least 1/3 of all 0-5 classrooms if providing TA center-wide.	16	Research Based Home Visitation (201,206), Family Literacy (211), EI&R (909), Child Care Scholarships (703,705), other strategies as appropriate	CONNECTIONS: An insufficient number of strategy clients are being connected to other services, as indicated by a) enrollment in multiple First Steps strategies (ex. PAT + scholarships) and/or b) interventions and referrals (attempted or connected) entered in the First Steps Data System. For the purposes of conditional approvals, at least 50% of clients should be connected to multiple partnership strategies and/or have at least one connection or attempted connection entered in the FSDC. Note any service the client is receiving can be entered in the FSDC, even if the local partnership strategy is not the referral source or if the service pre-exists the client's involvement with First Steps.
8	All Strategies	DATA ENTRY: Did not enter data for this strategy in the First Steps Data System as required, including entering Projected to Serve.	17	Countdown to Kindergarten (406)	SURVEY: Did not collect surveys for at least 50% of parents (pre and post), and 5K teachers of CTK children.

FY19 RENEWAL PLAN REVIEW

Recommendation Definitions

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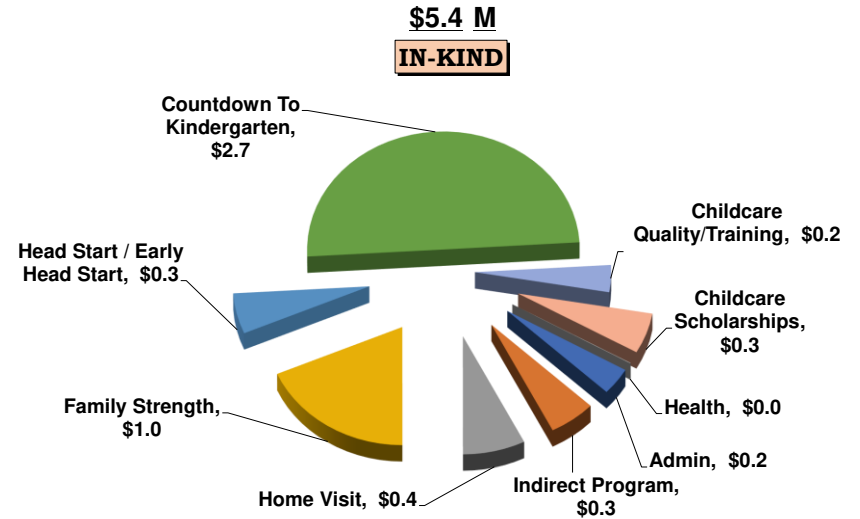
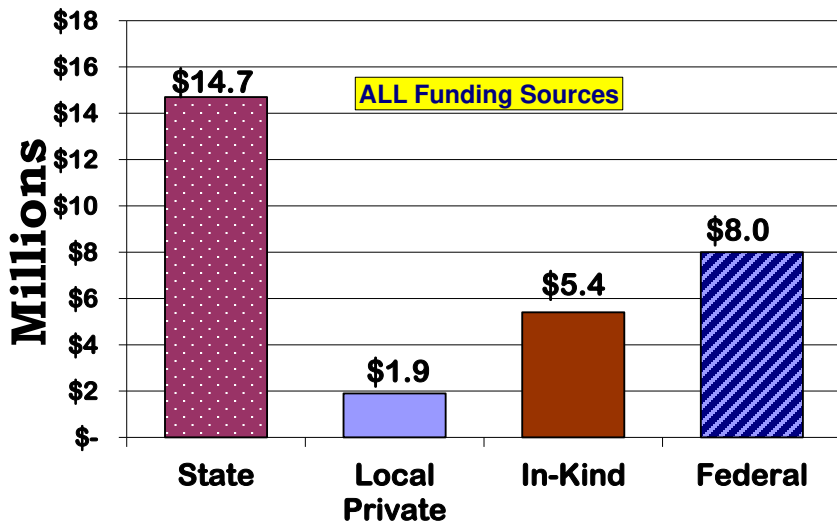
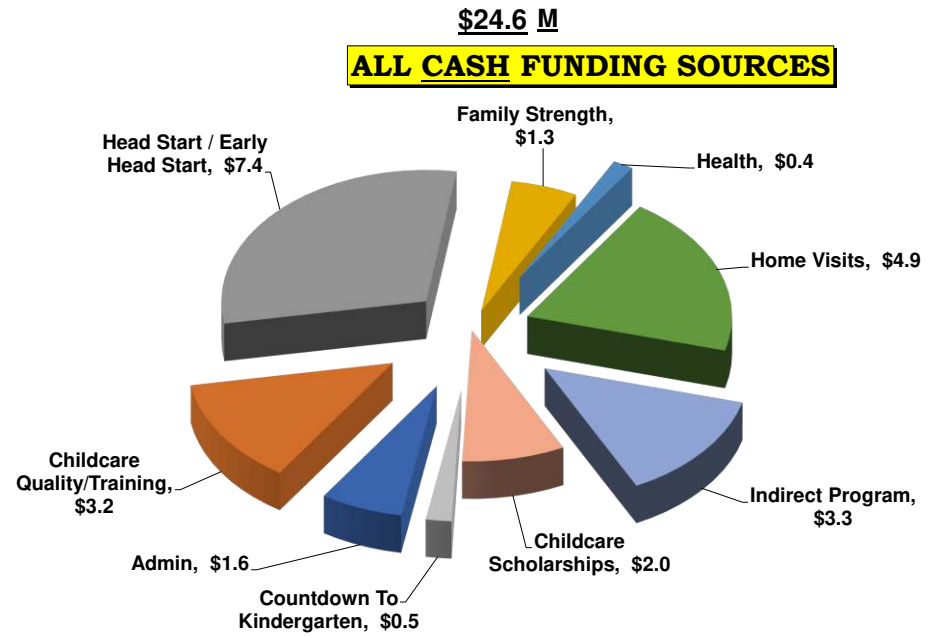
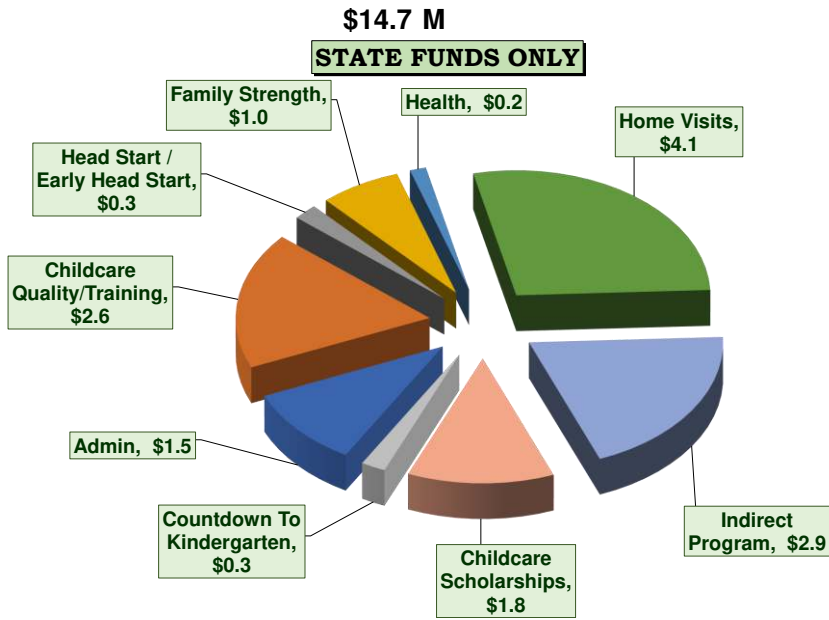
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Local Partnerships

FY 17 EXPENDITURES

Displayed in Millions



Summary of First Steps County Partnership Resource Development Efforts FY17-FY18

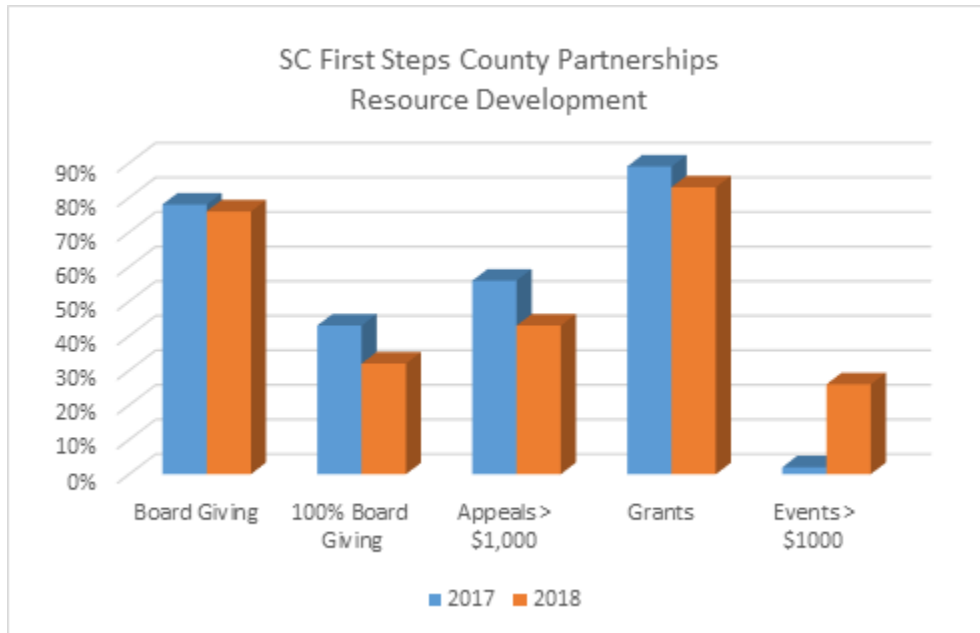


Chart Explanation (columns left to right)

- 1 – Represents Board Giving generally - whether ANY board members at all gave –range from 1 to 99%
- 2 – Represents 100% Board of Board Members giving some financial donation.
- 3 – Represents CPs who conducted appeals campaigns resulting in \$1,000 or more.
- 4 – Represents % of CPs who had grants income.
- 5 – Represents CPs who conducted special events resulting in \$1,000 or more.

Significant Shift from 2017 to 2018.

Increase in Special Events. More partnerships decided to try to fundraise through special events.

Decreases in % Board Giving, Grants and Appeals, possible reasons ...

- A lot of energy spent doing comprehensive plans, shifting from the previous reporting schedule to current one.
- Possible that special events took more time, leaving less time for other fundraising strategies.

TA Goals for 2019 Resource Development

- Impact Board Giving – Goal: 100%
DIALOGUE SUGGESTION – How can the State Board help designated and/or appointed members at County Partnership level understand that even though they are designated or appointed, it is important that they provide some sort of financial support. Grantors and donors are more likely to support organizations with 100% board giving.
- Encourage/Strengthen momentum in Special Events and Appeals fundraising through coaching and development of Ten Minute Tips webinars.



FROM: Jim Riddle, Executive Director, Lexington County First Steps
DATE: June 11, 2018
RE: It's Time to Celebrate!

Join us for a celebration on June 18, 2018! Just a few of the celebrations will include:

- **Reauthorization for the well-being of the Children of South Carolina!**
- **Our new State Director, Georgia Mjartan**
- **Retirement for 5 County Partnership Directors :**
 - Carolyn Brooks Spartanburg County First Steps
 - Pat Caldwell Newberry County First Steps
 - Carol Daly Georgetown County First Steps
 - Marie Dunnam Oconee County First Steps
 - Rick Noble Richland County First Steps

Where: The Point on Lown Pond
Home of Jim & Janet Riddle
131 White Knoll Way
West Columbia, SC 29170

When: Monday June 18, 2018
Following ED Statewide Meeting ending at 3:00 PM (30 minute drive to my home)

Menu: Burgers & Hotdogs, salad bar, southern wine (sweet tea) & water, dessert

Activities: Swimming with slide, swings & rope swing
Canoe, paddle boat, paddle boards
Beach volleyball
Relax and enjoy

Dress: VERY casual encouraged

**Please invite your families, children and grandchildren.
Much more fun with kids!**

RSVP TO:
Debbie Robertson
droboters@scfirststeps.org

Early Head Start Governance Council Meeting Attachments for June 15, 2018

1. Early Head Start Annual Report to the Public
2. Waiver of Non-Federal Share Associated with Supplemental Funds for Dillon County
3. Round 1 Training and Technical Assistance Plan/Budget
4. 2017 EHS Self-Assessment
5. Round 2 Refunding Application Narrative and Budget
6. Round 2 Training and Technical Assistance Plan
7. Round 2 Waiver of Non-Federal Share
8. Proposed Cost of Living Adjustments for both Round 1 and Round 2 grants
9. Round 2 Budget Revision for the Current Year



**Early Head Start
Annual Report to the Public for the Fiscal Year Ending June 30, 2017**

South Carolina First Steps' Early Head Start-Child Care Partnership provides services to 254 children and their families at 15 locations throughout 12 South Carolina counties. Early Head Start services are provided via funding from the U.S. Department of Health and Human Services' Administration for Children and Families, Office of Head Start. For the 2016 - 2017 budget year ending 7/31/2017 we received \$6,549,738 from the Office of Head Start, which included approved carry over funding from the prior, start-up year. The comparison of the actual 2016 - 2017 Head Start budget to expenditures and the approved 2017 - 2018 are as follows:

Category	2016 - 2017 Budget	Total Expenses	2017 - 2018 Budget
Salary	679,915	595,689	688,442
Fringe Benefits	246,969	214,241	270,759
Travel	96,764	90,760	18,831
Equipment	695,532	580,424	
Supplies	330,323	330,300	15,805
Contractual	4,217,134	4,217,100	2,503,039
Other	224,507	220,325	239,521
Indirect Costs	58,594	58,500	28,211
Total	6,549,738	6,307,339	3,764,608

Enrollment

During the fiscal year in question, First Steps had a funded enrollment of 254 infant/toddlers and maintained an average enrollment of 254 (100% enrollment) throughout the year. Of the 254 children enrolled 243 were income-eligible under Head Start standards, with 11 over-income children served, primarily due to disability or developmental delay.

Financial Audit

As an entity of state government, the finances of South Carolina First Steps to School Readiness undergo an annual audit. No findings were associated with the agency's FY17 audited financial statement, which can be read in its entirety by visiting the website of the Office of the State Auditor at:

<http://osa.sc.gov/wp-content/uploads/2018/02/H6317First-Steps.pdf>

Health Results

89% of participating children received medical and dental care/examinations during the year. 100% of participating children have identified medical and dental homes and all possess some form of health insurance. Of 318 total children served at some point during the fiscal year, 315 were up to date on their required immunizations, 2 had approved exemptions and 1 was on a “catch up” plan. 28 (or 11%) of the program’s 254 permanent slots were filled by children with a disability or developmental delay.

Parent Involvement

Parents are the most important influence in their child’s success in school and in life. Their active engagement is critical to the health, well-being and academic success of their children. Parents enrolled in First Steps’ EHS program have many opportunities each day to become engaged with their child’s education.

EHS parents participated in the following activities during 2017-2018:

- Car Seat Safety Training
- Child Abuse Prevention
- Child Development
- Emotional Wellness
- Employment Skills
- Goal Setting
- Health and Nutrition
- Home Safety
- Lead Poisoning Prevention
- Literacy Workshops
- Parent Committee Meetings
- Parent Education Rights & Responsibilities
- Parent Orientation
- Parenting Skills
- Pedestrian Safety
- Positive Discipline
- School Readiness
- Stress/Time Management
- Support for Children with Disabilities
- Transition to Head Start
- Volunteer Orientation

First Steps staff work closely with Early Head Start families to identify family strengths, and to develop collaborate partnerships designed to help parents identify family goals.

