



Meeting of the Board of Trustees December 6, 2018

3:00 pm

Columbia Convention Center, 1101 Lincoln Street, Columbia, SC

- I. Call to Order and Approve Agenda (Julie Hussey)
Motion: To adopt the agenda as submitted.

- II. Public Comment Period
The public is invited to provide comments relevant to the SC Early Childhood Advisory Council and/or South Carolina First Steps during this period. Members of the public wishing to speak must submit a speaker card prior to the meeting's commencement.

- III. Executive Committee (Julie Hussey)
Attachments: Committee Report, Minutes from Executive Committee – November 16, 2018

- IV. Presentation by Constance Gully, President and CEO of Parents as Teachers

- V. Approve October 2018 Minutes (Julie Hussey)
Attachments: October 2018 Minutes
Motion: To adopt the October 2018 minutes as submitted.

- VI. Program and Grants Committee (Jennifer McConnell)
Attachments: Committee Report, Program and Grants Committee Minutes – December 3, 2018, Recommended Grant Awards for the Early Childhood Innovation Grants.
Motion: To adopt the Program and Grant Committee's recommended grant awards for the Early Childhood Innovation Grants.

- VII. Strategic Planning and Evaluation Committee (Georgia Mjartan for Amy Williams)
Attachments: Committee Report, Strategic Planning and Evaluation Committee Minutes – November 16, 2018, Vision 2020 Chronological Update

- VIII. Finance and Administration Committee (Walter Fleming)
Attachments: FY2019 Donations Report as of November 30, 2018, FY2019 Financial Status Report as of November 30, 2018

- IX. Executive Director's Report (Georgia Mjartan)
Attachments: Executive Director's Report

- X. Adjourn
Motion: To adjourn the meeting of SC First Steps Board of Trustees.



To: First Steps Board of Trustees
From: Julie Hussey, Acting Chair
Date: December 6, 2018

RE: Report from the Executive Committee

The Executive Committee of the Board met on November 16, 2018. Minutes from the meeting are attached.

Speaker of the House Jay Lucas Appoints Members to SC First Steps Board

Speaker Lucas has appointed two individuals to fill vacancies and has reappointed two members whose four-year terms had recently expired.

Early Childhood Educator: Dr. Shelley Canright
Parent of a Young Child: Angel Johnson-Brebner
Medical or Child Care and Development: Alexia Newman
Business Community: Tim Holt

To our new members, welcome! To our renewing members, thank you for your continued commitment to children and families and your willingness to serve another four years.

Recognition of Members Whose Terms Ended in 2018

Ken Wingate
Judith Aughtry
Rick Noble

2018 South Carolina Parenting Conference and SC Summit on Early Childhood

Thanks to all of the members of our board whose contributions of time and resources will make this event a success. We are deeply grateful that every agency represented on our board is a sponsor, a great illustration of inter-agency collaboration.

Reminders:

- Tonight (December 6th) Celebration at the Mjartan Home for Board, Staff and Keynote Speakers
- Tomorrow (December 7th) SC Summit on Early Childhood



Minutes of the Meeting of the Executive Committee of the Board of Trustees
November 16, 2018, By Conference Call

Members Present: Julie Hussey and Walt Fleming

Members Absent: Sen. Gerald Malloy, Jennifer McConnell, Amy Williams,

Staff Present: Georgia Mjartan

Challenge: The meeting began with a short overview of some of the challenges regarding the close out of the Early Head Start grant. Georgia reminded the members that the Early Head Start “close out period” in which limited close-out expenses and costs incurred prior to July 31st could be paid had ended on October 31st. At this point, there are no Early Head Start staff working for SC First Steps, Round One grant assets and information has been transferred to SCACAP, and SCACAP has taken over contracts with all Round One childcare providers who wanted to continue in the Early Head Start program.

The only exception to this is Dillon County First Steps. Dillon County First Steps had planned to have 16 slots for children at a center they were in the process of establishing in a former elementary school building in Latta, SC. SC First Steps had applied for and received a “supplemental grant” which supplemented the Round One funding and would have been used for renovations to the Latta site. These renovations are necessary for the center to be opened, thus the funding for the 16 slots depends upon the renovations being in the works. When SC First Steps returned the Round One grant to the Office of Head Start, the hope and intention was that the new grantee (SCACAP) would be able to receive the supplemental funds as well. The Office of Head Start did not allow the transfer of this supplementary grant. Therefore, Dillon County First Steps is now in the position of not having renovation funds which they had expected to receive *and* not being offered a contract with SCACAP for the 16 slots because the center is not renovated and available for children at this time.

Julie asked Walt if he had any ideas and if there was anything SCACAP could do to help provide funding for the renovation out of the EHS – CCP grant that transferred to them. Walt stated that he had spoken with Jessica, the Executive Director of SCACAP, and she had plans to apply for a supplementary grant for the renovation to the Latta school building for Dillon County First Steps. There was a discussion about whether a supplementary grant would be the best approach or if it might be faster and easier to request a budget modification to reallocate funds from SCACAP’s EHS-CCP budget to do this project. Walt committed to working on this and trying to figure out a way to get the funding to Dillon County First Steps for the renovations for a center that is very needed in this community. Walt said he would call the Executive Director of Dillon County First Steps to let her know what he was doing to try to help with this matter.

Opportunity: Julie discussed some opportunities to keep early childhood front and center with the new members of the Charleston County legislative delegation. She also relayed some interesting new research she had been reading about regarding the developing minds of young children.

Opportunity: The committee then discussed the upcoming SC Summit on Early Childhood and South Carolina Parenting Conference. This is a real opportunity for collaboration, partnership building and learning. The total cost of the two-day event will likely be between \$80,000 - \$90,000. At this point, the Early Childhood Advisory Council members have pledged, collectively, roughly \$40,000. Members who have pledged include SC Children's Trust, DHHS, DSS, SDE, DDSN, and the Head Start Collaboration Office. Georgia noted that ECAC members would be highlighted more at this Summit through mechanisms such as including their logos on printed materials and banners. Julie talked about the plans for the board meeting in the context of the annual meeting happening during the parenting conference and one day ahead of the summit, which most members plan to attend.

Highlight: Georgia talked about the "All In" Staff Retreat at Saluda Shoals Park which took place November 15. A number of long-time First Steps staff members reflected on the fact that this was the first time SCFS had ever done a staff retreat and that they were very pleased that they were included in the strategic planning work. For the retreat, Dave Beckwith, an external facilitator and consultant was brought in to help plan and lead the day's activities and the post-retreat planning. The focus of the retreat was on team building and strategic planning. Activities included:

- "Who Are We," Story Circles, Privilege Walk
- As we do our work over the next five years, I hope we "DO" and "DO NOT"
- SC First Steps: Our Values

Informational: The committee discussed the Early Childhood Innovation Grants process with Georgia noting that a number of local partnership had expressed their interest and desire to apply. Discussion centered around identifying individuals to serve on the external review committee and keeping an eye on geographic, urban/rural, racial and gender diversity in the review team.

There was also discussion of the fiscal report with explanation of the variance from budget. Walt Fleming shared the Finance Committee's plans for upcoming meetings including a mid-December meeting regarding the formula for the allocated funding to local partnerships.

Information Provided: The following information was provided but was not discussed:

- Sumter County First Steps – Earlier this month, Jennifer McConnell, Mark Barnes, Cassie Barber and Georgia Mjartan met with the Executive Director, Board Chair, Vice Chair and Treasurer of Sumter County First Steps regarding a number of serious concerns, red flags and required corrective action and the recapture of excessive carry forward.
- Personnel updates:
 - Filled one *new position*: 4K Data Manager (Lisa Huff)
 - Filled a vacancy for a Program Officer (Jon Artz)

- Making several FTE offers to existing staff who were previously temp (4K)
- Early Childhood Advisory Council Coordinator (title not yet determined), will be an FTE – new position, if PDG is funded, SCFS will have federal money for this, otherwise this will come out of SCFS funds
- EPMS review cycle

The meeting concluded at 11:37 pm.