SCFS staff members collaborate with community-based agencies to provide quality resources to children and their families. We work closely with families to improve literacy and community outreach skills so that families become self-sufficient upon their transition into the public school system.

School Readiness

More than simple child care, the Early Head Start program is designed to help prepare students for school success. The program’s most recent school readiness data suggests that the program is having a positive effect as measured by the Teaching Strategies GOLD (a comprehensive assessment linked to the evidence-based Creative Curriculum for Infants and Toddlers) with numbers of children “below expectations” consistently dropping and numbers of children “meeting” or “exceeding expectations” showing increases across the board.

	Below Expectations		Meets Expectations		Exceeds Expectations	
	Fall 2017	Winter 2017/18	Fall 2017	Winter 2017/18	Fall 2017	Winter 2017/18
Social Emotional	32.52%	↓11.30%	55.69%	↑60.67%	11.79%	↑28.03%
Physical	39.68%	↓13.22%	44.53%	↑48.76%	15.79%	↑38.02%
Language	46.15%	↓19.83%	46.56%	↑58.68%	7.29%	↑21.49 %
Cognitive	33.60%	↓11.67%	53.44%	↑64.17%	12.96%	↑24.17%
Literacy	27.13%	↓10.04%	59.11%	↑60.67%	13.77%	↑29.29%
Math	40.24%	↓16.74%	53.25%	↑66.53%	6.50%	↑16.74%



April 25, 2018

Captain Robert Bialas, Regional Program Manager
Department of Health and Human Services
Administration for Children and Families
Region IV
61 Forsyth Street, Ste. 4M60
Atlanta, GA 30303-8909

Reference Award No: 04HP0016-03-01

Dear Captain Bialas:

The SC First Steps Early Head Start Child Care Partnership Program is requesting a waiver of the non-federal share requirement of \$52,129 for the Supplemental Funding Award dated 3/26/2018, for the period of August 1, 2017 and ending July 31, 2018.

This Supplemental Funding was requested to facilitate the preparation of Child Care Partner classrooms which will replace an existing Provider whose contract was terminated due to disciplinary concerns. SC First Steps Early Head Start – Child Care Partnership will not be able to meet the non-federal match required because the Funding is for new classrooms renovations and supplies. Since the funds expire 7/31/2018, the two new centers, both the interim center (which is itself a federally funded Head Start grantee) and the permanent new center, will not be operational long enough to produce In Kind contributions. Since it is a temporary location which will change in the new budget year, there is not enough time to get them operational and produce the documentation necessary to accurately measure and document In-Kind.

We appreciate your consideration of our request for a waiver of **non-federal share of Supplemental Funding Award (3/26/2018)** during our FY 17-18.

Sincerely,

Dan Wuori
First Steps for School Readiness
Interim Early Head Start Director
1300 Sumter Street Suite 208
Columbia, SC 29201
(803)734-0100

South Carolina First Steps Early Head Start-Child Care Partnership Training and Technical Assistance April 2018 – July 2019

Introduction:

SC First Steps requests \$89,363 in Training and Technical Assistance (T&TA) funding to be utilized as described in the main application's detailed budget narrative. This funding is split across three categories:

Budget Narrative Section C: Training-Related Travel (\$18,831),
Budget Narrative Section E: Supplies (\$28,722), and
Budget Narrative Section H: Other (\$41,810)

A description by category is included below.

Budget Narrative Section C: Training-Related Travel - \$18,831

Program staff and parents will travel to regional and national grantee professional development and conferences. Costs include airfare, hotel (per night rate not to exceed federal rate), local transportation, and meals at the state maximum per diem rate of \$25/day for in-state purchases and \$32/day for out of state purchases.

SC Head Start Association Fall Conference (\$5,030): 2 members of the SCFS EHS Team and 1 member each from the Policy Council and Governance Council will attend the SC Head Start Association's Fall Conference in Myrtle Beach, SC. This conference will provide opportunities for management to access training necessary to ensure adequate planning, monitoring and implementation of EHS program requirements. This goal will be measured by demonstrating their understanding of the conference content that is specific to their area of responsibility by implementing strategies that were discuss/and or reviewed with 100% accuracy.

Responsible for oversight: Early Head Start Director

Head Start Region IV Annual Spring Training Conference (\$4,145): The EHS Director, the EHS Fiscal Manager and 1 member each from the Policy Council and Governance Council will attend the HS Region IV Spring Annual Training Conference in Atlanta so that they will have current information in their area of expertise to ensure compliance with Head Start Regulations. This goal will be measured by demonstrating his/her understanding of the conference content that is specific to his/her area of responsibility by implementing strategies that were discuss/and or reviewed with 100% accuracy.

Responsible for oversight: Early Head Start Director

National Head Start Conference (\$2,475): SCFS EHS Director will attend the national Head Start conference in Washington DC.

Responsible for Oversight: Early Head Start Director

SC Program for Infant Toddler Care Conference (\$1,090): 1 SCFS Education Coordinator and 1 Coach Mentor will attend the annual SC PITC conference so they will be able to coach and mentor

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teachers on the core components of PITC (primary caregiving, continuity of care and relationship building). This goal will be measured by demonstrating their understanding of the conference content that is specific to their area of responsibility by implementing strategies that were discussed and/or reviewed with 100% accuracy
Responsible for oversight: Education Coordinator

SC Fatherhood Conference(\$2,250): 1 staff member and 2 program fathers will attend the SC Fatherhood conference and demonstrate their understanding of content specific to male involvement and the roles of fathers in their children's education. Fathers will provide a written or verbal overview of their learning to the Policy Council.

Responsible for oversight: ERSEA Coordinator

SCFS Child Care Partnership Director Forums (\$3,841): 3 times per year the SCFS CCP center directors will meet in Columbia and 3 times they will meet virtually. They will discuss what is working, progress made toward meeting school readiness goals, challenges, and support. They will participate in Strategic Planning, the monitoring process.

Responsible for oversight: EHS Director

Budget Narrative Section E: Supplies (\$28,722)

Program Supplies & Licenses: \$32,950 Total (Operations \$4,228; T&TA \$28,722)

Costs to purchase annual supplies of curriculum and assessment tools for the 32 CCP classrooms. This includes Teaching Strategies Gold Licenses, Teaching Strategies Gold Replacement supplies, Developmental Assessment Replacement Supplies, Child Plus System Licenses, PAT Affiliation Memberships, PAT Replacement Supplies, and Conscious Discipline Replacement Supplies. \$4,228 of this funding is captured in the standard operational budget, while the remainder of \$28,722 is included in the Training and Technical Assistance Budget.

Budget Narrative Section H: Other (\$41,810)

Parent Engagement \$94,778 Total (Operations \$81,268; T&TA \$13,510) : Estimates for parent engagement activities including parent committees, parent/family activities, Policy Council, Parent Travel to and from child care center for daily attendance for those in need and transportation costs for all parent engagement activities. See detailed worksheet below detailing these funding needs, \$13,510 of which is budgeted from T&TA.

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PARENT ENGAGEMENT WORKSHEET									
			#			Per			
PARENT ENGAGEMENT			Parent	# Mtgs	Funds	Diem and Hotel	#	Reimbursable funds to	SCFS Reimburse Parents
Parent Engagement	Parent Committees	10 meetings/year; 3 parents per meeting; \$15 childcare/\$10 snacks per parents; supplies \$10/meeting; 32 classrooms	3	10	\$ 35.00		32	\$ 28,560	
	Parent/Family Activities:	Supplies/food/speakers: \$20/child x 4 activities	254	4	20			\$ 20,320	
	Policy Council	6 meetings/year in Columbia; 10 parents per meeting; \$60 child care; \$35 food/drink; supplies; overnight \$100 + \$25 per diem for 1/3 parents.		6	\$ 95.00	\$ 3,000	10		\$ 8,700
PARENT TRAVEL									
	Transportation for Child Care Attendance	25% of parents x \$10 Cost x 50 weeks	254	25%	\$ 10.00		50	\$ 31,750	
	Gas for Parent Meetings	10% parents x \$15 Cost x 12 months	254	10%	\$ 10.00		12	\$ 3,048	
	Gas for Policy Committee	10 parents x \$40 Cost x 6 months	10	0	\$ 40.00		6		\$ 2,400
Grand Total								\$ 83,678	\$ 11,100
									\$94,778

Staff Training and Professional Development \$28,300 (Operations \$0; T&TA \$28,300): These funds are primarily intended to underwrite costs associated with the program’s annual preservice training, at which EHS teachers from across the state will gather in Columbia for a week-long professional development to precede the coming program year. Creative Curriculum and Conscious Discipline training will be highlighted along with Head Start performance standards, health and safety and more.



Early Head Start Child Care Partnership

2017 Self-Assessment Results

Approved by Policy Council and Governing Board on April 30, 2018

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Introduction

South Carolina First Steps to School Readiness (SCFS) is the state's comprehensive, public-private early childhood education initiative. With a statewide network of independent, non-profit grantee organizations (First Steps' 46 local partnerships), SCFS is home to South Carolina's Early Childhood Advisory Council, administers the state's 4-year-old prekindergarten program in more than 200 private preschool settings, and serves as the state's lead/sponsor agency for Nurse-Family Partnership and Parents as Teachers.

SCFS is a new Early Head Start provider, receiving a Round 1 Early Head Start-Child Care Partnership (EHS-CCP) grant in February 2015 to serve 254 infants and toddlers in full-day (10 hours), full-week, and full-year (48 weeks) care within 15 child care partner (CCP) sites in 12 South Carolina counties (Allendale, Anderson, Bamberg, Berkeley, Dillon, Georgetown, Laurens, Lexington, Newberry, Orangeburg, Saluda, and York).

On March 1, 2017, SCFS received Round 2 expansion funding to serve an additional 162 children and families, expanding enrollment in nine Round 1 counties and extending services into Fairfield and McCormick counties where no EHS programs currently exist. At capacity, this Round 2 expansion funding grant will bring the total number of children served in EHS to 416.

The agency is currently in a period of significant transition, with Round 2 provider partners in the final stages of start-up and significant turnover within its Early Head Start leadership. The agency's Interim Director from 2015-2017 and initial EHS Director - both veteran Head Start leaders - both departed the agency in February of 2018. Meanwhile new staff are being recruited and hired to meet the demands of the Round 2 grant and fill staffing gaps identified in the Round 1 model as proposed.

Given both the agency's novice status within the complex world of Head Start and this staff transition, First Steps acknowledges the need for intensive and ongoing staff training and technical assistance to ensure its goal of high-quality implementation.

Meeting EHS standards has proven challenging for some child care provider partners, with teacher-child interaction concerns resulting in a deficiency from the Office of Head Start in late November 2017. Since this time, First Steps has worked – and continues to work - aggressively to remedy these concerns, terminating one provider contract and increasing its statewide training and technical assistance focus on age-appropriate classroom management via the Conscious Discipline model.

The program likewise acknowledges the need for improvements in its shared EHS governance, with Policy Council and Governing Board working in tandem to improve two-way communications and overall program quality, while seeking to meet both First Steps obligations under state law and federal EHS requirements simultaneously.

Program Goals

South Carolina First Steps Early Head Start has four goals for our five-year project period:

- Goal 1: Program will assist our child care partners in improving their QRIS ratings through the ABC Quality System.
- Goal 2: Program will improve the mental health outcomes of enrolled children, their families, and EHS-CCP staff.
- Goal 3: Program will maximize the language and literacy acquisition of enrolled children and reduce the percentage of children with qualifying speech delays.
- Goal 4: Program will provide parenting education to EHS families using the PAT curriculum.

Methodology

The 2017 Self-Assessment was led by First Steps' Quality Assurance Coordinator, in collaboration with contracted consultants, state and center-level EHS staff, and volunteers from Policy Council. The self-assessment team – which worked to complete this review via content-specific subcommittees - utilized the Head Start Management System to create a comprehensive process, utilizing resources from the Early Childhood Learning and Knowledge Center (ECLKC) website, interviews with key staff and stakeholders, results from the 2016 Self-Assessment, Focus Area 2, and focus groups with key stakeholders.

Families enrolled in the program were interviewed by phone to determine if the program is meeting their needs. All child care partner sites were visited during the Self-Assessment week. One half of the program received an Environmental Safety visit using the Environmental Health and Safety Monitoring Protocol. The other half received an Education visit using a protocol developed by our administrative team. The assignment of centers/classrooms to each tool was randomly determined.

This report summarizes key findings of the subcommittees and draws upon program data, consultants' reports and the center and parent data described above.

Pre-Assessment Data Collection

Focus Groups:

For the 2017 Self-Assessment, six pre-assessment focus groups were held at First Steps' state office in Columbia, South Carolina. The purpose of these focus groups was to identify current strengths and challenges, as well as ways to improve the self-assessment process. These focus groups included members of the policy council, EHS parents, directors, teachers, consultants, and SCFS management team. Members of these team shared objectives with members of their Self-Assessment committees in each of the service areas and together developed work plans to conduct a thorough Self-Assessment beginning February 22-28, 2018.

Teacher Surveys:

Teachers were given a survey to complete the week of January 25-30, 2018. The surveys explored key topics including curriculum, the usefulness of feedback provided by SCFS in improving classroom practices, dealing with challenging behaviors, and how information is shared with families.

Table 1. Survey Response Rates by SCFS Partners

Group	Surveys Distributed	Responses	2017 Response Rate
Betty's Daycare	5	5	100%
House of Joy	5	4	80%
House of Smiles	4	4	100%
Kiddie University	4	4	100%
Lexington 4	5	5	100%
Little New Steps	6	6	100%
Little Smurf's	5	5	100%
Newberry	4	4	100%
Pawley's Island	3	3	100%
Progressive	4	4	100%
Saluda Schools	5	2	40%
Small Minds	5	5	100%
Thornwell	11	11	100%
Wright Way CDC	4	4	100%

Note that teacher surveys were not completed at Little Treasures Christian Daycare in Dillon, SC due to the termination of the center's contract in effective February 2, 2018.

Teachers appear to generally understand the components of the curriculum (The Creative Curriculum for Infants and Toddlers) but indicate the ongoing training and supports to ensure its effective delivery with fidelity to the model. Responses indicated the use of lesson plans, observations, and Creative Curriculum books but many of these responses were superficial as related to specific implementation successes and challenges. Several teachers noted that feedback was provided by mentor coaches after observations, while others referenced the use of emails to gather feedback and ask questions.

Several teachers indicated a desire for additional face-to-face feedback after completion of observations and expressed a desire for more interaction with SC First Steps education staff – an issue that will be addressed through the hiring of 4 new Teacher Mentors within the Round 2 grant proposal.

Teachers expressed a desire to hear more about the results of the child referral process. They indicated that information is shared with parents through daily communication and through home visits and formal conferences conducted twice a year. Data sources used to inform parents are daily tracking sheets, developmental screening results, and observations recorded in Teaching Strategies GOLD. Family Services staff were referenced as an additional vehicle to inform parents of child progress toward School Readiness Goals.

Given the time constraints associated with interviewing teachers, surveys appear to be a good way to communicate and gather teacher feedback going forward.

Center Directors Interviews:

Two directors were interviewed; one current center director and one a new center director. The directors were asked about their staff qualifications and how they ensure that their staff meets childcare qualifications. Both directors understand that it is very important to have all teachers meeting the minimum qualifications of a CDA to serve as a teacher. Some are going above and beyond and seeking staff with 2- or 4-year degrees to enhance the quality of education provided. The Education Coordinators are working with the center

directors in the process of hiring qualified staff for our program since we are a partnership grantee.

The results of these pre-assessment focus groups, interviews, and surveys suggest that child care partnerships, center directors, and SCFS staff are working collaboratively to make the program a success. While these findings generally demonstrate that the SCFS has been successful in meeting the needs of the partners and families, they show room for growth and shed light on ways that SCFS can better support the program and improve service delivery. These improvements center on strong and consistent two-way communication, ongoing teacher training and expanded classroom coaching supports, creating defined roles for partners, and clarification of policies and procedures. These findings are discussed in greater detail in the subsequent sections of this report.

Section 1. FAMILY PARTNERSHIP BUILDING & PARENT INVOLVEMENT – SUMMARY RESULTS

Family Survey Results

Out of 8 parents selected for the self-assessment review, only 3 were available to participate. All 3 expressed that they do have monthly parent meetings, that information is shared with them and that they have opportunities to participate and make suggestions.

Information is posted on a Parent Board at each center and SCFS' family advocates regularly facilitate information sharing and referrals to resources in the community. All three have completed evaluations on their satisfaction with the childcare program for last year's program year.

Center Results

The following centers were reviewed by the Family Services team:

House of Joy (York)

Thornwell (Laurens)

Saluda School District (Saluda)

Lexington School District 4 (Lexington)

Kiddie University (Anderson)

Little New Steps (Allendale)

Progressive Family Life Center (Bamberg)

Betty's Daycare (Berkeley),

Wright Way (Orangeburg), and

Newberry CDC (Newberry).

The review suggested that all centers have Parent Boards with updated information displayed including prior Parent Meeting minutes, Policy Council Meeting minutes, School Readiness Goals, upcoming events, and EHS Staff Information.

Family Advocates have information for the Parent Meetings in binders and continuously communicate with parents at the center or by phone to address their family needs. Family Advocates will be implementing the evidence-based Parents as Teachers (PAT) curriculum as part of the launch of Round 2. Some advocates have requested additional training in Child Plus and the opportunity to complete ERSEA Certification.

Child File Reviews

A paper file review for 64 children (2 children per classroom) was completed to verify the presence of all required documentation for Family Partnership Building and Parent involvement. (Note that First Steps is in the process of transitioning to fully electronic record keeping via Child Plus, which now serves as the program's official record.)

The Family Education Survey, Family Partnership Agreement/Family Development Plan, Enrollment Policies/Authorization for Children, Community Resource Guide and EHS Handbook Signature Form were documents most commonly noted during the review. Some of the files had the above-mentioned documentation but required updates for the current program year, while others require additional review in Child Plus to ensure their completeness. (A review of primary electronic files is planned as a follow up activity but was not completed by the team.)

In summary, the findings suggest that the Family Service team has created and maintained important communication structures. There are Parent Boards in all centers which are updated routinely. A supplemental review of electronic files is planned to ensure the completeness of child records, with some evidence that these files may require additional documentation. Family Advocates appear to have a good handle on communication strategies to reach families and are resourceful to accommodate family needs.

Section 2. CHILD DEVELOPMENT AND EDUCATION

First Steps contracts with 15 independent, licensed child care programs to ensure the delivery of high-quality classroom-based care and education. Teachers receive ongoing support from the agency's Education Coordinators (2) and Teacher Mentors (currently 2, but slated for expansion to 6) who provide coaching and mentoring based on Head Start's Practice Based Coaching Model (PBC).

The curriculum utilized in First Steps' classrooms is The Creative Curriculum for Infants and Toddlers. The program also makes use of the aligned assessment tool, Teaching

Strategies GOLD. In addition to on-site coaching and mentoring, teachers receive training through workshops and pre-service throughout the year and resources via email. Below you will find our School Readiness Goals.

SCFS EHS-CCP School Readiness Goals 2017-2018

1. Children will develop and demonstrate control over some of their feelings and behaviors (self-regulate).
2. Children will use all their senses to explore their environment to discover how things work and how they can make things happen (demonstrate curiosity).
3. Children will demonstrate receptive and expressive language skills in their home language and English (communicate effectively).
4. Children will develop and engage in positive relationships and interactions with adults (develop close, secure relationships).
5. Children will learn and demonstrate healthy and safe habits (health).
6. Families and Caregivers will recognize importance their emotional wellbeing has on young children's development. Caregivers and centers will partner with families to identify resources available to assist family with mental and emotional wellbeing.

Current data suggests that enrolled children are meeting or exceeding expectations – program-wide - in the six developmental domains as measured by Teaching Strategies Gold. At this point in the program's progression, children are building trust with their caregivers and familiarity with classroom routines and structure and teachers have had six months of experience using the Teaching Strategies GOLD Assessment, thus gaining more confidence in the tool.

Teaching Strategies GOLD Data						
Category	Below Expectations		Meets Expectations		Exceeds Expectations	
	Fall 2017	Winter 2017/18	Fall 2017	Winter 2017/18	Fall 2017	Winter 2017/18
Social Emotional	32.52%	↓11.30%	55.69%	↑60.67%	11.79%	↑28.03%
Physical	39.68%	↓13.22%	44.53%	↑48.76%	15.79%	↑38.02%
Language	46.15%	↓19.83%	46.56%	↑58.68%	7.29%	↑21.49%
Cognitive	33.60%	↓11.67%	53.44%	↑64.17%	12.96%	↑24.17%
Literacy	27.13%	↓10.04%	59.11%	↑60.67%	13.77%	↑29.29%
Math	40.24%	↓16.74%	53.25%	↑66.53%	6.50%	↑16.74%

Classroom observations conducted as part of the self-assessment revealed both strengths and opportunities for continued growth within these partner programs.

Education Strengths:

Evidence of newly-purchased curriculum materials and playground equipment and completion of weekly lesson plans based on the Creative Curriculum were noted. Observers noted that teachers had received curriculum training and are benefiting from regular on-site classroom coaching. It was evident to them that nurturing relationships between parents, families and children are taking root, aided by home visits and daily summary reports to parents tracking their child’s day and individual needs. Staff are well qualified, with teachers exceeding the CDA requirement at several sites.

Education Weaknesses and Opportunities for Growth:

While it is clear that the EHS classrooms are advancing in their knowledge and implementation of Creative Curriculum, it is fair to note that in some partner classrooms’ implementation of an evidence-based curriculum (particularly to First Steps’ expected level of implementation fidelity) is a learning experience, particularly for novice teachers.

Classroom visits conducted as part of the self-assessment yielded a considerable number of areas where observers noted weak or partial implementation – not as a blanket rule across all classrooms, nor across all aspects of implementation in any individual classroom – but in sufficient quantity to emphasize the need for intensive and ongoing classroom coaching and support. Issues identified range from room arrangement and utilization of classroom

space, to nap, feeding and tooth brushing procedures, to the need to better rotate classroom materials, and engage in parallel talk to promote language development.

First Steps also acknowledges recent classroom deficiencies related to teacher-child interactions and is working diligently to prevent future occurrences through classroom monitoring, statewide training and the launch of intensive professional development in the Conscious Discipline model – already widely used in the 4K classrooms of many partner sites.

It is recommended that centers undertake a thorough review of their file documentation and remain vigilant regarding completion of the required, daily DSS tracking forms.

Training Needs

Teachers would benefit from additional training in Child Development/ECD 101, Creative Curriculum and Teaching Strategies GOLD, activity planning, individualization, observational assessment, language development and age appropriate classroom management.

Section 3. HEALTH, NUTRITION, AND SAFETY

The health, safety, and nutritional needs of enrolled children is of the utmost importance to First Steps, which has tapped newly awarded Round 2 funds to expand a previously overburdened health team challenged to monitor and support 254 families in 15 programs spread across thousands of square miles.

SCFS utilizes Child Plus for tracking the provision of health and nutrition services. Data reveals that each child had an ongoing, continuous source of accessible health care within 30 days of when they first attended the program.

Child Care Partners Facility	Has Medical Home (including new students)	Has Dental Home (including new students)	Has Insurance/ Health Coverage
Betty's Daycare	100%	100%	100%
House of Joy	100%	100%	100%
House of Smiles	100%	100%	100%
Kiddie University	100%	100%	100%
Lexington 4 CDC	100%	100%	100%
Little New Steps	100%	100%	100%
Little Smurf's	100%	100%	100%
Dillon	100%	100%	100%
Newberry CDC	100%	100%	100%
Pawley's Island	100%	100%	100%
Progressive FL	100%	100%	100%
Saluda Schools	100%	100%	100%
Small Minds II	100%	100%	100%
Thornwell	100%	100%	100%
Wright Way CDC	100%	100%	100%
TOTALS	100%	100%	100%

Health and Safety Strengths:

The growth of the Health team – from a single Health and Disabilities Manager – to a team of 4 to include a Health Specialist, a Health Advocate and dedicated administrative support is a newfound strength for the agency in a previously overburdened and under-resourced program area. Despite prior staffing strains, the program has assessed that each child has an ongoing and continuous source of accessible health care and both medical and dental homes. First Steps has created a detailed child file checklist designed to ensure the inclusion of all necessary information and successfully documents that most children enrolled during 2017 have up to date pediatric well visits.

Parents are provided information about their children’s health and safety needs through both written notifications and telephone consultation. Teachers maintain up to date emergency contact lists and sign-in/out sheets are utilized at each center to track those entering and existing. Observers noted that classroom equipment, materials and supplies

are age-appropriate and that, as a general rule, staff were bringing drinking water onto the playground for use by the children.

First Steps contracts with both a mental health specialist and a registered dietician. Program menus provide a variety of foods and consider both cultural and ethnic preferences. It was noted that majority of the centers are providing a second afternoon snack for the children attending for 10 hours.

Health and Safety Weaknesses/Areas for Growth:

As in the education section above, self-assessment visits by a contracted health and safety consultant flagged a number of site-specific concerns, which point to the need for increased monitoring and consultation by the newly expanded Health Team. These issues ranged from cleanliness and pest-management concerns, to the presence of inappropriate air fresheners and aerosol sprays and potential tripping hazards. Observers noted faded, inadequate – and sometimes non-existent – posting of fire evacuation routes and a need to ensure more regular testing of fire extinguishers and suggested the need for carbon monoxide detectors.

In isolated instances, reviewers noted improper storage of cleaning materials and medication (rescue medicines locked in the front office, rather than easily accessible in the classrooms) and instances that suggest the need for additional vigilance around proper handwashing and diapering procedures.

As above, these issues were neither noted in each of the 30+ EHS classrooms, nor all present in any one classroom, but highlight the need for regular and ongoing training, technical assistance and on-site support from the newly expanded EHS Health team.

Two specific themes warrant additional discussion:

A consultant's off-site review of menus identified a number of foods that could be choking hazards if not prepared and served correctly – though it is important to note that no such hazards were witnessed directly and that these same foods are considered appropriate and

acceptable according to follow-up discussions with staff of the CACFP food program serving on the agency's health advisory committee.

First Steps recognizes this as an important safety topic worthy of additional review and attention. We recognize that it is also difficult to assess via a menu review alone as an item's status, as a potential choking hazard is highly dependent on its manner of preparation and presentation and the age of the children consuming it. Due to conflicting guidance from the consultant and CACFP, First Steps plans to seek additional technical in this area and bring recommendations forward for review by its governing bodies.

The program has a contracted RD readily available to assist and a training related to these concerns with center directors – who develop menus locally – will be planned.

As in Family Services and ERSEA, the assessment of child files for health and nutrition services information revealed potential shortcomings of the agency's dual (paper and electronic) record keeping systems and the need for a comprehensive, internal file review to ensure completeness and eliminate unnecessary duplication of effort established under the prior EHS Director. At the time of the consultant's visit, a large number of health related documents were on hand, but awaiting filing within ChildPlus, complicating efforts to accurately describe the status of individual child records. Likewise, the absence of the Health and Disabilities Manager on-site during a consultant's visit to the office prevented the opportunity for explanations that may have otherwise informed the consultant's findings. For example, while the absence of 2017 consent and release of information forms was noted in a number of files, consultants were not aware that the agency utilizes multi-year releases. Likewise the consultant's finding that (paper) CDC growth charts were unavailable does not take into account the calculation of this information on each child within ChildPlus, which serves as the agency's official EHS record.

Training Needs

Both SCFS and center staff will benefit from ongoing health and disability training to include CACFP requirements and ChildPlus (with the goal of cross training within the newly expanded health team) so that staff can serve as backups to one another.

Section 4. ELIGIBILITY, RECRUITMENT, SELECTION, ENROLLMENT & ATTENDANCE – SUMMARY RESULTS

A file review for 64 children was done to verify the completeness of all required documentation for ERSEA. The ERSEA Manager was interviewed for accuracy in ERSEA certification to ensure program was meeting performance standards in enrolling our 254 children and 162 to come this year with the expansion.

Child File Survey

As elsewhere, a careful review of child records is recommended. Because the program began by maintaining both records notebooks (paper) and electronic files in ChildPlus, instances were identified in which one or the other may contain required information. SCFS is in the process of transitioning to electronic records as their primary source and has developed a plan for a detailed file review process over the coming weeks to ensure accuracy and completeness, using ChildPlus as the official record. At present this duplicative system seems to be creating redundant work and confusion among staff that can and should be minimized.

Several paper records lacked parent signatures and/or file checklists, 4 lacked income documentations, several paper records lacked emergency cards, though it was noted that this information is complete in ChildPlus. Likewise, inconsistencies between the paper and electronic records were noted in other areas.

SCFS will benefit from identifying a single, comprehensive filing system and eliminating duplicative/inconsistent record keeping. An action plan here has been developed by staff for implementation over the coming weeks.

The ERSEA manager seemed very knowledgeable about her area and felt confident that these issues can and will be fixed immediately.

Section 5. FACILITIES AND LEARNING ENVIRONMENTS

All of First Steps' 15 contracted child care provider partners have a current DSS license and QRIS (ABC Quality) rating. The centers and newly erected playgrounds are checked daily utilizing the program's checklists. The center directors and teachers were all provided the Health & Safety Screener to understand the criteria against which they would be monitored. Classrooms are well lit. The education department monitors classrooms monthly. Teachers maintained emergency contact lists. There were visible handwashing posters over the bathroom sinks along with age-appropriate materials and supplies.

Training Needs

Training and technical assistance for the health, education, center directors, and teaching staff.

Section 6. FISCAL MANAGEMENT

Questions in Fiscal Management self-assessment area established standards to ensure appropriate control of federal funds and organizational resources are being used effectively and timely in the program. Program policies and procedures address the allowability, allocability and reasonableness expenses of changes to the program. Several interviews were held with the Fiscal Manager, Chief Operation Officer, Policy Council Chair, and Community Representative to articulate the information founded.

Fiscal Management Strengths:

As a unit of South Carolina state government, First Steps operates under a system of strict fiscal and elaborate accountability structures to include annual, external auditing of its revenue and expenditures, use of the state's financial accounting system (SCEIS), and extensive controls on purchasing and procurement. Payments are not rendered until services are received, with the exception of payment of funds for employee leave, which are placed into a separate, vested account within the state system.

Monthly financial reports to include the use of agency procurement (credit) cards - are provided to governance bodies and staff monthly.

Fiscal Management Weaknesses and Opportunities for Growth:

The findings of the fiscal management team highlighted a number of desired areas of improvement, some of which are outside the control of SC First Steps. Others speak to the need for improved two-way communication with the Policy Council and/or public.

The need for additional fiscal staff in support of the EHS grant was identified as a need and is planned as part of the Round 2 grant.

As referenced above, certain concerns expressed relate to shortcomings of the state's own finance systems, many of which can be viewed as (admittedly inconvenient) tradeoffs for fiscal safeguards associated with best-practice separation of roles and responsibilities and controls designed to protect the expenditure of taxpayer money.