**SC First Steps Board of Trustees Meeting
October 26, 2018**

**EdVenture Children's Museum - Columbia
1:00 p.m.**

DRAFT MINUTES

Members Present (12):

Julie Hussey, Vice-Chair
Senator Greg Hembree
Representative Jerry Govan
Josh Baker
Mary Lynne Diggs
Walt Fleming
David Mathis
Jennifer McConnell
Joan Meacham
Amy Williams
Roger Pryor
David Wilson

Members Absent (5):

Representative Rita Allison
Senator Gerald Malloy
Tim Holt
Sue Williams
Alexia Newman

Others Present:

Georgia Mjartan
Dan Wuori
Martha Strickland
Debbie Robertson
Mark Barnes
Samantha Ingram
Zack Catoe
Kathy Kovacs
Lisa Blanton
Karen Buffalo
Sarah Eargle
Betty Gardiner
Taylor Seale
Sally McClellan
Cassie Barber



Lavinia Tejada
Tammie Dickerson
Pierce McNair
Mary Anne Mathews
Julie Smithwick
Emily Sobczak

Ms. Julie Hussey called the meeting to order at 1:04 p.m. and stated that a quorum was present.

Ms. Hussey called for a motion to approve the agenda as stated for the meeting. After a motion by Ms. Julie Hussey, followed by second from Senator Greg Hembree, the agenda was approved unanimously.

Ms. Hussey noted that the board minutes emailed to board members prior to the meeting incorrectly stated the salary approved by the board for the agency's Executive Director's salary. The minutes stated that the board approved a salary of \$130,000, however the correct amount approved by board was \$135,000. Ms. Hussey noted that the official minutes would reflect the correct amount. Ms. Hussey called for a motion to approve the minutes as amended, from the August 17, 2018 meeting. After a motion by Ms. Mary Poole followed by second from Rep. Jerry Govan, the minutes were approved unanimously.

During the Executive Committee report, Ms. Mjartan stated that the board voted on a measure in 2015 that requires the agency to do a five year system review or organizational review, and that the process of setting up a contract with an evaluator to conduct that review is currently underway. Ms. Mjartan said the agency is also required to set a cycle to review any prevalent program(s). Ms. Mjartan added that the agency currently has 35 different programs operated across 46 counties. Out of those 35 programs, a few receive, collectively, across the local partnerships 10% or more of the program funding which is the definition of a prevalent program.

Ms. Mjartan reminded the group that the evaluation of the Parents as Teachers program was already completed. She also noted that the board, at one time, combined three strategies to create one grouping of three different strategies and that is not in compliance with the way that the legislature looks at prevalent programs (defined above).

Ms. Mjartan stated that the board created one category called Child Care. To be clear, Ms. Mjartan reminded the board that the agency's financial system and data system both track Quality Enhancement, Training, and Scholarships as three different strategies which all just happen to intersect with Child Care. Ms. Mjartan said when the time came to procure an evaluator to conduct the evaluation, the evaluator noted that because there were three different strategies under the Child Care grouping that three separate evaluations would need to be procured and completed. That action caused staff to review the three strategies that were originally accessed in FY2014. Ms. Mjartan noted that staff also considered the year in which the strategies were accessed and decided to recommend for the board to consider FY2018 programs and funding to determine the strategy(ies) needing evaluation. Ms. Mjartan then gave relevant information for the board to consider.



On behalf of the Executive Committee, Ms. Hussey made a motion to amend and clarify a previous action by the Board of Trustees of South Carolina First Steps as follows: delete “training” from the list of prevalent programs to be evaluated in the 2015-2020 evaluation cycle because in FY2018 this program did not receive 10% or more of state-allocated program funding as required by Section 59-152-25(F), and to amend the due date of the prevalent program evaluation to FY2019-FY2020. After a second by Ms. Amy Williams, the motion was unanimously approved.

Mr. Walt Fleming welcomed Ms. Emily Sobczak with Greene Finney LLP. Ms. Sobczak proceeded to present the SC First Steps Financial Audit for 2018 to the board. With no questions, Mr. Fleming moved that the audit report be accepted as presented. After a second by Mr. David Wilson, the motion was unanimously approved.

Mr. Fleming called on Mr. Mark Barnes to discuss the Fund 10 amounts and the Financial Status Report. Mr. Barnes stated that in years 2005-2008 the policy of the board was that no local partnership could retain any carry-forward funds, and if unspent, those funds would be returned to the state office. Mr. Barnes said a total of \$2.1 million dollars lapsed back over this time period and the funds were split between the 46 local partnerships and held as a cash reserve. Mr. Barnes stated that in 2013-2014, the agency, under the support of the board, made the determination that \$1.4 million of the \$2.1 million would be delivered back to the local partnerships in their allocation in lieu of a significant budget cut. Mr. Barnes said the balance of \$612,000 was retained and an average of \$12,000 was placed in each local partnership’s account for the restricted purpose of reserve funding. Mr. Barnes stated that staff, the Finance and Administration committee, and Local Partnership Executive Directors gave input on the best use of those funds. Mr. Barnes informed the group that, in -part, this has been the only single cash reserve for the local partnerships.

Mr. Barnes stated the staff’s recommendation to the committee was that the \$612,000 continue with the same purpose that those funds were set aside for, which is a cash reserve, and for all funds to be placed in a single account instead of in 46 different accounts. Mr. Barnes followed this statement by clarifying that as a local partnership has a cash need, they could use that (single reserve) account; and, once that cash need was met, the local partnership would pay the money back. Mr. Barnes stated that the account balance would never change other than to loan out funds to a local partnership experiencing a cash need.

Mr. Barnes reminded the group that SC First Steps is funded almost \$30 million of the \$36 million from the General Assembly through EIA funding, and noted that the funding comes in increments throughout the year and the agency is not fully funded at the beginning of each fiscal year. Mr. Barnes stated that the SC Department of Education must meet statutory requirements prior to any funds being disbursed to our agency or other programs that are not a part of that agency’s statutory requirements. Mr. Barnes said SC First Steps did not receive any EIA funding until the end of August 2018, two months into the current fiscal year. Mr. Barnes stated that staff will continue to work towards a long-term solution to the agency’s funding, but believes having the cash reserve will help protect the local partnerships at the beginning of each fiscal year.



Mr. Fleming asked if anyone had questions. With no questions, Mr. Fleming made a motion to use the Fund 10 amounts for a single cash reserve account for the local partnerships. After a second by Mr. David Wilson, the motion was unanimously approved.

Mr. Barnes introduced Lavinia Tejada, as the Finance and Audit Director for the agency. Mr. Barnes then gave the Financial Status report. Mr. Barnes noted the transition of the EHS-CCP program out of the agency and said reports and budgets are being finalized to pay off debts by the extended closeout date of December 31, 2018. Mr. Barnes said the agency was in good financial shape and expenditures are on track.

Mr. Barnes thanked board members for their donations and pointed the board to the FY2019 Donations Report.

Ms. Hussey noted the great alignment between the projected and actual numbers on the Financial Status Report. Mr. Barnes responded by saying the agency changed its budget planning and staff is taking a lot of time to do proper financial planning.

Ms. Hussey expressed the importance of the board to vote on and support the Early Childhood Innovation Grant Application and process in order to keep the process going.

Ms. Jennifer McConnell asked Ms. Debbie Robertson to give the Program and Grants Committee report on her behalf.

Ms. Robertson then explained how the grant will be funded. Ms. Robertson reminded the board that if a local partnership has carry forward greater than 15% of their state allocation for more than two years, then that carry forward amount over 15% would be reclaimed by the state board and used for a competitive bid process that enables the money to go back to local partnerships and provide services to children. Ms. Robertson stated that the agency added private dollars to the carry forward fund to take the amount to \$100,000 and this would be the agency's first attempt at a competitive grant process for the local partnerships.

Ms. Robertson said the focus of this year's grant is to reward local partnership's performance and impact. Ms. Robertson then explained the grant application and the process to the board.