For example, it is noted that the process for approving purchases is lengthy and involves a multistep process involving SC First Steps employees both within the grant and outside it. While this is true and admittedly inconvenient in cases where rapid deployment of resources is necessary, it is a process First Steps is unable to change within the state system in which it is situated. Likewise a suggestion that more staff should have access to agency procurement cards may be challenging in the face of agency-wide efforts to control these cards to ensure strict fiscal accountability within state government. A team member

suggested that there is a lack of accountability for state vehicles, though it is important to note that these cars are subject to elaborate usage and approval rules.

One expressed weakness is particularly critical to the long-term sustainability of the Early Head Start-Child Care Partnership Program. This relates to the availability of the ABC Child Care vouchers, on which the First Steps EHS budget model is partially premised. Federal EHS-CCP grant requirements dictate that at least 25% of participating children must have vouchers. This has proven a challenge – not necessarily at the grant level (many participating centers well exceed this minimum) – but at the center level, where the lack of voucher dollars at some locations presents a real sustainability challenge. We remain hopeful that this issue will partially resolve with the launch of Round 2 site, which will enroll from Day One using selection criteria heavily weighted toward families with existing vouchers.

A number of additional concerns highlight the need for additional communication with the Policy Council, the Chair of which sat on the subcommittee. These range from a desire to review additional information related to the Wage Comparability Study's comparison states, to a desire for increased participation in the budgeting process, and additional communication of reports, policy memoranda, etc. from the Office of First Steps. As a novice EHS grantee, SCFS recognizes the need for improvements in communication here and is strongly committed to ensuring the vitality of its shared governance structure.

Likewise, as a new grantee, it is recommended that the program voluntarily undergo an EHS fiscal audit to ensure adherence to EHS requirements.

Training Needs

Additional EHS fiscal training is recommended for both staff and governance body members, along with ongoing support of the fiscal and operations needs of private provider partners.

Section 7. PROGRAM DESIGN AND MANAGEMENT

A contracted consultant completed the assessment of program design and management, interviewing some – but not all – of First Steps key EHS managers and representatives from both the Policy and EHS Governance Councils. A summary of major findings is included below.

Program Design and Management Strengths:

As a relatively new grantee, First Steps has successfully established the grant's necessary program design and management structures. The agency's governing Board, which is exempted from certain membership requirements due to its status as a politically appointed entity, nonetheless includes desired fiscal, early childhood and attorney membership. Likewise the Policy Council is active and comprised primarily of parents elected by center-level parent committees. Each operates under a set of bylaws.

First Steps has successfully completed annual self-assessments, publishes an annual report (supplemented this year to ensure adherence to EHS requirements) and receives annual fiscal audits.

Several goals were accomplished from last year's Program Improvement Plan. Findings include: the hiring of a bilingual Spanish speaking Family Advocate in Saluda and additional staff to support the Health and Disabilities Manager, increasing the number of classroom visits by Teacher Mentors, the purchase of state vehicles to help staff cover the significant geographic area served, and an improved employee management structure was implemented to ensure adequate staff supervision in all service areas. The program has partnered with HG Jones and Associates to provide training to staff, partners, and policy council to ensure program standards.

Program Design and Management Weaknesses and Opportunities for Growth:

As elsewhere, this review also identified areas for improvement, almost all of which First Steps was already aware of and actively addressing.

One issue identified relates to national background checks, which have posed an unusual challenge for the agency. Child care providers – including First Steps’ EHS centers - in South Carolina are able to conduct national (FBI) background checks for staff working with children under contract with the SC Department of Social Services. Because First Steps is an entity of government, rather than a licensed child care program, the agency has faced a surprising number of hurdles to conducting these national checks on its state level staff. (State employees are subject to background checks conducted by the State Law Enforcement Division [SLED] prior to hiring, but this process does not include national database searches.) After efforts to access these checks via a number of partner agencies, First Steps has recently entered into a contract with a private vendor capable of conducting these elaborated checks.

The agency is also participating in ongoing discussions between its governance bodies and Region IV related to human resources policies designed to ensure First Steps is meeting both the requirements of the state of South Carolina and elaborated EHS requirements detailed in the Head Start Act and Performance Standards. For ease of ensuring Head Start reporting requirement the consultant suggests the agency explore use of ChildPlus for EHS human resources information and professional development plans (PDPs), perhaps as a supplement to regular agency record keeping.

As in other areas described, the consultant noted inconsistencies between paper and electronic records, identifying that family goals require updating within ChildPlus – an issue potentially aggravated by multiple vacant Family Advocate positions. It bears noting that the position of Early Head Start Director is also currently vacant and being filled on an acting/interim basis by the agency’s Deputy Director.

The limitations of state government procurement and payment processing were also noted in this area. Funds for parent meetings and transportation supports, both budgeted in the grants, have proven difficult to distribute. State procurement makes the purchase of gas and/or gift cards – used by many programs to help meet family needs – nearly impossible. This issue is being addressed through amendments to the center contracts which will allow these as reimbursable expenses at the center level.

Likewise, the distribution of technology has proven a challenge as First Steps has navigated its way through state procurement, and its agency IT support provider's inability to service devices remotely outside of Columbia. After overcoming many challenges, First Steps has procured both tablet computers and Microsoft Office licenses to provide classroom computing designed to support both the documentation of student learning and regular assessment via Teaching Strategies GOLD.

Finally, based on interviews with staff and Policy Council members, it is evident (as noted throughout this report) that in-depth training around the body's EHS roles and responsibilities is both desired and lacking. The same is true of the agency's Governing Board and EHS Governance Council, all of which would benefit from reinforcement to ensure members of the agency's shared governance bodies know all they need to exercise their important programmatic and fiduciary responsibilities within the program.

Training Needs

Additional governance training for the Board of Directors, Governance Council, and Policy Council is recommended, along with ongoing training for all staff responsible for meeting EHS requirements, including HR and finance staff.

Self-Assessment Summary

As a novice grantee in the complex world of Head Start, First Steps celebrates its many initial successes, but recognizes the need to address a substantial number of areas in need of continuing growth and improvement.

Strengths:

- The program reached full enrollment prior to the completion of the Round 1 start-up window and has consistently maintained this level of service.
- Successfully contracted with child care partners in 12 SC counties, each of which is fully operational, with implementation of The Creative Curriculum for Infants and Toddlers and Teaching Strategies GOLD.

- Teachers are able to broadly articulate the goals of EHS and core components of the Creative Curriculum. They are completing and posting regular lesson plans and using the GOLD assessment with increasing sophistication.
- School Readiness data is consistently trending in the desired directions, with evidence that fewer children are assessed as “below expectations” and more assessed as “meeting” or “exceeding” expectations.
- Likewise, key health indicators are strong, indicating that 100% of participating children have medical and dental homes and are covered by insurance. Classrooms and newly erected playgrounds are checked daily to address the health and safety needs of enrolled children.
- First Steps is advantaged by its placement within state government, with strong fiscal accountability structures bolstered by state requirements and fiscal controls.

Opportunities for Growth/Improvement:

- It is clear that there is a need for ongoing professional development and training across all areas of this new program. This is required by classroom teachers to ensure their high-quality implementation of The Creative Curriculum for Infants and Toddlers and its designated assessment tool, the Teaching Strategies GOLD – and required to ensure teacher-child interactions are consistently professional, warm and loving.

Consistent, high-quality EHS training is likewise needed for SC First Steps staff, many of whom are newcomers to the complex and specific requirements of the Early Head Start model.

It is also needed with much greater frequency and duration for members of the program’s shared governance bodies (Board, EHS Governance Council and Policy Council), many of whom are also new to the EHS model and their specific governance roles within it.

- It is also clear that improvements and technical assistance are necessary to ensure the vitality of – and ongoing two-way communication between – members of First Steps’ shared governance bodies. While steps are underway to address this situation, resulting in recent improvements, it is evident that these bodies need greater understanding of both their shared responsibilities and the ideal and appropriate separation of roles and responsibilities, allowing each to fulfill its important mission with attention, respect and regard for the unique roles of the others.
- The self-assessment process has highlighted the need for increased focus and technical assistance around program record-keeping, with findings across multiple program areas underscoring the need for a careful review of the agency’s initial processes here to ensure

that all required records are not only correctly and fully maintained, but *efficiently* maintained.

Several individuals participating in the process experienced difficulties and/or confusion regarding the agency's duplicative record keeping systems (paper and electronic) – or were unable to accurately describe the completeness of records given their distribution across separate record-keeping systems. This practice is not only creating a significant and duplicative workload for staff, but also making it more difficult to discern the completeness of client records. Staff have plans to undertake a comprehensive record review over the coming weeks.

- Finally, while no specific shortcomings were identified here, individuals participating in the fiscal self-assessment have suggested the benefit of both additional training and proactively conducting an internal fiscal audit to ensure full compliance with this important aspect of program operations.

South Carolina First Steps: Early Head Start-Child Care Partnership Program

Round 2 Continuation/Refunding Application

South Carolina First Steps to School Readiness (website: scfirststeps.org)

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SECTION I. PROJECT DESIGN AND APPROACH TO SERVICE DELIVERY

South Carolina First Steps for School Readiness (herein, SCFS) is the recipient of both a Round 1 EHS-CCP grant (through which the agency serves 254 children in 12 SC counties) and a Round 2 grant currently in its final stages of implementation. At full enrollment, the Round 2 grant will expand services to an additional 162 children, bringing the agency's total to 416 across both grants and expanding its reach to 14 counties in total. First Steps' Round 2 grant proposed the following objectives:

- Build on SCFS' extensive work to establish its Round 1 partnership - In linking Round 1 to 2, SCFS is projecting to leverage at least 6 of its Round 1 CCPs for an overall expansion of 21 classrooms based on the alignment of need, facility capacity, and interest of the CCPs.
- Pursue essential and compelling economies of scale within the newly expanded 14 county service area by reshaping Round 1 program, staffing and organizational design to cover all EHS content areas in a more cost-effective and sufficient manner;
- Reduce existing geographic challenges posed by 14 Round 1 and 2 counties covering over 9,500 square miles (approximately 1/3 of the state);
- Build upon child care partner capacities to serve the area's unmet EHS needs and better support their special challenges in meeting EHS high quality standards; and
- Leverage SCFS' statewide expertise, leadership and partnerships by integrating the federally-recognized evidence-based home visiting model, Parents as Teachers (PAT), into the EHS program design. (SCFS is the State Sponsor for PAT, and currently oversees the program within 12 of the 14 (combined) Round 1 and 2 counties.)

SCFS is currently in the final stages of operationalizing the Round 2 grant and will be bringing additional center and slots online between June and August 2018. Between implementation of the Round 2 grant and significant staffing changes, including the retirement of the agency's original EHS Director, departure of the agency's Interim Director and hiring of new Round 2 staff, ours is a program in significant transition, as will be reflected in the pages to come.

This Round 2 Continuation Application will review and update the Round 2 program design, staffing and organizational changes articulated in the Round 2 grant award, aimed at integrating both grants into a blended, unified program model while preserving the distinct and separate grant status of each. We consider Rounds 1 and 2 as separate puzzle pieces that, when placed together, create a more complete, sensible, and appealing portrait of SCFS's EHS-CCP program.

SUB-SECTION A: Goals

A.1. Revision to Program Goals, Objectives, and Expected Outcomes: No changes to program goals, objectives or expected outcomes have been proposed since submission of the original Round 2 grant application - which was designed to meaningfully integrate the Round 1 and Round 2 grants into a cohesive whole.

A.2. Progress toward meeting Measurable Objectives, and Expected Outcomes:

Please see Program G/O/EO Table 1.1 (below) for progress to date meeting objectives/expected outcomes and challenges.

A.3. Revisions to School Readiness Goals: There are no changes to the EHS-CCP school readiness goals.

A.4 Inclusion of Parents and Governing Body in Amended Program Goals: No changes to program goals are proposed.

<p>Program Goal 1: SOUTH CAROLINA FIRST STEPS (SCFS) will assist our Early Head Start-Child Care Partners to improve their Quality Rating and Improvement System (QRIS) ratings as measured by the SC ABC Quality Program.</p>		
OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
<p>1. South Carolina First Steps will develop a process for measuring and improving the quality of EHS classrooms using the Infant-Toddler Environment Rating Scale (ITERS-3). By the end of year two, SCFS will assess all EHS-CCP classrooms and develop a Training and Technical Assistance plan designed to improve all EHS-CCP classrooms to an average score of 5 or higher by the end of the grant period.</p>	<p>SCFS remains strongly committed to measuring and improving the quality of participating classrooms and is in the process of increasing its education staff from four to eight (2 Education Coordinators, 6 Teacher Mentors).</p> <p>During the past year, we have identified the need to focus heavily on teacher-child interactions and curricular fidelity and are initiating a major effort around the implementation of Conscious Discipline.</p>	<p>As referenced at left, SCFS has experienced a number of challenges related to teacher-child interactions at contracted provider partners, which have led to a program deficiency in this area.</p> <p>Accordingly staff time has been dedicated to coaching around interaction-quality and curriculum fidelity as opposed to assessment of structural quality.</p>

Program Goal 1: SOUTH CAROLINA FIRST STEPS (SCFS) will assist our Early Head Start-Child Care Partners to improve their Quality Rating and Improvement System (QRIS) ratings as measured by the SC ABC Quality Program.

OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
	<p>Given both the needs of our child care partners and perceived limitations of the ITERS tool (which – while improved from prior editions – continues to focus heavily on environmental/building quality and classrooms materials), our recent emphasis has been on coaching/assessing each classroom with Teaching Strategies’ Coaching to Fidelity Tool – which looks comprehensively at environmental quality (like the ITERS), process quality, and curricular fidelity to the Creative Curriculum</p> <p>All classrooms have been assessed with</p>	<p>That said, it is not our intent to modify this objective and hope to see additional progress toward its attainment (using the ITERS in particular) over the coming months as we expand the education team.</p>

<p>Program Goal 1: SOUTH CAROLINA FIRST STEPS (SCFS) will assist our Early Head Start-Child Care Partners to improve their Quality Rating and Improvement System (QRIS) ratings as measured by the SC ABC Quality Program.</p>		
OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
	<p>portions of the Teaching to Fidelity tool with the intent of completing a comprehensive assessment no later than the end of the program year. With the addition of new Education staff, it is our intent to either assess – or contract for supplemental assessment with the ITERS in all classrooms over the coming months.</p>	
<p>2. South Carolina First Steps will improve the administrative capacity and sustainability of our EHS-Child Care Partners. By the end of year <i>two</i>, each center will have a fiscal stability</p>	<p>It is clear that First Steps’ 15 existing child care provider partners operate with varying degrees of administrative sophistication – ranging from school</p>	<p>While our child care partners bring varying degrees of infrastructure support, background and sophistication</p>

<p>Program Goal 1: SOUTH CAROLINA FIRST STEPS (SCFS) will assist our Early Head Start-Child Care Partners to improve their Quality Rating and Improvement System (QRIS) ratings as measured by the SC ABC Quality Program.</p>		
OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
<p>assessment and improvement plan in place.</p> <p>By the end of the grant period, child care partners will be able to produce revenue vs. cost projections for each classroom in their centers.</p>	<p>districts with extensive operational supports and fully-staffed finance departments to small family businesses.</p> <p>In an effort to strengthen and sustain each, First Steps contracted with an accounting firm, Manley Garvin, to undertake a fiscal capacity review of 7 Round 1 centers using a fiscal capacity assessment tool developed by Foundations for Families. These reviews were intended to support both the centers and SCFS in the development of</p>	<p>to their administrative operations, SCFS considers support in this area key to the long-term sustainability of the EHS program, which relies on the braiding of multiple revenue streams.</p> <p>SCFS is adding a Round 2 fiscal manager who will support existing staff in the provision of technical assistance to our centers.</p>

Program Goal 1: SOUTH CAROLINA FIRST STEPS (SCFS) will assist our Early Head Start-Child Care Partners to improve their Quality Rating and Improvement System (QRIS) ratings as measured by the SC ABC Quality Program.

OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
	<p>its own fiscal reporting requirements and expectations.</p> <p>With the recommendations developed, First Steps will be requiring new center fiscal reports beginning in May 2018 which will include standardized revenue and expense reports, EHS payroll information and revenue statements by source (EHS funding, CACFP, ABC Quality, etc.) in an effort to ensure the long-term sustainability of the EHS-CCP program.</p>	

<p>Program Goal 1: SOUTH CAROLINA FIRST STEPS (SCFS) will assist our Early Head Start-Child Care Partners to improve their Quality Rating and Improvement System (QRIS) ratings as measured by the SC ABC Quality Program.</p>		
OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
	<p>SCFS has budgeted Round 2 funds to do the same with incoming providers and hopes to identify Round 1 funds with which to complete these assessments as needed with the remaining R1 partners.</p>	
<p>3. SC First Steps will support EHS CCP partners in the advancement of their quality ratings as measured by South Carolina’s ABC Quality (QRIS) Program. By the end of the grant period 80% of all child care partners will be rated at Level B+ or higher. Currently 40% of our centers are at B+ or higher.</p>	<p>At this time, 12 of SCFS’ 15 Round 1 Provider Partners (80%) are at a level “B” or above within South Carolina’s ABC Quality Program. The three remaining centers are all new entrants into the system (at the initial C level) as a result of their participation in EHS. During the past year, one center, Progressive Family</p>	<p>As referenced at left, ABC Quality ratings are a reflection of the entirety of a child care partner’s program and not just its EHS classrooms. Additionally, when a center review is undertaken, there is no guarantee that the EHS</p>

<p>Program Goal 1: SOUTH CAROLINA FIRST STEPS (SCFS) will assist our Early Head Start-Child Care Partners to improve their Quality Rating and Improvement System (QRIS) ratings as measured by the SC ABC Quality Program.</p>		
OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
<p>Our goal in Year Two is to achieve 60% of our centers at a B+ rating or higher.</p>	<p>Life in Bamberg County has advanced from B to B+.</p> <p>Among the 15 Round 2 centers (9 of which constitute expansions at existing Round 1 locations): 3 participate in the ABC Quality System at the A or A+ level, 9 at the B level, 2 are at the C level and one will be newly opened.</p> <p>SCFS continues in its intent to advance participating centers on the ABC scale. It is important to note that these ratings are</p>	<p>classrooms will be selected for review, making this a challenging metric to advance.</p> <p>Particularly with new EHS partners, our current focus remains adherence to EHS requirements within the funded classrooms, though as these expectations become more and more ingrained, we anticipate an ever-larger ripple effect into non-EHS classrooms.</p>

Program Goal 1: SOUTH CAROLINA FIRST STEPS (SCFS) will assist our Early Head Start-Child Care Partners to improve their Quality Rating and Improvement System (QRIS) ratings as measured by the SC ABC Quality Program.

OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
	<p>based on the entire center – and not just the EHS classrooms themselves, making this a difficult needle to move during startup.</p> <p>Round 1 center directors were provided training in the new ABC quality requirements in March 2018 by the SC Department of Social Services. This new system will make it easier for centers to advance, allowing centers to leapfrog over intermediate ratings if they are capable (whereas the prior system</p>	

<p>Program Goal 1: SOUTH CAROLINA FIRST STEPS (SCFS) will assist our Early Head Start-Child Care Partners to improve their Quality Rating and Improvement System (QRIS) ratings as measured by the SC ABC Quality Program.</p>		
OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
	<p>required sequential advancement).</p> <p>Four new teacher mentors (funded across both Round 1 and 2) are in the process of being hired. This will increase First Steps' on-site support of these provider partners.</p>	
<p>4. SC First Steps will ensure that Head Start Environmental Safety Standards are met in all classrooms and on all playgrounds. Systems are in place for training and monitoring each element of the Environmental Safety Standards. All new EHS classrooms and playgrounds will</p>	<p>SCFS is currently in the process of expanding its health team, which is proposed for expansion from 1 staff member to 4 in conjunction with the Round 2 grant. These staff, a Health Coordinator, a Health Advocate and a</p>	<p>The formal hiring of the Health Advocate (already interviewed and identified) is currently on hold, pending approval by the Policy Council.</p>

Program Goal 1: SOUTH CAROLINA FIRST STEPS (SCFS) will assist our Early Head Start-Child Care Partners to improve their Quality Rating and Improvement System (QRIS) ratings as measured by the SC ABC Quality Program.

OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
<p>be compliant before enrollment of children. By the end of the grant period 80% of non-EHS classrooms will be compliant.</p> <p>Hire a Health and Safety Specialist as part of the SCFS EHS Team. This position would ensure that the state licensing standards for safety of the classrooms and playgrounds are maintained at all times.</p>	<p>Health-related Program Assistant, will – along with the grant’s Health and Disabilities Manager - share the responsibility for monitoring all aspects of health and safety.</p> <p>The Manager, Coordinator and Advocate are (or will) all involved with monitoring on site compliance, with additional support by the EHS education team and family educators who are all regularly on site.</p>	

Program Goal 1: SOUTH CAROLINA FIRST STEPS (SCFS) will assist our Early Head Start-Child Care Partners to improve their Quality Rating and Improvement System (QRIS) ratings as measured by the SC ABC Quality Program.

OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
	<p>During the Spring of 2018, SCFS launched a new center corrective action process, that involves all staff in the identification and correction of (among other things) significant health and safety concerns.</p> <p>Round 1 playgrounds have been installed in compliance with all state and federal safety standards. Round 2 playgrounds are currently being bid upon by vendors via the state procurement system.</p>	

PROGRAM GOAL 2: SOUTH CAROLINA FIRST STEPS (SCFS) will improve the mental health outcomes of enrolled infants and toddlers, their families, and among EHS-CCP staff as measured by Mental Health Assessment Tools.

OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
<p>1. SC First Steps will identify children with mental health (MH) concerns and refer them for further evaluation and treatment.</p> <p>By the end of the first year, education and family service staff were trained in mental health screening procedures. A tracking process was developed to ensure timely referrals.</p> <p>By the end of the second year, staff will conduct Mental Health screening with families and make necessary referrals within 90 days</p>	<p>All enrolled children are screened with the Ages and Stages Questionnaire and ASQ-Social Emotional assessment.</p> <p>Referrals to First Steps' mental health consultant (and additional community resources, as necessary) are operational and ongoing.</p>	<p>One area of current emphasis is helping teachers to differentiate between challenging toddler behaviors and mental health concerns.</p> <p>As part of the agency's emphasis on teacher-child interactions, EHS teaching staff will receive training in both Conscious Discipline and CSEFEL, with an emphasis on the importance of the education</p>

PROGRAM GOAL 2: SOUTH CAROLINA FIRST STEPS (SCFS) will improve the mental health outcomes of enrolled infants and toddlers, their families, and among EHS-CCP staff as measured by Mental Health Assessment Tools.

OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
		<p>team (teacher mentors) in helping teachers to manage challenging behaviors, with referrals to the agency’s mental health consultant limited to cases where basic classroom management interventions have proven unsuccessful or in cases where there is other reason to believe a mental health issue may be involved.</p>

PROGRAM GOAL 2: SOUTH CAROLINA FIRST STEPS (SCFS) will improve the mental health outcomes of enrolled infants and toddlers, their families, and among EHS-CCP staff as measured by Mental Health Assessment Tools.		
OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
<p>2. At the end of the second year a Mental Health needs assessment will be conducted and parent trainings planned to address ongoing MH needs.</p> <p>At the end of the grant cycle, SCFS will have established MOUs with partner agencies to provide specialized MH family services and training in a variety of areas, including depression, stress, domestic violence and substance abuse.</p>	<p>First Steps' mental health consultant works extensively with the families of children with behavioral and/or potential mental health concerns, typically providing this parent training in the form of one-on-one consultation.</p> <p>Additional trainings are planned as part of this summer's 2018 preservice training.</p>	<p>As referenced above, we are working to better distinguish and communicate the differences between age-appropriate (though challenging) toddler behaviors and potential mental health concerns. Doing so will not only better utilize our education team, but will help to destigmatize what are actually common classroom management issues, while</p>

PROGRAM GOAL 2: SOUTH CAROLINA FIRST STEPS (SCFS) will improve the mental health outcomes of enrolled infants and toddlers, their families, and among EHS-CCP staff as measured by Mental Health Assessment Tools.		
OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
		tapping mental health services when legitimately called for.
<p>3. SCFS has developed training plans for teaching staff on coping with the challenging behavior of children aged 0-3 and how to include individualized lesson plans for them</p> <p>By the end of the second year teaching staff will be trained in CSEFEL and be able to articulate strategies for working with challenging behavior from young children.</p> <p>By the end of the grant cycle, mentor coaches will have received “train the trainer”</p>	<p>Teacher-child interactions and appropriate behavior management were the topic of a statewide training for all EHS teachers and administrators delivered in January 2018, with Conscious Discipline training planned for all teachers during the week of May 14, 2018. (All teachers will participate in a two day training here, with plans for completion of the six-day CD1 coursework over the coming months and</p>	<p>As referenced previously, we have experienced a number of issues related to teacher-child interaction, identifying the need for focused training in this area for teachers for whom the expectations of EHS may entail a significant shift away from the behavior management practices they were raised with and/or have utilized in the past in both</p>

PROGRAM GOAL 2: SOUTH CAROLINA FIRST STEPS (SCFS) will improve the mental health outcomes of enrolled infants and toddlers, their families, and among EHS-CCP staff as measured by Mental Health Assessment Tools.

OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
<p>certification in these strategies so that new teachers can be provided with individualized training in a classroom setting.</p>	<p>additional CSEFEL training planned for preservice during the summer of 2018.</p>	<p>the classroom and home. With the program’s significant restrictions on what some teachers may consider “traditional” behavior management techniques (time-out, withholding of rewards or participation in desired activities, etc.) teacher have expressed concern over what they “can” do to address challenging toddler behaviors.</p>

PROGRAM GOAL 2: SOUTH CAROLINA FIRST STEPS (SCFS) will improve the mental health outcomes of enrolled infants and toddlers, their families, and among EHS-CCP staff as measured by Mental Health Assessment Tools.

OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
		<p>This is a focus of our education team in the classrooms and the reason for aggressive expansion of First Steps' efforts to provide focused professional development via both Conscious Discipline and CSEFEL.</p>

<p>PROGRAM GOAL 3: SOUTH CAROLINA FIRST STEPS (SCFS) will maximize the language and literacy acquisition among enrolled children and reduce the percentage of children with qualifying speech delays.</p>		
OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
<p>1. SC First Steps will train teachers in the Program for Infant-Toddler Care (PITC) and use the Program Assessment Rating Scale (PARS) assessment tool to measure the quality of language and literacy interactions. At the end of the first year all teachers, teacher mentors, center directors and SCFS staff will receive PITC/PARS training and a baseline assessment will be conducted.</p> <p>By the end of the grant, PARS assessment results will have improved in each classroom.</p>	<p>5 of First Steps' 14 Round 1 EHS provider partners are either currently participating in PITC training or have done so in the recent past.</p>	<p>While this remains a long term project objective, our recent efforts have been focused on ensure EHS compliance among novice providers, with a special emphasis on curricular fidelity and teacher-child interactions – particularly in light of identified deficiencies within these child care settings.</p>

<p>PROGRAM GOAL 3: SOUTH CAROLINA FIRST STEPS (SCFS) will maximize the language and literacy acquisition among enrolled children and reduce the percentage of children with qualifying speech delays.</p>		
OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
<p>2. The SCFS program will strengthen the parents’ understanding of early brain development and language acquisition through the receipt of annual training.</p> <p>Parent participation in language and literacy events will increase every month as measured by attendance, classroom volunteer hours, frequency of book reading at home.</p>	<p>As part of its Round 2 application, First Steps proposed a transition to the use of the evidence-based Parents as Teachers home visitation curriculum across the program. PAT home visits are now underway for enrolled families.</p> <p>This transition has entailed a title change for our prior “family advocates” – now known as “parent educators.” While continuing to fulfill their important Head Start roles, these staff are doing so largely within the context of parent education</p>	<p>SCFS is working to ensure the model’s delivery in compliance with the national office’s “essential requirements.” Given the diverse geography of our program, we are working to ensure a manageable caseload and service delivery expectations for all staff, while ensuring we meet the needs of working families as well as national model requirements.</p>

PROGRAM GOAL 3: SOUTH CAROLINA FIRST STEPS (SCFS) will maximize the language and literacy acquisition among enrolled children and reduce the percentage of children with qualifying speech delays.

OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
	<p>visits utilizing the PAT Curriculum – the primary focus of which is strengthening parents’ understanding of early brain development and language acquisition, which an emphasis on literacy.</p>	<p>One additional challenge will be ensuring PAT training for all parent educators. While most current staff are trained – with one recent hire scheduled to complete this in the coming weeks – this training is not offered with great regularity and may require travel to complete in a timely fashion.</p>

<p>PROGRAM GOAL 3: SOUTH CAROLINA FIRST STEPS (SCFS) will maximize the language and literacy acquisition among enrolled children and reduce the percentage of children with qualifying speech delays.</p>		
OBJECTIVE	PROGRESS/OUTCOMES	CHALLENGES
<p>3. Teachers will utilize the Creative Curriculum to improve the school readiness domains of language and literacy. At the end of the second year teachers and center directors will be proficient at entering anecdotal records into TS Gold will be able to track children’s educational outcomes at classroom, center and program levels. By the end of the grant period there will be a reduction of children participating (for at least one year) with speech delays due to participation in EHS.</p>	<p>All teachers have received training in – and are implementing - both <i>The Creative Curriculum for Infants and Toddlers</i> and <i>Teaching Strategies GOLD</i>. SCFS’ education staff are monitoring implementation using Teaching Strategies’ Coaching to Fidelity tool, as described above.</p>	<p>Despite initial training for all teachers, we recognize that expert teaching will entail time, practice and ongoing professional development. First Steps is in the process of deploying tablet computers designed to support teachers timely documentation within Teaching Strategies GOLD.</p>

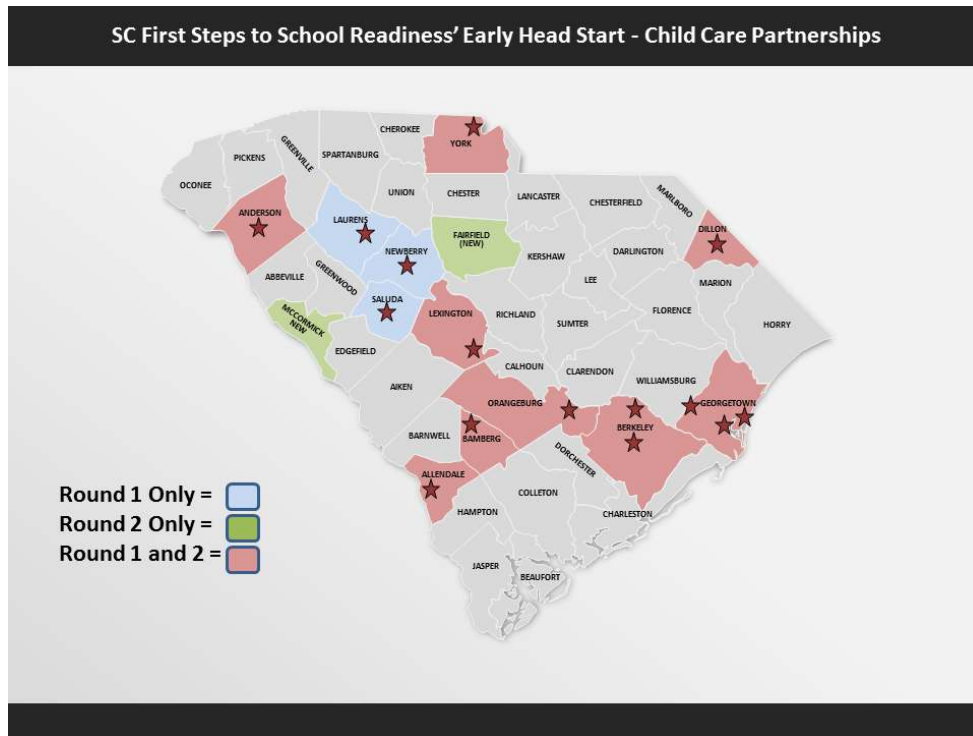
SUB-SECTION B: Service Delivery

The following section will detail revisions/updates, as applicable, to service delivery for the Round 2 grant.