Ms. Robertson stated that an external review committee would be used to score the grant applications who would then bring a recommendation back to the Program and Grants committee for review. Ms. Robertson said the Program and Grants committee will bring the final recommendations to the full board for their approval at the annual meeting in December.

Ms. Hussey looked to Senator Hembree and Senator Govan and stated that the agency was working hard to make sure all dollars allocated by the state are being used.

Ms. Hussey said that local partnerships had prior warnings that the unspent funds would be retained. Ms. Hussey said the agency is requesting in the budget the development of a future funding stream that could help utilize this type of system.



Ms. Hussey stated the motion to approve the “Early Childhood Innovation Grant Application and Process” as presented for awarding competitive grant funding to eligible Local Partnerships. After a second by Senator Hembree, Ms. Hussey opened the floor for discussion.

Rep. Govan wanted to know what kind of mechanism is in place to ensure the smaller local partnerships have the same opportunity as the larger local partnerships. Rep. Govan stated that in the past, smaller partnerships did not have the staff or infrastructure in place because the smaller programs cannot afford it and lack technical assistance. Rep. Govan said he had no issue in terms for trying to account for and be sure the agency does not waste money, but at this time, wants to be very cognizant of the fact that this has been an issue in the past and to not continue to create a situation where those that are well-funded are getting more and those that are less-funded continue to get less. Rep. Govan mentioned the need to service poor, rural areas that do not have the same infrastructure as Greenville or large partnerships.

Ms. Robertson responded and said that Local Partnership Executive Directors were involved in the planning process for this competitive grant and that no match dollars are required. Ms. Robertson noted that programs where large numbers are served do not get an advantage, that it is more about the performance of the program and following the model of the program itself.

Senator Hembree asked if the agency had adequate staff to provide the technical assistance and have the ability to assist the local partnerships in the process. Ms. Robertson responded in saying that the reason the process uses external reviewers is so the local partnerships can receive the appropriate help from the local partnership team.

Ms. Mjartan said she heard a lot from others that five to eight years ago there were three to four Program Officers (who) provide technical assistance to support 46 counties. Ms. Mjartan went on to say that because of the legislature and the Governor’s Office approval of the agency’s budget, the agency has been given the ability to increase that staff to 12 Program Officers.

Ms. Mjartan stated that the agency is trying to create a process that will work for much larger pools of money and to ensure the grant making process is set up correctly. Ms. Mjartan told the group that the agency has a vacancy for a Grant Manager, so the agency can build up its infrastructure in order to embrace the part of SCFS’ identity as an intermediary funder.

After discussion, Ms. Hussey called for a vote. The motion was unanimously approved.

Ms. Williams gave the Strategic Planning and Evaluation Committee report. Ms. Williams informed the board that she took over as chair of the committee a month ago and the committee is comprised of two board members, herself and Ms. Alexia Newman. Ms. Williams noted Ms. Mjartan was serving as the staff liaison to the committee until the agency hires a Director of Strategy and Impact. Ms. Williams said the committee is looking at the strategic plan in the mindset of the agency’s seven year reauthorization and wants the strategic plan to be a document that everyone embraces and uses to inform any decisions made within the organization. Ms. Williams said the committee talked about core values of the organization and plans to send an email out to fellow board members to understand what values the board embraces on a daily basis at every level.



Ms. Mjartan gave the Executive Director's report. Ms. Mjartan pointed the group to the agency's full budget request, inclusive of provisos, in their packet and stated that staff presented the budget to the Governor's Office staff that morning.

Ms. Mjartan informed the group that Rep. Rita Allison requested that board meetings move back to Thursdays, beginning in 2019. Ms. Mjartan reminded the board of their Annual Meeting scheduled for December 6 and then gave details about the South Carolina Parenting Conference and the SC Summit on Early Childhood, scheduled for December 6-7, 2018.

Ms. Mjartan acknowledged Ms. Mary Anne Mathews and thanked Ms. Mary Lynne Diggs and the Head Start Collaboration Office for being consistent, stable funders of the parenting conference. Ms. Mjartan also noted that the Parenting Conference and SC Summit on Early Childhood were combined this year to give opportunities for whole teams to attend. Ms. Mjartan said Ms. Samantha Ingram will follow-up with board members on their attendance at the Annual Meeting, the Parenting Conference and the SC Summit on Early Childhood. Ms. Mjartan informed the group that an interagency panel will present at the SC Summit on Early Childhood.

Ms. Mjartan informed the group that this year the name for the Summit changed from the "Chairmen's Summit on Early Childhood" to the "SC Summit on Early Childhood" in order to be more inclusive. Ms. Mjartan stated that at the SC Summit on Early Childhood, the SC Early Childhood Advisory Council would be front in center, along with SC First Steps, acknowledging that this is a "we" effort through supports like participation, financial supports and sponsorships.

Ms. Mjartan said the convening over two days costs roughly \$75,000 and covering the costs jointly would be meaningful. Ms. Mjartan thanked the agencies who have pledged their support and acknowledged Children's Trust for their \$10,000 donation, and Mr. Josh Baker for his \$10,000 donation from SC DHHS. Ms. Mjartan acknowledged Head Start as a long time financial supporter of the Parenting Conference.

Ms. Mjartan invited the board to a holiday party at her home the night of December 6.

Ms. Mjartan thanked Ms. Cassie Barber for her hard work on planning the two-day event. Ms. Mjartan also acknowledged Ms. Betty Gardiner and her promotion to Senior Program Officer.

Ms. Mjartan highlighted Ms. Robertson's leadership with the BUILD initiative.

Ms. Mjartan stated that the "Day 45 Count" in First Steps 4K increased by 8.64% for 2018-2019 school year and acknowledge Ms. Martha Strickland and her 4K team for their work in recruiting dozens of additional centers and increasing the available slots by 500. Ms. Mjartan noted a philosophical shift for the organization in that the agency is continuing to promote the program throughout the year.

Ms. Mjartan gave the board a call to action to help promote the program all year. Ms. Mjartan said the agency is going to keep pushing for enrollment and hopes to begin joint recruitment efforts and see the names of all available 4K opportunities, including Head Start, on next year's



recruitment materials. Ms. Mjartan thanked SC DHHS for mailing a mid-year 4K postcard to their clients.

Ms. Mary Lynne Diggs stated that as the agency broadens their scope in 4K, the challenge is to understand the differences, so, for example, if a child turns 4 in November they can enroll in Head Start. Ms. Diggs also mentioned that two counties have not yet met their funded enrollment and that Head Start enrolls students all year. Ms. Diggs also echoed the “no wrong door” idea.

Ms. Hussey stated that she will remain the Acting Chair until the Governor appoints someone to fill the Board Chair vacancy. Ms. Hussey said her goal is to make sure the agency stays in business, focused, and the board sets the direction for the agency.

Upon a motion by Ms. Diggs and a second by Ms. Williams, the meeting was adjourned at 1:58 p.m.



To: First Steps Board of Trustees
From: Jennifer McConnell, Chair, Program and Grants Committee
Date: December 6, 2018

RE: Report of the Program and Grants Committee

The Program and Grants Committee met on Monday, December 3, 2018, to develop a recommendation for the State Board regarding the selection of the Early Childhood Innovation Grant Award winners. A total of 18 grant applications were received from 16 counties (multiple applications were permitted). The committee reviewed the scoring and recommendations provided by an external panel of reviewers comprised of the following experts:

- Ellen Still –SC School Improvement Council consultant, former staff Senate Education Committee and former Assistant Superintendent State Dept. of Education
- Marc Drews- Edventure Children’s Museum, Director of Strategic Partnerships, and President of the SC Math Teachers Association
- Arthur L. Brewton, Ed.D. – President, SC Head Start Association and Head Start-Early Head Start Director for Piedmont Community Action - Spartanburg
- Floyd Creech, PhD – Administrator of School Readiness, Florence School District 1

The committee reconfirmed their decision that grant awards would be a minimum of \$10,000.

Committee members also discussed the importance of making sure that grant activities proposed would be sustainable beyond the one year grant period. In addition they recognized that First Steps legislation does not permit use of state funds for capital expenditures. Finally the committee emphasized it’s intent that grant funds be directly linked to outcomes for children and families.

1. Action Item: Recommendation that the First Steps Board of Trustees approve funding in the amount of \$100,000 for the Early Childhood Innovation Grants to be awarded according to the proposed list of Local Partnership applications and respective grant amounts.

Motion: The Program and Grants Committee recommends that \$100,000 in funding for the Early Childhood Innovation Grants be awarded according to the following list of Partnership applications and respective grant amounts as per the attached list (attachment 2).

Attachment 1: Program and Grants Committee Minutes – December 3, 2018
Attachment 2: List of grant awards



Board of Trustees
Program and Grants Committee Meeting

December 3, 2018
First Steps Small Conference Room
and via Conference Call
1-888-537-7715, code-52045398#
12:00 PM – 1:30 PM

Minutes

Committee Members Present: Jennifer McConnell (chair), Julie Hussey, Roger Pryor, Dr. Shelley Canright

Staff Members Present: Debbie Robertson, Georgia Mjartan

1. Information Item: Review of grant applications scoring and recommendations from Local Partnership Competitive Grants Review Panel

The Program and Grants Committee discussed the process to be used regarding the selection of the Early Childhood Innovation Grant Award winners. A total of 18 grant applications were received from 16 counties (multiple applications were permitted). The committee reviewed the scoring and recommendations provided by an external panel of reviewers comprised of the following experts:

- Ellen Still –SC School Improvement Council consultant, former staff Senate Education Committee and former Assistant Superintendent State Dept. of Education
- Marc Drews- Edventure Children’s Museum, Director of Strategic Partnerships, and President of the SC Math Teachers Association
- Arthur L. Brewton, Ed.D. – President, SC Head Start Association and Head Start-Early Head Start Director for Piedmont Community Action - Spartanburg
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2. **Action Item: Development of final recommendation regarding Early Childhood Innovation Grant Award winners for presentation to the First Steps State Board**



Dr. Shelley Canright made a motion to approve the committee recommendation as stated below. The motion was seconded by Roger Pryor and passed unanimously.

Motion: The Program and Grants Committee recommends that \$100,000 in funding for the Early Childhood Innovation Grants be awarded according the following list of Partnership Applications and respective grant amounts listed on attachment 2.

3. Information Item: Allendale First Steps – questions regarding training records

The committee received information regarding a complaint received by the state office from a child care center director in Allendale County that included allegations that training records had been falsified. The Allendale First Steps Board has been made aware of the complaint and the appropriate parties have been notified regarding training documentation issues. The committee agreed that steps will be taken to ensure that training conducted by Allendale First Steps is appropriately documented in the future and the Allendale First Steps Board will be kept informed.

4. Information Item: 2019 committee meeting calendar

The meeting calendar for 2019 will be sent out to committee members before the end of the year. Committee members confirmed that they prefer lunch time meetings and that there was not a particular day of the week that posed a conflict for their schedules.

There being no further business, the meeting was adjourned at 2:00 PM.



PROGRAM AND GRANTS COMMITTEE MOTION:

The Program and Grants Committee recommends that \$100,000 in funding for the Early Childhood Innovation Grants be awarded according to the following list of Partnership applications and respective grant amounts:

Beaufort	In-Depth Training Series for Early Learning Standards	\$10,000
Cherokee	Talk to Me Cherokee Initiative (Lena portion of proposal)	\$10,000*
Colleton	Targeted /Collaborative Book Distribution	\$10,000
Newberry	Let's Get Ready (STEAM)	\$13,415
Richland	Step -Up To School Readiness	\$13,800
Spartanburg	The Basics	\$11,000
York	Nurse Family Partnership (NFP)-Infant and Toddler Safety	\$15,000
Williamsburg	Home Visiting Enhancement (Parents as Teachers Training)	\$16,785*

**TOTAL AWARDED (8 grants):
\$100,000**

***Partial Funding:** Cherokee - grant to fund purchase of LENA devices serving 7 additional families, Williamsburg- grant to fund PAT training and accreditation for 6 home visitors

Grant Award Summary Statistics:

- 8 out of 18 proposals awarded / 6 full funding and 2 partial funding
- Good geographic distribution across state
- 4 counties awarded are minimum funding level counties (\$200,000)
- 5 of 8 grants awarded were submitted by new Executive Directors



Brief Summary of Grant Proposals Awarded:

Beaufort In-Depth Training Series for Early Learning Standards \$10,000

Builds on current training program using the newly revised Early Learning Standards as basis for series of in-depth, interactive trainings for parents and caregivers. This application documents strong collaboration and a focus for training outcomes related directly to the Kindergarten Readiness Assessment (KRA) domains.

Cherokee Talk to Me Cherokee Initiative (Lena portion of proposal) \$10,000*

Funding awarded would be specifically to expand the current Talk to Me Cherokee Home Visiting Program through the purchase of additional LENA devices, vests and related materials and associated costs to serve 7 additional families.

Colleton Targeted /Collaborative Book Distribution \$10,000

Book Distribution Project that clearly builds on what is already in place. Enhances PAT literacy activities with families and on-going support for child care center directors and staff. Project also focuses on developing stronger collaboration with community partners.

Newberry Let's Get Ready (STEAM) \$13,415

STEAM (science, technology, engineering, arts and math) training to be implemented as a 3 part program focused on educators, families and children. The proposal includes funds to support purchase of the Lego Education Program components (training and materials) for use by 20 early childhood educators in their classrooms. Also included is use of the Palmetto Basics public awareness campaign and activities targeting kindergarten registration for parents and children.

Richland Step -Up To School Readiness \$13,800

Development of monthly school readiness goals related to the Early Learning Standards and Conscious Discipline skills that would be used commonly across all Richland First Steps programs. Proposal provides means of strengthening communications across programs such as Early Head Start, home visiting and child care quality enhancement, by providing a common focus and uniform information for all staff.

Spartanburg The Basics \$11,000

Project proposes to use current programs and relationships with community partners to promote and reinforce "The Basics" during times that would be most convenient and appealing to families and children. This includes interactive and educational events would be held at the Children's Museum, the Franklin School and Quality Counts child care centers.

Williamsburg Home Visiting Enhancement (Parents as Teachers Training) \$16,785*

Funding awarded would be for PAT Curriculum Training and Accreditation provided to the current work force of home visitors. Although Parent Child Home (PCH) is being used with in the school district, PAT can enhance all home visiting programs and offers a means of expansion to serving additional families in the future.



York Nurse Family Partnership (NFP)-Infant and Toddler Safety

Attachment 2
\$15,000

Provide infant and toddler safety related items, such as - proper car seats, materials for safe sleeping conditions, high chairs, and bath inserts - to families served through the Nurse Family Partnership Program without the resources to purchase such items.



To: First Steps Board of Trustees
From: Amy Williams
Date: December 6, 2018

RE: Report from the Strategic Planning and Evaluation Committee

The Strategic Planning and Evaluation Committee of the Board met on November 16, 2018. Minutes from the meeting are attached.

Strategic Planning

The committee received from staff an update on progress made toward goals and objectives outlined in the 2016 – 2018 workplan associated with Vision 2020, the current strategic plan. This progress report is attached for the board's review. The committee suggests that board members use this as a point of reflection on the past ahead of beginning a new strategic planning process in 2019.

2019 will mark the “strategic planning year” for the next 5-year cycle. The board will begin with a values exercise at the next board meeting. **April 25, 2019 will be the Board Retreat** and will be an opportunity for the board to work together on the strategic plan.

Evaluation

SC First Steps will work with USC's Institute for Families in Society and the Arnold School of Public Health's Core for Applied Research and Evaluation to conduct an overall evaluation of South Carolina First Steps' success in meeting its legislative goals. The evaluation will involve both quantitative and qualitative data. The evaluation will be submitted to the Board of Trustees in the Fall of 2019.