B.1. Service and Recruitment Area:

No changes to the Round 1 service area are proposed, however, a provider transition is underway in Dillon, SC following the agency's termination of its contract with its original Round 1 child care partner following violations of First Steps corporal punishment policy. Children will enroll, on an interim basis, in classrooms at Hamer-Canaan Head Start center in June, with a permanent replacement site in Latta, SC (to be operated by Dillon County First Steps) expected to open by August.

SCFS is in the final stages of Round 2 Start up. Child Care Partners in the designated counties and priority zip codes are in the process of start-up at time of this Continuation Application submission. Round 2 will entail the addition of two new counties – Fairfield and McCormick – as well as expanded service within 9 of the 12 Round 1 counties. The following map from the Round 2 application shows the plan for service areas for both Round 1 and 2.



B.2. Needs of Children and Families: There are no changes identified since the initial Round 2 Application as relates to the needs of EHS children and families.

B.3. Program Options and Funded Enrollment Slots: Both the agency’s Round 1 and Round 2 grants will operate under the center-based Child Care Partnership model proposed, with combined total enrollment of 416 (Round 1: 254, Round 2: 162).

We do propose one programmatic change necessary to ensure high-quality care.

EHS programs must operate for at least 1,380 hours annually. In an effort to provide full-day, year-round care for our children and families, both of First Steps’ grants proposed to operate on a 10 hour-per-day, 240 days-per-year for a combined 2,400 hours of annual service, exceeding this minimum requirement by nearly 1,000 hours annually.

At this time we recognize critical shortcomings associated with this all-day, all-year approach. Without sufficient professional development days built into the calendar, we will continue to struggle to provide much-needed teacher training. Without a break between program years, we are unable to provide planning and preparation time for teachers. And without periodic downtime, programs are unable to complete regular deep cleaning of classrooms.

While we remain strongly committed to providing year-round, full-day care, we are proposing to reduce our current service delivery model by 250 hours (25 days) annually.

This reduction to 2,150 hours annually will allow for:

- A three week (15 day) break between program years, allowing up to 10 days for professional development and planning, and up to 5 days for vacation time for our teachers
- 10 teacher in-service and work days spread (roughly once monthly throughout the program year).

This reduction will complement 10 existing state or federal holidays and weeklong winter and spring breaks.

We feel strongly that this proposed change is more humane to teachers and will provide much-needed opportunities for professional development – which will in turn improve overall program quality.

B.4. Centers and Facilities: First Steps' contracted Round 2 centers are listed below. An additional classroom in Georgetown County is planned, though the agency is yet to execute a contract here, pending a review of the proposed classroom spaces.

Center Name	Address	County	SLOTS
Little New Steps	3896 Bluff Rd. Allendale, SC 29810	Allendale	8
Kiddie University	1700 S. Main St. Anderson, SC 29624	Anderson	2
Provider TBD		Georgetown	8
Pawley's Island	291 Parkersville Rd. Pawley's Island, SC 29585	Georgetown	8
Little Smurfs	903 Martin Luther King Dr. Andrew, SC 29510	Georgetown	8
Lexington 4	135 Lewis Rast Rd. Swansea, SC 29624	Lexington	16
Midlands Primary Learning Ctr. (NEW)	203 Hendrix St. Lexington, SC 29072	Lexington	16
Wright Way	639 Torrington Rd. Eutawville, SC 29048	Orangeburg	8
Wright's Daycare (NEW)	1821 Bonner Ave. Santee, SC 29142	Orangeburg	16
Love and Cherish (NEW)	2199 Mt. Holly Rd. Rock Hill, SC 29730	York	16
McCormick ECC (NEW)	615-B Clayton Street, McCormick, SC 29835	McCormick	16
Progressive Family Life	284 Progressive Way Denmark, SC 29042	Bamberg	8
Majestic Academy (NEW)	325 Elm St. Winnsboro, SC 29180	Fairfield	16

Betty's Daycare	122 Elm Street, Saint Stephen, SC 29479	Berkeley	16
Dillon County First Steps (NEW)	134 Latimer St, Latta, SC 29565	Dillon	16

B.5. Recruitment and Selection: There are no changes from the Round 2 application re: First Steps' recruitment and selection process. SCFS Round 1 has remained fully enrolled since August 2016 and expects to reach full Round 2 enrollment by August 2018.

B.6. Education and Child Development Services:

In the component area of Education, the key change from the Baseline is for expanding the FTE capacity of Teacher Mentors. Teachers Mentors are at the root of success for the SCFS EHS-CCP model. Yet, in Round 1 there were only two Teacher Mentors for 15 CCPs spanning 12 counties. Fortunately, the Round 2 award allows SCFS to expand the number of Teacher Mentors to a team of 6 FTE's serving 52 classrooms across 14 counties. This will allow for the dedication of time to mentor, coach, and train the teaching staff on implementation of curriculum, parent engagement, and assessments among many other EHS standards. The education staff will also play a key role in the implementation of the Conscious Discipline model.

B.7. Health: In the area of Health, we have expanded staffing capacity via the Round 2 grant. In Round 1, only one FTE position covered this complex area for 254 children across 12 counties. With the Round 2 expansion, both grants will share an expanded suite of staff

including the Round 1 Health and Disabilities Manager, a Health Specialist, a Health Advocate, and a Health Assistant. Additionally First Steps contracts with a mental health specialist and a registered dietician. The responsibilities of a proposed Facility and Licensing Specialist remain incorporated within this team, under the banner of these slightly more inclusive titles.

B.8. Family and Community Engagement: In the area of Family Services, a substantial change is afforded by the Round 2 award, which will allow SCFS to integrate the federally-recognized evidence-based home visiting model, Parents as Teachers (PAT), into the EHS program design. (SCFS is the State Sponsor for PAT, and currently oversees the program within 12 of the 14 (combined) Round 1 and 2 counties.) A team of 16 Family Advocates with caseloads of 24-32 families will be divided between the Round 1 and 2 grants, with PAT services delivered in accordance with the national model's "essential requirements" for affiliate programs.

B.9. Services for Children with Disabilities: SCFS takes pride in its successful service to children with disabilities within the EHS program. No changes are proposed in this area.

B.10. Transition: There are no changes from the original Round 2 Application as related to the transition activities.

B.11. Services to Enrolled Pregnant Women: There are no changes from the original Round 2 Continuation Application as related to these activities.

B.12. Transportation: SCFS does not provide transportation services. The agency's Family Advocates (FAs), now Parent Educators (PEs), work with families to help with transportation needs such as affordable car maintenance, and transportation stipends to attend Policy Council and parent engagement activities. Initially gas cards were identified as a method to assist with the latter as well as getting to child care. After multiple meetings on how to offer gas cards within the parameters of the State procurement system, a decision was made to instead offer travel reimbursements and parent engagement activities via the child care partners. The anticipated challenge of parents not bringing children to child care has not materialized. The vast majorities of enrolled parents are working and view getting their child to care as an essential step. Attendance issues have not been found attributable to car trouble or lack of funds for gas. As for Round 2, there will be no change in strategies in this area to report.

SUB-SECTION C: Governance, Organizational and Management Structures

C.1. Governance: South Carolina First Steps to School Readiness is governed by a statutorily-enabled state-level Board of Trustees. This politically-appointed board includes representation from the parents of young children, early childhood educators, medical providers, the business community. It is chaired by either the sitting governor (or his/her designee), and includes the State Superintendent of Education (or designee), the heads of the state's major child-serving agencies and lawmakers from both the state House and Senate.

An Early Head Start governance council was chartered in 2016 as a standing committee of the Board. This group – which includes both trustees and outside members, including a liaison from the Policy Council – was established as a working committee charged with the detailed work of EHS governance and tasked with making recommendations to the full Board, which retains full programmatic and fiduciary responsibility for the program.

Additionally the agency is home to (currently) 16-member policy council, with parents representing each of the agency’s 15 existing EHS sites and a community member. Nominations for additional community representatives are currently being solicited.

First Steps recognizes shared governance as an area in need of improvement. Technical Assistance in this area has been requested from Region IV. That said, SCFS’ EHS Governance Council and Policy Council are in increasingly regular contact, with the mutual goal of improving two-way communication, participation and program quality. The groups hosted a half-day, joint work session to plan for the Round 1 and 2 Continuation Applications, and have scheduled a number of calls to review associated budgets and plan a comprehensive review of program policies and procedures (as appropriate). This application reflects their collective work.

C.2. Human Resources Management: Among the areas in need of governance TA is human resources management. As an agency of state government, SCFS is bound to certain state and SC Department of Education HR policies, which may require updating and/or revisiting in association with our governing bodies to ensure they simultaneously meet

state and EHS requirements, to include the appropriate participation of Policy Council. The EHS Policy Council and the First Steps Board of Trustees will be undertaking a review of human resources policies in the immediate future to ensure that HR decisions are executed timely and in compliance with both state and federal requirements.

C.3. Program Management and Quality Improvement: As referenced throughout this document, First Steps EHS program is in a state of transition, with the launch (and incorporation) of a sizable Round 2 grant which will see full implementation over the coming weeks and the transition of key staff instrumental to the agency's EHS launch, including its former Interim Director (a career-long Head Start veteran) and its original EHS Director, who retired in mid-February.

The program has experienced a number of early implementation challenges including a deficiency related to teacher—child interaction and an area of non-compliance related to reporting to the Office of Head Start. Both of these areas have been aggressively addressed, with corrective action plans prepared, implemented and submitted to DANYA. Ongoing references throughout this document to the need training in appropriate classroom management (Conscious Discipline and CSEFEL) are reflections of this need. We believe the changes to our program calendar proposed earlier will assist us in ensuring the delivery of high-quality professional development designed to support SCFS in attaining – and sustaining – EHS' high standards among a cadre of relative novice EHS providers.

Section II. Budget and Budget Justification Narrative

As described in the program narrative, South Carolina First Steps for School Readiness (herein, SCFS) was fortunate to receive this Round 2 Expansion Early Head Start - Child Care Partnership (EHS-CCP) grant on March 1, 2017 for 162 children. This brings the total children SC First Steps is serving for the grant for Round 1 and 2 to 416 children. First Steps' Round 2 grant proposed these specific objectives:

- Pursue essential and compelling economies of scale within the newly expanded 14 county service area by reshaping Round 1 program, staffing and organizational design to cover all EHS content areas in a more cost-effective and sufficient manner;
- Reduce existing geographic challenges posed by 14 Round 1 and 2 counties covering over 9,500 square miles (approximately 1/3 of the state);
- Build upon child care partner capacities to serve the area's unmet EHS needs and better support their special challenges in meeting EHS high quality standards; and,
- Leverage SCFS' statewide expertise, leadership and partnerships by integrating the federally-recognized evidence-based home visiting model, Parents as Teachers (PAT), into the EHS program design. (SCFS is the State Sponsor for PAT, and currently oversees the program within 11 of the 14 (combined) Round 1 and 2 counties.)

This Round 2 Continuation Application will continue the work that was proposed in the original grant application which described essential Round 2 program design, staff and organizational changes articulated and predicated in the Round 1 Continuation grant and

Round 2 initial grant award aimed to integrate both grants into a blended, unified program model while preserving the distinct and separate grant status of each. We continue to operate Rounds 1 and 2 placed together, which have created a more complete, sensible, and appealing portrait of SCFS's EHS-CCP program.

This application continues the framework described and approved in the both the Round 1 Continuation Application and the Round 2 Initial Grant Application with very few changes being proposed. We are funding the existing management positions based on a 61% proportion of the Round 1 children (254) to the total children of (416) between both Round 1 and Round 2 with Round 2 picking up the remaining 39%.

The following detailed budget narrative and justification for the Fiscal Year 2018 period between September 1, 2018 and August 31, 2019 describes the total re-application funding request plus the proposed revisions to continue funding the EHS-CCP program as confirmed by Office of Head Start (OHS) Guidance Letter for 162 children in 11 South Carolina (SC) counties totaling **\$3,025,595**. SCFS is requesting Operational funds of **\$2,951,800** and Training and Technical Assistance (T/TA) funding of **\$73,795** from the U.S. Department of Health and Human Services, Administration for Children and Families (ACF), and SCFS and its partners will contribute the required 20% Non-Federal match of **\$756,399**.

Additionally, SCFS will strive to ensure no less than 25% of served children receive either a federally funded child care subsidy through the *SC ABC Quality Program*. The estimated

child care subsidy funding is included in the line item budget. This budget justification describes costs annually in each object class. Costs within each object class reflect detailed calculations by total program need and are summarized by federal amount requested and non-federal contribution from SCFS and its partners. Funds are budgeted to provide all required comprehensive EHS services to eligible children and families in a cost-effective manner as indicated in *Section I, Program Design and Approach to Service Delivery*.

II.1: Costs by Object Class

Personnel (Object class 6a) (Operations \$811,786; T/TA \$0); Revision Requested.

The EHS program team directly supports the CCPs and families to meet education, development, health, disability, family engagement and support services for 162 children and their families. This does not include the in-kind time of other SCFS staff supporting the program. The areas highlighted indicate minor adjustments in either title or number. The titles are consistent with the current responsibilities and internal titles for staff. Minor adjustments were made in the percentage of time in this grant. This is based on the allocation of children described above. In addition, the number of FTE's of many staff have been shifted to balance the staff between the two grants.

EHS PROGRAM TEAM	Months	Annual Salary	Proposed Rd 2 FTE	Proposed Rd 2 Salary
EHS-CCP Project Director	12		0.389	
Quality Assurance Coordinator	12		0.389	
Education Coordinators	12		1.000	
Teacher Mentors	12		3.000	
Health and Disability Manager	12		0.389	
Health Coordinator	12		0.389	
Health Advocate	12		1.000	
Health Program Assistant	12		1.000	
ERSEA/PFCE Manager	12		0.389	
PAT Supervisor	12		1.000	
ERSEA Specialist	12		0.389	
Family Advocates	12		9.500	
EHS-CCP Program Assistant	12		1.000	
EHS-CCP Fiscal Manager	12		0.389	
EHS-CCP Fiscal Clerk	12		1.000	
Total EHS Program Team			21.23	\$811,786

Fringe Benefits (Obj Class 6b) (Operations \$295,507; T/TA \$0). The State of South Carolina fringe rate for 2018-19 is 37.15% (FICA 7.65%; Workers Compensation .071%; Retirement 16.88%; Insurance 11.91%).