Strategic Planning and Evaluation Committee Meeting

November 16, 2018

Conference Call

1:00 PM– 2:30 PM

Meeting Minutes

Committee Members Present: Amy Williams, Alexia Newman

Staff Present: Georgia Mjartan, Debbie Robertson (for evaluations discussion)

1. Information Item: Strategic Planning Process Update

At the recent staff retreat (11/15/18), Georgia met with an outside consultant (Dave Beckwith). This committee decided to reflect on the past and our way of doing that is to take the current Strategic Plan and submit it to the board as work that has been accomplished. We are able to do this after doing a deep dive into reading and reflecting on our current plan. In order to be thorough, we had First Steps to School Readiness senior management weigh in on the plan as well as the ultimate goal is for our strategic plan to be a living document that reflects the values and goals across our organization (participants, staff and board members). As you remember, our current plan goes through 2018. In 2019 we will begin a new process to initiate a new document for our strategic plan and not edit the expiring strategic plan.

Today marks the beginning of the next strategic planning process, part of this is dependent on looking back and reflecting on the work that we did to get here by being successful in our previous strategic plan.

Let's start this process with:

1. Identifying Values- we may not vote on this for several months- "South Carolina First Steps Values are..."
2. 5 year plan- this way we can have lofty goals, redo it after 3 years

Staff did a values assessment at their retreat on 11/15/18, the board will need to do this at our December meeting.

Values that can be inclusive of participants, staff and board members

What will we use to influence the strategic plan

We write the plan in 2019



Staff will write work plan for 7/2020-6/2022

During this process the Board is engaged in the process and has decision making capabilities after information is brought forth by this committee.

April board retreat will address strategic planning. Dave Beckwith facilitates this work.

Senior staff to help with evaluation work and reporting at monthly meetings.

2. Information Item: External Evaluations- presented by Debbie Robertson

Committee Discussion:

Agency Overall Evaluation scope is near complete

2 types due at end of next year (per legislation)

1. 5 year external evaluation of the entire organization- Compass did this last time
 - a. 2 researchers at USC- School of Public Health and Children and Families will conduct this set of evaluations
 - b. Every 5 years, we need to do an evaluation on a program that we put the most money into (10% or more of our budget) as a “prevalent program” evaluation. We have 3 programs that fit this- Parents As Teachers (we’ve done this one), Child Care Scholarships and Child Care Enhancements. Need to do RFP for this evaluation.

We are a 2 person committee so we need the engagement of the board to be successful over the next year. The work that lies ahead are 5 major, large tasks over the next year between evaluations and the strategic plan. We need to come up with a timeline for how this work will get done over the next year and continued engagement to stay on schedule.

There being no further business, the meeting was adjourned.

Vision 2020 Action Steps: Chronological

Action	Measure	Completion Deadline	Status
2B. Successfully implement the agency's Early Head Start-Child Care Partnerships grant in 12 SC counties.	2B.2: Provide pre-service training to all EHS teachers, directors, and staff.	July 1, 2016	Complete: Pre-service training seminars were provided for all EHS staff on May 31-June 3 and June 27-30, 2016. As of July 31, 2018, SC First Steps is no longer the EHS-CCP grantee.
5E. Support increased technical assistance to EHS-CCP providers	5E.2: SC First Steps will provide intensive, on-site technical assistance to each of 15 providers participating in the Early Head Start-Child Care Partnership grant. A status report on all aspects of the Early Head Start grant will be provided to the EHS Governance Council prior to each Board meeting.	July 1, 2016 (and ongoing)	Complete/Ongoing: When EHS was operational, all 15 EHS sites were under contract, enrolled to capacity and receiving intensive, on-site technical assistance. As of July 31, 2018, SC First Steps is no longer the EHS-CCP grantee.
2A. Increase grant allocations to local partnerships designed to expand service access and support partnerships in their delivery of new core services established by Act 287 of 2014.	2A.1: Increase partnership funding by \$1.4M, raise partnership minimum funding from \$138,000 to \$200,000.	July 1, 2016	Complete: Funding sufficient to raise the partnerships' base funding from \$138K to \$200K was successfully sought and included in the FY17 General Appropriations Act. These increases took effect July 1, 2016.
5B. Develop, distribute and provide on-site support for tools to build capacity within local boards.	5B.1: Develop updated board training materials, designed for flexible use by local partnerships, and/or independent use by local board members (PowerPoint/YouTube)	July 15, 2016	Complete: Updated Board training materials have been developed and are available at http://scfirststeps.com/training

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<p>2B. Successfully implement the agency’s Early Head Start-Child Care Partnerships grant in 12 SC counties.</p>	<p>2B.3: Enroll 254 low-income infants and toddlers.</p>	<p>August 1, 2016</p>	<p>Complete: When operational, First Steps’ Early Head start programs were enrolled at capacity (254). As of July 31, 2018, SC First Steps is no longer the EHS-CCP grantee.</p>
<p>3A. Increase understanding of school readiness domains, assessment, and “what works” to help young children succeed. Make information easily accessible in all communities and for all families.</p>	<p>3A.1: Develop a FY17 budget and set of proposed action steps designed to continue the statewide “I CAN” public awareness campaign in collaboration with local partnerships.</p>	<p>August 15, 2016</p>	<p>Complete: SCFS launched an updated version of the http://ican.sc website and continues to provide modest support for the I CAN campaign; however this campaign may need to be reassessed as it was never fully embraced at the local level.</p>
<p>4A. Establish state-local teams, designed to ensure clear communication and synergy between local partnerships and state-level programming (technical assistants, 4K, BabyNet and EHS).</p>	<p>4A.3: Launch state-local team meetings.</p>	<p>August 1, then ongoing.</p>	<p>Complete/Ongoing: The state-local team concept, developed in collaboration with the ED Leadership Council, was used for two years with the expectation that all counties would host at least one such meeting each year. As this is not a requirement of local partnerships, three years in, some counties continue this formalized practice while others do not. Nearly all local partnerships <i>do</i> meet somewhat regularly with collaborative partners locally.</p>

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<p>1D. Pursue opportunities designed to expand access to high-quality early childhood education services.</p>	<p>1D.1: Prepare and submit federal Early Head Start-Child Care Partnership expansion application.</p>	<p>September 1, 2016, then ongoing.</p>	<p>Complete: The agency’s Early Head Start expansion grant application was submitted to the federal government on August 23, 2016. Expansion grant was awarded but never fully operationalized. As of July 31, 2018, SC First Steps is no longer the EHS-CCP grantee.</p>
<p>5B. Develop, distribute and provide on-site support for tools to build capacity within local boards.</p>	<p>5B.2. Dedicate expanded staff resources to on-site technical assistance to local boards as requested.</p>	<p>September 1, 2016, then ongoing.</p>	<p>Complete/Ongoing: Since 2015 when the local partnership team included only 5 staff members, the team supporting local partnerships has greatly expanded with numerous strong staff additions, the addition of new FTE’s (as approved in each year’s budget) and a recent (2018) restructuring to ensure clarity about roles and more layers of support. As of Nov. 2018, local partnerships are supported by 8 full-time and two part-time staff members (Program Officers) in addition to the Chief Partnership Officer and we are currently hiring for two additional support staff (administrative and communications). In total, by</p>

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			the end of 2018, this team will have 12 full time equivalents.
5D. Support increased technical assistance to 4K providers.	5D.1: Host Summer Professional Development Academies for both 4K teachers and directors, making these opportunities available to agency partners as space and resources permit.	September 1, 2016, then annually	Complete: SCFS hosted training for more than 500 4K teachers and administrators during the summer of 2016 and in subsequent summers (2017 and 2018). Space limitations have precluded widespread engagement of partners outside of the 4K program.
5C. Support increased professional development on issues of equity and diversity.	5C.1: Establish and convene a Diversity Planning Team (consisting of state and local staff and board members) charged with developing a feasible professional development agenda designed to increase awareness and understanding of issues of equity and diversity.	September 15, 2016	Complete/Ongoing: Debbie Robertson of SC First Steps and Darnell McPherson of Darlington County First Steps - currently representing the state on the BUILD Equity Leaders Action Network – took the lead on organizing an umbrella group called the Equity Diversity and Inclusion working group. This group include members of the State Office, State Board, Local Partnerships, 4K, and First Steps Early Head Start - CCP. The work outlined in this goal is the focus of one of the committees of the working group. There are other committees as well, including,

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			<p>for example, committees focused on equity, diversity and inclusion in communications and governance.</p> <p>In 2106 and 2017, the First Steps Executive Directors underwent diversity training with Cleo Scott Brown and all EDs and EHS staff were invited to participate in diversity training conducted by PASOS.</p>
1D. Pursue opportunities designed to expand access to high-quality early childhood education services.	1D.2: Provide resources and technical assistance to local partnerships, designed to support grant writing and fundraising efforts.	October 1, 2016, then ongoing.	<p>Completed/Ongoing: SCFS has employed Sharon Thomas, previously of SCANPO (the state’s association for nonprofits), on a half-time basis to provide partnership and TA training supports. Sharon regularly provides trainings on campaigns and donor stewardship.</p> <p>As part of a strategic partnership with SCANPO, now TogetherSC, First Steps underwrites registration costs for local directors at the organization’s annual nonprofit leadership summit.</p>
3A. Increase understanding of school readiness domains, assessment, and	3A.2: Develop updated collateral print materials, for modification by local	October 1, 2016	Complete:

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<p>“what works” to help young children succeed. Make information easily accessible in all communities and for all families.</p>	<p>partnerships, highlighting both the Profile of the Ready Kindergartner and the services of First Steps.</p>		<p>The Profile of the Ready Kindergartner and other associated resources can be viewed at http://www.ican.sc</p>
<p>1E. Add staffing capacity and new access points within the BabyNet system, with the goals of improving community-based access to BabyNet services within historically underserved communities, and ensuring a more timely and compliant BabyNet eligibility determination process.</p>	<p>1E.2: Create or expand local BabyNet access points in Rock Hill, Myrtle Beach, Sumter, Georgetown, Greenwood and Walterboro.</p> <p>1E.3: Establish a BabyNet Deputy Director’s position and internal IFSP quality team designed to review service utilization and ensure the availability of service funds.</p>	<p>October 1, 2016</p>	<p>Complete: When operational, each of these expanded access points were functional.</p> <p>On September 14, 2016, Governor Haley issued Executive Order 2016-20 transferring leadership of BabyNet to the SC Department of Health and Human Services effective July 1, 2017.</p>
<p>4C. First Steps will create – in collaboration with agency partners - enhanced TA support/professional development networks to provide professional support and collaboration opportunities for local child care TAs, parent educators.</p>	<p>4C.1: Develop technical assistance network concepts for – at minimum – home visitation and child care technical assistance in collaboration with Program and Grants Committee of ED Council.</p>	<p>October 15, 2016</p>	<p>Complete/Ongoing: Technical assistance networks for both parent educators and child care technical assistants are active. SCFS annually hosts a parenting conference and provides ongoing parenting education and home visiting support to local partnerships, serves as the state affiliate for the national home visiting program Parents as Teachers, and has established a learning community for child care quality enhancement and</p>

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			training providers. The learning community is supported by a Program Officer and meets quarterly.
5F. Support increased technical assistance to BabyNet service providers.	5F.1: Develop formal provider recruitment strategies, designed to increase service provision in geographic areas of high need. Consider fiscal impact in association with the agency's FY18 budget requests to the Governor and General Assembly.	October 15, 2016	No Longer Applicable: On September 14, 2016, Governor Haley issued Executive Order 2016-20 transferring leadership of BabyNet to the SC Department of Health and Human Services effective July 1, 2017.
1A. Promote the implementation of evidence-based early care and education programming by local partnership boards.	1A.1: Develop, in collaboration with USC's Institute for Families in Society, an initial guide categorizing evidence-based and evidence-informed programs, for approval by the First Steps Board of Trustees. 1A.2: Establish, within the Board's Strategic Planning and Evaluation Committee, a formal process through which new/additional strategies will be categorized as evidence-based or evidence-informed.	Approval by the Board on October 20, 2016. Approval by the Board on October 20, 2016.	Complete: The SC First Steps Board of Trustees has established a formal process for evaluating and approving evidence-based and evidence-informed programs. As of Nov. 2018, the Board of Trustees has added programs to the list of evidence-based programs on three occasions since the establishment of the requirement that 75% of state allocated program funding to local partnerships be used for evidence-based programs.

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<p>5A. Add technical assistance resources in areas of identified partnership need, including the expansion of child-care, marketing-, evaluation-, and resource development-focused technical assistance in state office.</p>	<p>5A.1: Deploy at least four new partnership technical assistants in areas of identified need.</p>	<p>November 1, 2016</p>	<p>Complete: With the support of new resources from the SC General Assembly, four new (FTE) positions have been filled at SCFS, along with the addition of a part time staff member specializing in issues specific to non-profit management. Their addition brings the agency’s current technical assistance staff to 10 full time equivalent members (Debbie Robertson, Chief Partnership Officer, 8 full-time technical assistants and two part time technical assistants). This enhanced staffing equates to smaller caseloads and more intensive/on-site technical assistance to local First Steps Partnerships. In addition, two new positions have been established and will be filled before the end of 2018. One of these new positions is a Communications Officer, who will support marketing and communications for the local partnerships. This will bring the total team count to 12 full time equivalents.</p>
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<p>3A. Increase understanding of school readiness domains, assessment, and “what works” to help young children succeed. Make information easily accessible in all communities and for all families.</p>	<p>3A.3: Document outreach to school districts/schools, parents, child care providers and business, faith, and community organizations re: new school readiness definition and description.</p>	<p>November 1, 2016, and ongoing.</p>	<p>Ongoing: In addition to a revamped “I Can” website and an ongoing Facebook campaign, an initial print run of the Profile of the Ready Kindergartner has now been distributed in both English and Spanish, via the local partnerships.</p> <p>First Steps plans another print run and is currently assessing partnership, school district, and co-sponsor needs here.</p> <p>A recent partnership with the South Carolina School Improvement Council earned the state a federal grant that will, in part, fund continued distribution of the Profile of the Ready Kindergartner (2018 and ongoing, five-year grant).</p>
<p>5C. Support increased professional development on issues of equity and diversity.</p>	<p>5C.4: Plan and provide diversity training to all new Early Head Start staff.</p>	<p>November 1, 2016</p>	<p>Ongoing: EHS staff, local partnership EDs, and SCFS staff attended a full-day diversity training offered by PASOs on Oct. 28, 2016. Topics covered were the nationalities, languages, and customs of Latino families in SC. Also immigration issues,</p>

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			<p>eligibility for social service programs. A panel of Latino families provided feedback on issues that arise in childcare settings.</p> <p>Additional diversity training was included as a part of the program’s annual pre-service trainings.</p>
<p>4E. Develop – or actively participate in an existing - interagency strategic planning/needs assessment process designed to improve access to early childhood mental health (social emotional) resources.</p>	<p>4E.1: Convene – in collaboration with DMH, the SC Department of Social Services and others - an interagency group to discuss/inventory existing EC mental health resources and service gaps.</p>	<p>November 15, 2016</p>	<p>Ongoing: As described by Kerrie Schnake at the Board’s December 2016 meeting, MUSC has seated an interagency workgroup exploring the state’s early childhood mental health needs, with First Steps as an active participant.</p> <p>Staff will continue to keep the Board apprised of the group’s progress and outcomes.</p>
<p>1B. Collaborate with agency partners to support and cross-promote existing quality efforts.</p>	<p>1B.1: Dedicate a section of the First Steps website to early childhood services provided by partner agencies (Head Start, public school 4K programs, the SC voucher program, etc.), including links, program descriptions, access and eligibility information and contact numbers.</p>	<p>December 1, 2016, then ongoing.</p>	<p>Complete / Ongoing: A section of the First Steps website labeled “Parent Resources” has been launched with links to these external services.</p> <p>2018 – quality rating of childcare centers in 4K</p>