Travel (Object Class 6c) (Operations \$0; T/TA \$10,265). Out-of-Town Training Travel to regional and national professional development and conferences (See T/TA Plan -See Attachment)

Equipment (Object Class 6d) \$0. There are no proposed equipment purchases for over \$5000.

Supplies (Object Class 6e) (Operations \$52,064 T/TA \$20,011); Revision Requested.

- **Office Supplies \$11,994.** Costs for general office supplies (any one item less than \$5,000) to support SCFS EHS-CCP program staff (not inclusive of the Child Care Partners or Local Partnerships where their office supplies are calculated into their reimbursement rate). **\$533 annually per FTE.**
- **Local Travel \$18,000.** Amount will cover the costs of leasing vehicles for staff to drive for their required home visits and site visits. SC First Steps is also pursuing ownership of vehicles which will save costs over the long run. These funds will also cover the cost of gas for those vehicles.
- **Program Supplies & Licenses: \$22,070 (Operations \$2,059; T&TA \$20,011)**
Created new item of “Program Supplies & Licenses” to combine into one budget category – Curriculum and Assessment Tools” and “Early Learning & Parenting Curriculum Licenses & Affiliations” and added in funds for replacement supplies and Parents as Teacher for both Round 1 and Round 2. Costs to purchase annual supplies of curriculum and assessment tools for the 20.25 CCP classrooms (not inclusive in the Classroom Standard Rate Budget). This includes Teaching Strategies Gold Licenses, Teaching Strategies Gold Replacement supplies, Developmental Assessment Replacement Supplies, Child Plus System Licenses, PAT Affiliation Memberships, PAT Replacement Supplies, and Conscious Discipline Replacement

Supplies. The majority of these costs are included in the Training and Technical Assistance Budget with the remainder in Operations.

Contractual Object Class 6f: (Operations \$1,505,790; T/TA \$51,867).

- **Child Care Payment per Classroom \$1,505,790.**

SCFS EHS-CCP entered into contractual agreements with Round 2 15 child care partners to provide 21 infant and toddler classrooms, full-day (10 hours), full-year education and child development services (Note that this is 20 classrooms of 8, and one classroom with 2 Round 2 children to complement 6 funded in Round 1. Of the Round 2 providers, 6 are new to EHS, while the remaining centers are Round 1 centers which are expanding.). SCFS developed an EHS “standard infant/toddler quality classroom budget cost model” **(See Attachment)**

This template classroom budget serves several purposes: serves as projection of EHS-CCP program priorities – meeting HSPPS and ABC Quality System Level B+; projects both revenues and expenses recognizing that fully maximizing revenue sources is equally important to the understanding of how to fund the cost of high quality care; it directly informs the calculation of a fair, reasonable, and justified payment rate for child care providers; it recognizes the payment rate is an essential variable that enables quality – closes the cost-quality gap; and, it aims to foster financial health for the partners. The SCFS EHS-CCP *Standard Classroom Budget Model* was developed on a set

of assumptions based on locally informed data where available. Setting these assumptions through fiscal tracking, monitoring and reporting practices is an essential step to derive the best projection for the next annual budget. It is assumed the child care partner (CCP) will follow the budget in revenue and expense expectations and provide SCFS with documentation reporting on the use of the budget. The SCFC EHS-CCP Classroom budget rate is \$74,360 or approximately \$35.75 daily rate per child enrolled.

- **CCP Lost Subsidy Payment: (Operations \$18,754).**

Funds are budgeted to ensure children receive continuity of care in the event families lose their child care subsidy. Family Advocates will assist families with employment and/or educational needs and re-qualify their subsidy status. The estimated lost subsidy payment is factored at \$926 per 21 classrooms based on 25% of children on subsidy at any given point in time losing subsidy 20% of the year.

- **SCFS Local Partnerships: Revision Requested (Operations \$67,900).** SCFS Local Partnerships in 11 counties will house EHS Family Advocates, ERSEA Specialist, Health/Disabilities and Education Coordinators, and Teacher Mentors and provide a spectrum of early intervention/ education resources. An average of \$5,658 will be contracted to LPs.

- **Registered Dietician Consultant: Revision Requested (Operations \$16,000):** Contracted providers @ \$16,000 (\$1,067 x 15 child care partners) to provide short-

term, on-site consultation and training to child care partners with specific issues relative to health and nutrition.

- **Mental Health Consultation: Revision Requested (Operations \$25,000):**

Contracted provider will provide support to the 15 child care centers to cover mental health consultation and assessment for individual children and for classroom management purposes

Construction (Object Class 6g) \$0 No construction is planned.

Other (Object Class 6h) (Operations \$162,514; T/TA \$43,519): Revision Requested.

- **Building Occupancy \$10,500:** Rental and utilities costs for central SCFS EHS-CCP offices in Columbia office.
- **Office Technology (Operations \$36,890).** Costs to support the office technology of cells phones, laptops, internet, and data storage services, and communication methods to accommodate a geographic dispersed service area to the # of FTE personnel in budget.

Office Technology:	Unit cost	# Mths	# Users	TOTAL
Leased Laptops including network support:	\$560		20.55	\$ 11,508
Wireless for laptops - main office	\$ 19.17	12	4.95	\$ 1,139
<i>Go To Meetings</i> for Policy & Mangmnt/Prtnrshp mtgs	\$ 100	12		\$ 1,200
<i>Skype</i> for Policy/Mangmnt/Partnership mtgs	\$ 5.00	12	8.00	\$ 480
Other technology options for parents /CCP/FA	\$500	12		\$ 6,000
Computer Cloud service w/CCP & LP	\$500	12		\$ 6,000
Cell phones SCFS team	\$55	12	20.55	\$ 13,563
Less economies of scale				\$ (3,000)
TOTAL FOR TECHNOLOGY				\$ 36,890

- **Parent Engagement (Operations \$62,778).** Costs for parent activities:

PARENT ENGAGEMENT BUDGET		#			Per Diem			
		Parents	# Mtgs	Funds	and Hotel	#	Cost	
Parent Committees	10 mtgs/yr; 3 parents/mtg; \$15 child care/\$10 snacks/ parents; supplies \$10/mtg; 19 clsrms	3	10	\$ 35.00		19	\$ 16,958	
Parent/Family Activities:	Supplies/food/speakers: \$20/child x 4 activities x 160		4	\$ 20.00		160	\$ 12,800	
Policy Council	6 meetings/year in Columbia; 10 parents per meeting; \$60 child care; \$35 food/drink; supplies; overnight \$100 + \$25 per diem for 1/3 parents.		6	\$ 95.00	\$ 3,000	10	\$ 8,700	
PARENT TRAVEL								
Transportation assistance for Child Care Attendance	25% of parents x \$10 transportation x 50 weeks	160	25%	\$ 10.00		50	\$ 20,000	
Transportation assistance for Parent Meetings	10% parents x \$15 transportation x 12 months	160	10%	\$ 10.00		12	\$ 1,920	
Transportation assistance for Policy Committee	10 parents x \$40 transportation x 6 months	10	0	\$ 40.00		6	\$ 2,400	
Grand Total							\$ 62,778	
	Cost Per Child			162			\$ 247	

- **Medical and Dental Services: (Operations \$8,100).** Payer of last resort funds for necessary medical and/or dental services for children. Budgeted based on \$50 per 162 children.
- **Car Maintenance and Car Operating Cost: Revision Requested (Operations \$2,825).** Split funded Round 2 Grant staff will be operating some of the Round 1 cars and will need to cover a portion of the operating cost. This amount will cover that shared cost.
- **Local Travel: Revision Requested (Operations \$18,800).** Costs of providing travel reimbursement for staff and who are required to drive for their work while

using their own car. In addition, this will cover any overnight stays or meals and other travel related costs. Program Team travel to CCPs and families in 11-county area. SC First Steps is working to provide leased cars, or purchase cars which should reduce the amount of reimbursement for mileage. There are 8 staff members that will not have vehicles available for use on a permanent basis. This budget amount includes travel reimbursement for 140 miles per month for each of those staff members at \$.505 per mile, as well as \$12,000 to cover overnight stays, meal reimbursements, and misc. travel cost for all staff on the grant.

- **Publications/Printing: Revision Requested (Operations \$7,000).** Estimate for printing recruitment and parent engagement materials and acquisition of relevant content publications.
- **Staff Training and Professional Development: Revision Requested (Operations \$9,643; T/TA \$42,224).** SCFS EHS Training and Technical Assistance (T/TA) Plan details plans for staff, child care partnerships and local partnerships, families and volunteers. Training priorities include: teacher training on best practices for high quality infant and toddler classrooms; staff and partner training for meeting skillfully all HSPPS, and program long and short range goals and objectives; supporting strong support system for families inclusive of the Head Start Parent, Family, Community Engagement Framework; and, building sustainable and respectful partnerships with childcare and FS Local Partnerships. Training and

technical support will be provided in the multiple strategies given the 11 county service area to reduce costs and minimize trainee time commitments.

Volunteer Training (T/TA \$1,295):Cost of training for classroom volunteers, governance members, and parents.

Miscellaneous: Revision Requested (Operations \$5,979): Minor cost items that are not shown in one of the existing lines.

Total Indirect Charges: Revision Requested (Operations \$32,732). SCFS’ fiscal agent within state government is the South Carolina Department of Education; therefore, SCFS must use their negotiated indirect cost rate, which is currently under renegotiation with the U.S. Department of Education. The provisional rate is 3%. (See Indirect Cost Rate Agreement in Appendices).

Financial and property management system and internal controls:

Chief Financial Officer/Chief Operations Officer (CFO/COO) and Director of Finance and Audit responsibilities:
<ul style="list-style-type: none"> • overall mission of agency financial and property management; reports to the Executive Director; ensures all funds adhere to federal, state and not-for-profit laws and guidelines.
<ul style="list-style-type: none"> • two (2) real-time accounting systems for both state and local level finances.
<ul style="list-style-type: none"> • coordination with the SCDE, SC Executive Budget Office (EBO), SC Office of the Comptroller General (OCG), SC Office of the State Auditor (OSA) and SC General Assembly is a continuous occurrence in order to properly manage FS EHS-CCP funds.
<ul style="list-style-type: none"> • preparing the initial draft of the agency’s budget for the coming fiscal year.
<ul style="list-style-type: none"> • Board of Trustees and Policy Council review and approve all budgets and amendments.
<ul style="list-style-type: none"> • Approve the budget or budget amendments submitted to Health and Human Services

Administration for Children and Families (HHS) for approval.
<ul style="list-style-type: none"> revenue and expenditures adhere to federal & state laws & guidelines for SCFS EHS funds and audits.
<ul style="list-style-type: none"> use of South Carolina Enterprise Information System (SCEIS) financial database; thorough security measures are in place to ensure secured access to only assigned and approved positions.
<ul style="list-style-type: none"> provide monthly financial Statements to Board of Trustees, Policy Council, and Early Head Start Director.
<ul style="list-style-type: none"> track all administrative costs monthly to ensure not exceeding 15% limitation on development and administrative costs.

Non-federal Share \$756,399. SCFS meets the 20% non-federal share by the following:

Item	Description and Valuation	Total
Personnel/Fringe	SCFS Personnel contributing time to benefit the program including indirect.	\$167,725
SCFS Local Partnerships.	Administrative and Cooperative Services	\$16,975
Contractual	FS Local Partnerships operate a state-funded Child Care Quality Enhancement program and provide T/A to CCPs. (\$5,000/year x 12 CCP x 5 Local Partnerships).	\$52,600
Classroom Space Rental	Estimate of square footage of common space per Child Care Center based formal appraisals (Inside Common Space 801 x cost Per Sq Ft \$15 + Outside Space 1500 x \$4.00 Cost Per Sq Ft x 12 CCPS.	\$216,180
Travel miles of Volunteers	Volunteer estimated travel costs (30 miles x \$.50/mile x 73 people x 54 meetings) \$53,655.	\$53,655
Parent Engagement	Volunteer time of parents in classroom and parent engagement activities. Value of time equivalent to Assistant Teacher plus fringes, which is \$12.99/hr.	\$106,364
Volunteers	Board of Trustees, EHS Governance Council, Policy Council and Health Advisory Council The value of time equivalent to \$120/hour estimated at 2 hours and 38 meetings x # of participants.	\$137,175
Misc.	Misc. includes \$5,754 for other items.	\$5,725
Total		\$756,399

Training & Technical Assistance. \$73,795. SCFS EHS-CCP *T/TA plan* is designed to professionally support staff, child care partnerships, families and volunteers. Training priorities emphasize: teacher credentials (CDA and higher education) and training on best practices for high-quality infant and toddler classrooms, including specialized program/curriculums of *Creative Curriculum, Teaching Strategies Gold, Conscious Discipline*, and all screening and assessment tools (ITERS, PITC, ASQs). Specifically, funds are dedicated for Teachers and substitutes to apply for and/or renew their CDAs and fund their packets, fees, and materials. Also, as a tactic for retention, a limited amount of tuition assistance for AA/ BA degrees in related early child development/education areas is available.

Family Advocates receive *Parents as Teachers* training and related parent engagement supports. Beyond specialized position specific training, all staff will attend a multi-day SCFS Pre-Service Training covering their job description, work schedule, staff personnel policy handbook, organizational chart, professional development requirements, program long and short range goals and objectives, outcomes and action steps, EHS-CCP philosophy and history, HSPPS and HS Act, program policies and procedures, child protective services protocols, and job shadowing. T/TA will be provided via multiple strategies across the 11 county program service area (14 in total with Round 1) and take into consideration the most ideal geographic locations to minimize travel time. Please consult the T/TA budget worksheet for the details on cost justifications for the plan.

**South Carolina First Steps Early Head Start-Child Care Partnership Training and
Technical Assistance (ROUND 2) April 2018 – July 2019**

Introduction:

SC First Steps requests \$73,795 in Training and Technical Assistance (T&TA) funding to be utilized as described in the main application's detailed budget narrative. This funding is split across three categories:

Travel - \$10,265,
Program Supplies and Licenses \$20,011, and
Other – Staff Training and Volunteer Training \$43,519

A description by category is included below.

Travel - \$10,265

Program staff and parents will travel to regional and national grantee professional development and conferences. Costs include airfare, hotel (per night rate not to exceed federal rate), local transportation, and meals at the state maximum per diem rate of \$25/day for in-state purchases and \$32/day for out of state purchases.

SC Head Start Association Fall Conference (\$5,180): 2 members each (4 total) from the Policy Council and Governance Council will attend the SC Head Start Association's Fall Conference in Myrtle Beach, SC. This conference will provide opportunities for governing body members to access training necessary to ensure adequate planning, monitoring and implementation of EHS program requirements.

Responsible for oversight: Early Head Start Director

Head Start Region IV Annual Spring Training Conference (\$4,145): One staff member from the EHS Management Team and 2 members each from the Policy Council and Governance Council (5 total) will attend the HS Region IV Spring Annual Training Conference in Atlanta so that they will have current information in their areas of responsibility to ensure compliance with Head Start requirements.

Responsible for oversight: Early Head Start Director

Supplies (\$20,011)

Program Supplies & Licenses Proposed Revision: \$22,070 total (Operations \$2,059; T&TA \$20,011)

Created new item of "Program Supplies & Licenses" to combine into one budget category – Curriculum and Assessment Tools" and "Early Learning & Parenting Curriculum Licenses & Affiliations" and added in funds for replacement supplies and Parents as Teacher for both Round 1 and Round 2. Costs to purchase annual supplies of curriculum and assessment tools for the 20.25 CCP classrooms (not inclusive in the Classroom Standard Rate Budget). This includes Teaching

**South Carolina First Steps Early Head Start-Child Care Partnership Training and
Technical Assistance (ROUND 2) April 2018 – July 2019**

Strategies Gold Licenses, Teaching Strategies Gold Replacement supplies, Developmental Assessment Replacement Supplies, Child Plus System Licenses, PAT Affiliation Memberships, PAT Replacement Supplies, and Conscious Discipline Replacement Supplies. The majority of these costs are included in the Training and Technical Assistance Budget with the remainder in Operations.