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			<p>programs notated in outline of available First Steps 4K programs.</p> <p>2018 – participation in the Preschool Development Grant application has helped illuminate many ideas that could dramatically enhance collaboration with other agencies including joint development of parent portals for services (i.e. 4K) and other initiatives that would promote quality and access.</p>
<p>2A. Increase grant allocations to local partnerships designed to expand service access and support partnerships in their delivery of new core services established by Act 287 of 2014.</p>	<p>2A.2: Provide a comprehensive report to General Assembly on expanded partnership services to children and families.</p>	<p>December 1, 2016</p>	<p>Complete: The agency provided a detailed, 82-page Annual Report to the General Assembly on December 1, 2016.</p>
<p>4C. First Steps will create – in collaboration with agency partners - enhanced TA support/professional development networks to provide professional support and collaboration opportunities for local child care TAs, parent educators.</p>	<p>4C.2: Document meetings of TA networks at least twice annually.</p>	<p>December 1, 2016, then twice annually</p>	<p>Ongoing: <u>Child Care</u> SCFS convened meetings on Nov. 2, 2016 and Jan. 26, 2017 with the agency’s network of Quality Enhancement (QE) TAs and Executive Directors to receive input on needs and revise the QE standards. The group committed to the development of orientation modules for new TAs on</p>

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			<p>ABC/CCR&R/Licensing (in collaboration with those entities) and also to provide quarterly trainings for the network in coaching best practices. Based on feedback from QE TA's, a work plan was developed for 2018. Meetings were held in February, August and November to focus on Quality Improvement Plans, DSS Licensing, and the Center for Child Care Career Development respectively. In addition a Child Care Data Entry Webinar was provided and recorded as a resource for future use.</p> <p><u>Parenting</u> Webinars for parent educators and program administrators were held on both Feb. 3, 2017 and March 10, 2017 on data collection and data input. Both included roll out of new data pages for home visiting, family literacy, and other strategies that may use the group meeting pages. A written cross walk has been developed and distributed to help PAT providers link First Steps' parenting standards and</p>
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			<p>measures to national PAT Essential Requirements and measures.</p> <p>A meeting of Parenting Supervisors was held on Feb. 16, 2017 to discuss the Quality Endorsement Improvement Process for PAT. Two Blue Ribbon Affiliate supervisors served as a panel for advice and information on how best to complete the self-assessment process. This is a yearlong process for evaluating the quality of a PAT affiliate.</p> <p><u>Early Head Start</u> EHS staff have participated in local partnership meetings in Bamberg, Newberry, Dillon, Saluda, Georgetown, and Berkeley counties and are partnering with DHEC's "Tiny Taste" program in six of our counties. This program provides free fruits and vegetables and training to child care centers to introduce young children to nutritious food in order to combat obesity.</p>
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<p>5B. Develop, distribute and provide on-site support for tools to build capacity within local boards.</p>	<p>5B.3. Convene at least one Board-to-Board training/meeting day annually.</p>	<p>December 15, 2016, then annually</p>	<p>In Process: SCFS regularly convenes the new Executive Director Leadership Council (as recently as February 16, 2017) to seek feedback from local partnerships and conducts committee meetings and regular calls and webinars. The ED Leadership Council is comprised of all First Steps Local Partnership ED's. In 2018 there have been monthly leaderships webinars held for all ED's and Board Chairs. Staff and other board members are also welcome to participate. There have also been quarterly meetings where Executive Directors have convened in March, June, September, and upcoming at the Early Childhood Summit in December.</p> <p>Staff will work with the Executive Committee and gather feedback from Local Partnership Executive Directors regarding hosting a Board to Board meeting before the end of the fiscal year.</p>
<p>4D. Identify collective impact goals and best practices related to</p>	<p>4D.1: Using current SC data, the ED Council will identify one or more</p>	<p>February 1, 2017</p>	<p>IN PROCESS:</p>

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<p>interagency and state/local collaboration opportunities.</p>	<p>collective impact goals for proposal to the State Board of Trustees.</p>		<p>It was initially planned that former NC Smart Start Director Karen Ponder would lead both the Partnerships and Board in discussions around NC's successful process. This activity was put on hold due to other state level collective impact initiatives, such as the "Child Well Being Coalition", getting started and the desire for better coordination before identifying collective goals.</p>
<p>1B. Collaborate with agency partners to support and cross-promote existing quality efforts.</p>	<p>1B.2: In collaboration with interagency partners, revisit the First Steps' accountability standards to explore opportunities for greater alignment with partner agency goals (improved participation in the ABC quality program, Medicaid enrollment, DHEC obesity prevention, etc.)</p>	<p>February 15, 2017, then annually.</p>	<p>Ongoing: Met with ABC, the Center for Child Care Career Development (CCCCD), Child Care Resource and Referral (CCR&R) on December 14, 2016 to discuss opportunities for additional collaboration and seek their input on our standards. A second meeting was held with CCR&R and CCCCCD to discuss the coordinated use of their Technical Assistance Provider (TAP) Data System, and CCCCCD is currently looking into how their training registry database might provide reports on training offered by local partnerships. Meetings have continued to take place in 2018 with the CCCCCD as they</p>

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			develop plans for an online training registry for the state.
1B. Collaborate with agency partners to support and cross-promote existing quality efforts.	1B.3: Collaborate with SCDE and Head Start to create and promote a joint 4K recruitment/application process.	March 1, 2017	In Process: A joint meeting time has been solicited for the purpose of discussing joint recruitment and a common application process.
4D. Identify collective impact goals and best practices related to interagency and state/local collaboration opportunities.	4D.2: Using current SC data, the Board’s Interagency Collaboration Committee will identify one or more collective impact goals for proposal to the State Board of Trustees.	March 1, 2017	On Hold: It was initially planned that former NC Smart Start Director Karen Ponder would lead both the Partnerships and Board in discussions around NC’s successful process. This activity was put on hold due to other state level collective impact initiatives, such as the “Child Well Being Coalition”, getting started and the desire for better coordination with agency partners before identifying collective goals.
4D. Identify collective impact goals and best practices related to interagency and state/local collaboration opportunities.	4D.3: The First Steps Board of Trustees will identify one or more collective impact goals for incorporation into the FY18 grant renewal process.	March 15, 2017	In Process: It was initially planned that former NC Smart Start Director Karen Ponder would lead both the Partnerships and Board in discussions around NC’s successful process. This activity was put on hold due to other state level collective impact initiatives, such as the “Child Well Being Coalition”,

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			getting started and the desire for better coordination before identifying collective goals.
1A. Promote the implementation of evidence-based early care and education programming by local partnership boards.	1A.3: Establish a budget for the evaluation of widely-used, evidence-informed strategies to inform their potential inclusion as evidence-based.	March 1, 2017	Complete: Implementation of the evidence-based requirement is underway.
6A. Collaborate with key interagency partners in an effort to strengthen programmatic accountability and transitions (4K to 5K, BabyNet to Part B, Early Head Start to Head Start)	6A.4: Convene Head Start partners in 12 First Steps EHS communities to explore public private partnerships designed to ensure continuity of service from 0-5 for children participating in First Steps' Early Head Start- child Care Partnerships Grant.	March 1, 2017	Complete: Transition plans were completed for all EHS children as required. EHS grant ended July 31, 2018.
5C. Support increased professional development on issues of equity and diversity.	5C.2: Report the recommendations of the Diversity Planning Team to the Board of Trustees.	April 2017	In Process: The Equity, Diversity and Inclusion (EDI) Working Group has expanded the scope of work to look beyond just professional development to focus on 4 key areas: Governance and Communications, Human Resources and Personnel, First Steps Programs and Services and Professional Development. Committees have been meeting this year for each of these focus areas and developed key action steps to present to the full EDI Working Group. A meeting is scheduled for mid-November for