Budget Narrative Section H: Other/Professional Development (\$43,519)

Staff Training and Professional Development (Operations \$9,643; T/TA \$42,224)

These funds are primarily intended to underwrite costs associated with the program's annual preservice training, at which EHS teachers from across the state will gather in Columbia for a week-long professional development to precede the coming program year. Creative Curriculum and Conscious Discipline training will be highlighted along with Head Start performance standards, health and safety and more.

Volunteer Training (T/TA \$1,295): Cost of training for classroom volunteers, governance members, and parents.

Budget Narrative Section C: Training-Related Travel - \$10,265

Training Content	Item	Unit Cost	Days/ miles	EHS Dir	Mgmt Team	Policy Council	Governance Council	Parents	Totals
NON LOCAL TRAINING									
SC Head Start Association Conference	Registration	\$ 395				790.00	790.00		\$1,580
	Travel to M. Beach	\$ 150				300.00	300.00		\$600
		\$ 125	5			1250.00	1250.00		\$2,500
	Per Diem	\$ 25	5			250.00	250.00		\$500
									\$5,180
Region IV Head Start Conference	Registration	\$ 400			\$ 400	\$ 800	\$ 800		\$ 2,000
Airfare	Travel to Atlanta	\$ 215			\$ -	\$ 430	\$ 430		\$ 860
3 nights	Lodging in Atlanta	\$ 125	3		\$ 225	\$ 750	\$ 750		\$ 1,725
4 days	Per diem	\$ 25	4		\$ 100	\$ 200	\$ 200		\$ 500
									\$ 5,085
									Total \$ 10,265



May 23, 2018

Captain Robert Bialas, Regional Program Manager
Department of Health and Human Services
Administration for Children and Families
Region IV
61 Forsyth Street, Ste. 4M60
Atlanta, GA 30303-8909

Reference Award No: 04HP000062-01-02

Dear Captain Bialas:

The SC First Steps Early Head Start Child Care Partnership Program is requesting a waiver of the non-federal share requirement of \$1,776,581 for the period of September 1st, 2017 and ending August 31st, 2018.

The SC First Steps Early Head Start program will not be able to meet the non-federal match required due to unforeseen delays in center start up. First Steps' non-federal share is derived in large part from space provided by child care partners and in-kind support from parents and volunteers. We anticipate full enrollment before the end of the start-up period on August 31, 2018.

We appreciate your consideration of our request for a waiver of **non-federal share** during our FY 17-18. We expect that meeting the Non-Federal Share requirements will be feasible once the centers have been appraised and all centers are in full operation.

Sincerely,

Dan Wuori
First Steps for School Readiness
Acting Early Head Start Director
1300 Sumter Street
Columbia, SC 29201
(803)734-0100

South Carolina First Steps – EHS-CCP
Program Year: August 1, 2018 - July 31, 2019
Budget Justification
Type of Proposal: Cost-of-Living Adjustment (COLA)
Grant Award #04HP0016

INTRODUCTION

At the request of the Administration for Children and Families Office of Head Start, South Carolina First Steps Early Head Start - Child Care Partnership Program is submitting this Cost of Living Adjustment funding proposal. This program partners with child care centers located in Allendale, Anderson, Bamberg, Berkeley, Dillon, Georgetown, Laurens, Lexington, Newberry, Orangeburg, Saluda and York Counties.

I. COST-OF-LIVING-ADJUSTMENT [COLA] FUNDING

In response to ACF-PI-HS-18-03 dated May 1, 2018, the SC First Steps Early Head Start Child Care Partnership is applying for COLA funds in the amount of \$95,556 with an effective date of August 1, 2018. Since the Early Head Start – Child Care Partnership program is managed by South Carolina First Steps, a state agency, the personnel employed at the state level are considered state employees and across the board increases are determined by the state legislature. The General Assembly has not approved an increase for the next year for state employees. The partners that the agency contracts with to provide EHS services to the children and the families are independent contractors whose employees are not state employees.

EHS is proposing to utilize the funds as follows:

- Use \$95,556 to provide a 5.38% increase for all teachers that work for the child care partners. This amount would be included in next year’s contract to go only to teacher salaries.

Our proposal includes using 100% of all funds to provide support to the teachers in each of the Child Care Partners. This would be a permanent increase in the reimbursement rate for the centers with all funding going to teacher’s salaries. This would help reduce turnover, help with recruiting quality instructors, and therefore increase quality in the classrooms.

Increase Salaries for Child Care Providers’ Teachers

Average Teacher Pay per hour	10.68		
Number of Teachers	80		
Amount Avail / # of Teachers	1194.45	Amount per Teacher	
Hours Per Year	2080		
Amount per Teacher/ # of hours	\$ 0.5743	Increase per hour	
New Average Pay Required	\$ 11.25		

Indirect Costs

There are no indirect costs for these funds. These funds would be represented as contractual expenses in our budget and indirect is not applied to those funds through the federally approved indirect cost rate agreement.

NON-FEDERAL SHARE REQUIREMENT

SCFS - EHS will meet the required non-federal share matching requirement of \$23,889 (\$95,556 x 25%) for these additional funds.

This would bring the total of this budget request to \$119,445.

South Carolina First Steps – EHS-CCP
Program Year: September 1, 2018 - August 31, 2019
Budget Justification
Type of Proposal: Cost-of-Living Adjustment (COLA)
Grant Award #04HP000062

INTRODUCTION

At the request of the Administration for Children and Families Office of Head Start, South Carolina First Steps Early Head Start - Child Care Partnership Program is submitting this Cost of Living Adjustment funding proposal. This program partners with child care centers located in Allendale, Anderson, Bamberg, Berkeley, Dillon, Fairfield, Georgetown, Lexington, McCormick, Orangeburg, and York Counties.

I. COST-OF-LIVING-ADJUSTMENT [COLA] FUNDING

In response to ACF-PI-HS-18-03 dated May 1, 2018, SC First Steps Early Head Start Child Care Partnership is applying for COLA funds in the amount of \$76,747 with an effective date of September 1, 2018. Since the Early Head Start – Child Care Partnership program is managed by South Carolina First Steps, a state agency, the personnel employed at the state level are considered state employees and across the board increases are determined by the state legislature. For the next fiscal year, the State is not proposing an across the Board Increase. The partners that the agency contracts with to provide EHS services to the children and families are independent contractors whose employees are not state employees.

EHS is proposing to utilize the funds as follows:

- Use \$59,772 to provide a 5.38% increase for all teachers that work for the child care partners. This amount would be included in next year’s contract to go only to teacher salaries.
- Use \$16,528 to cover the increase in costs for SC First Steps employer’s portion of health insurance and retirement increases for the next fiscal year that will be applied by the state to the program. The state of SC has agreed to pick up the costs for state employees funded from state sources, but not those that are paid out of federal or other funds.
- Use \$496 to cover the indirect cost for SC First Steps Staff.

Our proposal includes using 78% of all funds to provide support to the teachers in each of the Child Care Partners. This would be a permanent increase in the reimbursement rate for the centers with all funding going to teacher’s salaries. This would help reduce turnover, help with recruiting quality instructors, and therefore increase quality in the classrooms.

Increase Salaries for Child Care Providers’ Teachers

Average Teacher Pay per hour	10.68		
Number of Teachers	50		
Amount Avail / Teachers	1194.45	Amount per Teacher	
Hours Per Year	2080		
Increase per hour	\$ 0.5743	Increase per hour	
New Average Pay Required	\$ 11.25	5.38%	

Indirect Costs

The indirect cost rate for this total would be $3\% \times \$16,528 = \496

NON-FEDERAL SHARE REQUIREMENT

SCFS - EHS will meet the required non-federal share matching requirement of \$19,187 ($\$76,747 \times 25\%$) for these additional funds.

This would bring the total of this budget request to \$95,934.

Budget Revision Justification
START-UP FUNDS
South Carolina First Steps Early Head Start-Child Care Partnership Program
PROGRAM YEAR 03-01-2017 – 08-31-2018

The following budget narrative describes the necessary budget transfers required to effectively prepare our Child Care Partners to serve the 162 children enrolled in the EHS. Below are the .changes we are requesting:

START UP \$2,427,237

(a) PERSONNEL – No Changes

(b) FRINGE BENEFITS – No Changes

(c) TRAVEL – No Changes

(d) EQUIPMENT- No Changes

(e) SUPPLIES – Original Budget -1,339,537 - Revised Budget -\$1,089,537 Decrease: \$245,000

In the original Start-Up Budget we requested \$640,000 for Classroom Furnishings. A new vendor was selected thru procurement and customized furnishings listing for each additional classroom were created. This caused the cost of furnishings to decrease significantly. We are requesting that \$245,000 be allocated toward our child care partners' playgrounds in our Contractual Category and moved out of the Supplies category. Our original Start-Up budget was approved with the playground costs at \$30,000 each but their actual cost will be approximately \$65,000.

(f) CONTRACTUAL- Original Budget – \$1,075,850 - Revised Budget- \$1,320,850 Increase: \$245,000

In the original Start-Up Budget we requested \$640,000 for Classroom Furnishings. A new vendor was selected thru procurement and customized furnishings listing for each additional classroom were created. This caused the cost of furnishings to decrease significantly. We are requesting that \$245,000 be allocated toward our child care partners' playgrounds from Supplies. Our original Start-Up budget was approved with the playground costs at \$30,000 each but their actual cost will be approximately \$65,000.

(g) OTHER – No Changes

(h) TOTAL DIRECT COSTS – No Changes

(i) TOTAL INDIRECT CHARGES – No Changes

(j) TOTAL PROJECT COST (sum of items i and j) – No changes.

Section B Budget Categories			
03-01-2017 - 8-31-2018			
Start Up Budget Revision			
	Current Budget	Changes	Revised Budget
a. Personnel			-
b. Fringe			-
c. Travel			-
d. Equipment	-		
e. Supplies	1,339,537.00	\$ (245,000.00)	1,094,537.00
f. Contractual	1,075,850.00	\$ 245,000.00	1,320,850.00
g. Construction	-		-
h. Other	11,850.00		11,850.00
i. Total Direct Charges (sum of 6a-6h)	2,427,237.00	-	2,427,237.00
j. Indirect Charges	30,000.00		30,000.00
k. Totals (sum of 6i and 6h)	2,457,237.00		2,457,237.00

Budget Revision Justification
Operations Budget
South Carolina First Steps Early Head Start-Child Care Partnership Program
PROGRAM YEAR 03-01-2017 – 08-31-2018

The following budget narrative describes the necessary budget transfers required to effectively prepare our Child Care Partners to serve the 162 children enrolled in the EHS Program.

OPERATIONS TOTAL BUDGET \$4,427,700

(a) PERSONNEL – Original Budget – \$1,186,551. Revised Budget \$615,000. Decrease: \$571,551

SC Early Head Start Child Care Partnership Program is requesting permission to decrease the Personnel category by \$571,550 which will be moved to the Equipment (\$322,000) and Supply (\$249,551) Category. Due to staff not being hired at the beginning of the grant period and a delayed start to Operations, our personnel costs were less than budgeted.

(b) FRINGE BENEFITS –Original Budget - \$434,279 Revised Budget \$223,170. Decrease: \$211,109

SC Early Head Start Child Care Partnership Program is requesting permission to decrease the Personnel category by \$211,109 which will be moved to the Supply Category. Due to staff not being hired at the beginning of the grant period and a delayed start to Operations, our personnel costs were less than budgeted.

(c) TRAVEL – Original Budget - 0 - No Changes

(d) EQUIPMENT- Original Budget - \$0 Revised Budget \$322,000 Increase: \$322,000

SC Early Head Start Child Care Partnership Program is requesting permission to increase our Equipment Category to purchase vehicles for our Expansion staff. 14 vehicles at a cost of \$23,000 each will greatly reduce future travel reimbursement costs and provide reliable transportation for our employees.

(e) SUPPLIES – Original Budget - \$19,972 Revised Budget \$686,687 Increase: \$666,715

SC Early Head Start Child Care Partnership Program is requesting permission to increase the supply category by \$666,715 which will be moved from the Personnel (\$249,551) Fringe (\$211,109) and Contractual (206,055) Categories. After reviewing the original budget and assessing the needs of the Child Care Partnerships, we noted that there were additional items needed for the 20 classrooms in the Expansion grant to ensure high quality services for our children and families. Therefore, we are requesting permission to move funds that will be used for the following items: Parent as Teachers Start Up Supplies, Conscious Discipline Training Supplies and Materials, Hearing and Vision Testing Equipment and extended warranty, Recruitment, t-shirts, and Promotional Supplies, Financial Literacy Program, Fatherhood Posters and Books, PFCE Framework Posters, Gardening Supplies and Tools for our centers, Folding Tables and Chairs, Clothing Bank for our Child Care Partners, Backpack or Baby Bags for our children, Parent Library, Step Stairs for 20 classrooms, Health and Disability Supplies and Posters, Imagination Library, Outside Toys for Centers, Education Materials for Older Children, Office

Supplies for our Centers, etc. Also Early Head Start Child Care Partnership will need additional funding for SCFS furniture, supplies, and renovations to accommodate additional staff.

(f) CONTRACTUAL Original Budget – \$2,460,306 Revised Budget \$2,254,251 Decrease: \$206,055

SC Early Head Start Child Care Partnership Program is requesting permission to decrease Contractual Category by \$206,055 to be moved to the Supplies Category to cover additional supplies for our center needs. Center operations funding was not spent due to a delay in start of center operations. Existing contractual funds will be used to supplement start-up expenses. These expenses are necessary to prepare the Child Care Centers to meet all requirements to become Early Head Start centers. They include security systems for our Child Care Centers, Signage for our new sites, Real Estate Appraisals, Consulting Services for training, Monitoring Preparation, Program Director Search costs, additional renovations and necessities for our Child Care Centers, DataSay (Program Management Software Quality Assurance), Child Plus Expansion, ERSEA Training for our Governance and CCP Partners, Information Technology, Communication, and Digital Support Development Services, CDA Training for parents and Coach Expediter, Fiscal Evaluation for our new centers, Teacher and Staff Appreciation and end of year celebrations, Classroom Decorating provisions. The additional items will not affect the total amount needed in contractual due to delays in the start-up operations of the Child Care Partners.

(g) OTHER –Original Budget -\$277,968 – No Changes

(h) TOTAL DIRECT COSTS-4,379,075 - No Changes

(i) TOTAL INDIRECT CHARGES – Original Budget - \$48,625 No Changes

(j) TOTAL PROJECT COST (sum of items I and j) – \$4,427,700 - No Changes

The chart below shows the current budget, requested changes, and the revised budget.

Section B Budget Categories			
03-01-2017 - 8-31-2018			
Operations Budget Revision			
	Current Budget	Changes	Revised Budget
a. Personnel	1,186,550.00	(571,551.00)	614,999.00
b. Fringe	434,279.00	(211,109.00)	223,170.00
c. Travel			-
d. Equipment	-	322,000.00	322,000.00
e. Supplies	19,972.00	666,715.00	686,687.00
f. Contractual	2,460,306.00	(206,055.00)	2,254,251.00
g. Construction	-		-
h. Other	277,968.00		277,968.00
i. Total Direct Charges (sum of 6a-6h)	4,379,075.00	-	4,379,075.00
j. Indirect Charges	48,625.00		48,625.00
k. Totals (sum of 6i and 6h)	4,427,700.00		4,427,700.00