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			<p>preliminary committee presentations. In 2019 further work on action steps will take place with the goal of incorporating this work into the State Board’s work on the new strategic plan.</p>
<p>6A. Collaborate with key interagency partners in an effort to strengthen programmatic accountability and transitions (4K to 5K, BabyNet to Part B, Early Head Start to Head Start)</p>	<p>6A.3: Develop formal strategies to expand Countdown to Kindergarten through private giving and increased collaboration with local school districts.</p>	<p>April 30, 2017</p>	<p>In Process: In 2018, SC First Steps developed a formal partnership with the SC School Improvement Council with a specific focus on transitions. The SC SIC was one of 10 states nationally to receive a federal award, a 5-year grant that SC First Steps is a partner in, that will establish Family Engagement Centers. We will begin this work in 2019 and continue for five years.</p> <p>Additionally, our partnership with DSS in applying for a Preschool Development Grant from the Administration for Children and Families could help strengthen interagency collaboration significantly and would provide funding for work in transitions and for the Early Childhood Advisory Council. (2018)</p>

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<p>5C. Support increased professional development on issues of equity and diversity.</p>	<p>5C.3: Implement the professional development recommendations of the Diversity Planning Team, as approved by the State Board.</p>	<p>May 2017 and ongoing.</p>	<p>Pending: The Equity, Diversity and Inclusion (EDI) Working Group has expanded the scope of work to look beyond just professional development to focus on 4 key areas: Governance and Communications, Human Resources and Personnel, First Steps Programs and Services and Professional Development. Committees have been meeting this year for each of these focus areas and developed key action steps to present to the full EDI Working Group. A meeting is scheduled for mid-November for preliminary committee presentations. In 2019 further work on action steps will take place with the goal of incorporating this work into the State Board’s work on the new strategic plan.</p>
<p>5D. Support increased technical assistance to 4K providers.</p>	<p>5D.3: Initiate use of the ECERS-3 and CLASS assessment across all 4K classrooms, use the resulting data to customize on-site technical assistance.</p>	<p>June 1, 2017</p>	<p>Pending:</p>
<p>5D. Support increased technical assistance to 4K providers.</p>	<p>5D.2: Pilot use of the McCormick Center Director’s Credential and other supports to center directors. Report findings to the Board of Trustees.</p>	<p>June 30, 2017</p>	<p>Complete: Second Cohort preparing to complete.</p>

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<p>A. Promote the implementation of evidence-based early care and education programming by local partnership boards.</p>	<p>1A4: Evidence-based programs as defined by the Board will comprise 75% of partnerships’ annual programmatic investments, effective July 1, 2017.</p>	<p>July 1, 2017</p>	<p>Complete: See explanation above regarding new process for establishing evidence-based programs. This has been fully implemented.</p>
<p>5A. Add technical assistance resources in areas of identified partnership need, including the expansion of child-care, marketing-, evaluation-, and resource development-focused technical assistance in state office.</p>	<p>5A.2: Dedicate expanded staff resources to ensuring at least one on-site technical assistance visit, per partnership, per year (in addition to twice annual state-local team meetings).</p>	<p>July 1, 2017, then annually.</p>	<p>Complete: See above regarding expansion and enhancement of local partnership team providing technical assistance, accountability and oversight.</p>
<p>7A. Complete an inventory of statewide children’s services, to include funding streams, ages and geographies served.</p>	<p>7A.1: The First Steps Board of Trustees, via its Interagency Collaboration Committee will design and complete a statewide inventory of publicly-funded children’s services, with the goal of highlighting service needs and geographical gaps.</p>	<p>July 1, 2017</p>	<p>Ongoing: The Interagency Collaboration Committee will begin meeting in Winter 2018. The work outlined here has been on hold, however, if the Preschool Development Grant is awarded to South Carolina, these activities will be a part of the efforts to be carried out as a part of the Preschool Development Grant – needs assessment and strategic plan.</p>

Vision 2020 Action Steps: Chronological

<p>1C. Increase participation in the First Steps 4K program among both providers and families.</p>	<p>1C.1: Student enrollment within the First Steps 4K program will grow by at least 10% annually.</p>	<p>September 1, 2017, then annually.</p>	<p>Ongoing: 8.7% increase documented from 2017-18 to 2018-19. Prior year increases were lower: 2015-16 to 2016-17 was 7.8% and 2016-17 to 2017-18 was 4.99% (Day 45 Point in Time Counts)</p>
<p>7A. Complete an inventory of statewide children’s services, to include funding streams, ages and geographies served.</p>	<p>7A.2: Using the findings of the statewide inventory, the Interagency Collaboration Committee of the First Steps Board of Trustees will develop budget strategies/recommendations designed to address the service gaps identified.</p>	<p>October 30, 2017</p>	<p>On Hold: The Interagency Collaboration Committee was inactive in 2016 and 2017, however the committee has been formed and will begin meeting in Winter 2018. This item may or may not be one of their priorities. It is currently on hold as there has not been a statewide needs assessment. This will be conducted and funded if the Preschool Development Grant is awarded to South Carolina.</p>
<p>4D. Identify collective impact goals and best practices related to interagency and state/local collaboration opportunities.</p>	<p>4D.4: South Carolina First Steps will measure and report progress toward its identified collective impact goals.</p>	<p>June 30, 2018</p>	<p>On Hold: This activity was put on hold due to other state level collective impact initiatives, such as the “Child Well Being Coalition”, getting started and the desire for better coordination before identifying collective goals.</p>

Vision 2020 Action Steps: Chronological

<p>7B. Task the interagency collaboration committee with studying the feasibility of an interagency data system or additional data sharing.</p>	<p>7B.1: The Interagency Collaboration Committee of the First Steps Board of Trustees will convene agency stakeholders to discuss the potential merits of - and potential challenges posed - by an interagency children’s data system. The Committee will report its findings to the Board by October of 2017.</p>	<p>October 30, 2017</p>	<p>In Process: This work will be a part of the efforts funded by the Preschool Development Grant if awarded.</p>
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FY 19 DONATIONS

DATE REC'D	GENERAL	SUMMIT	DONOR/PAYOR	FUNDS	PURPOSE / COMMENTS
Jul 27, 2018	\$ 250		Mathematica Policy Research	Unrestricted	General Use
Jul 31, 2018	\$ 210		TRUIST Connect	Unrestricted	General Use
Aug 2, 2018	\$ 14,108		PAT National Center, Inc.	Unrestricted	State Affiliation Revenue Share
Aug 21, 2018	\$ 1,000		Board Member/ Civic Communications In	Restricted	Honorarium for Ken Wingate
Sep 21, 2018		\$ 15,000	Children's Trust of SC	Restricted	SC Summit on Early Childhood
Oct 1, 2018	\$ 100		Board Member	Unrestricted	General Use
Sep 20, 2018		\$ 1,000	DSS-Head Start Collaboration	Restricted	Parents as Teachers Conference
Oct 3, 2018		\$ 1,500	Institute for Child Success	Restricted	SC Summit on Early Childhood
Oct 16, 2018		\$ 1,500	Lakeshore	Restricted	SC Summit on Early Childhood
Oct 16, 2018		\$ 200	Laurens County First Steps	Restricted	SC Summit on Early Childhood
Oct. 31, 2018	\$ 180		TRUIST Connect	Unrestricted	General Use
Nov 1, 2018		\$ 1,000	Save The Children	Restricted	SC Summit on Early Childhood
Nov 5, 2018		\$ 10,000	DHHS	Restricted	SC Summit on Early Childhood
Nov 5, 2018		\$ 7,500	DSS	Restricted	SC Summit on Early Childhood
Nov 12, 2018		\$ 2,500	Sisters of Charity	Restricted	SC Summit on Early Childhood
Nov 12, 2018		\$ 1,500	DDSN	Restricted	SC Summit on Early Childhood
Nov 27, 2018		\$ 2,500	Cheryl and David Morley	Restricted	SC Summit on Early Childhood
Nov 27, 2018		\$ 5,000	SCDE	Restricted	SC Summit on Early Childhood
Nov 27, 2018		\$ 2,500	DHEC	Restricted	SC Summit on Early Childhood
Nov 27, 2018		\$ 1,000	Kaplan Early Learning	Restricted	SC Summit on Early Childhood
Nov 28, 2018		\$ 7,500	SC Dept. of Social Services - DECE	Restricted	SC Summit on Early Childhood

Sub-Totals \$ 15,848 \$ 60,200

GRAND TOTAL: \$ 76,048

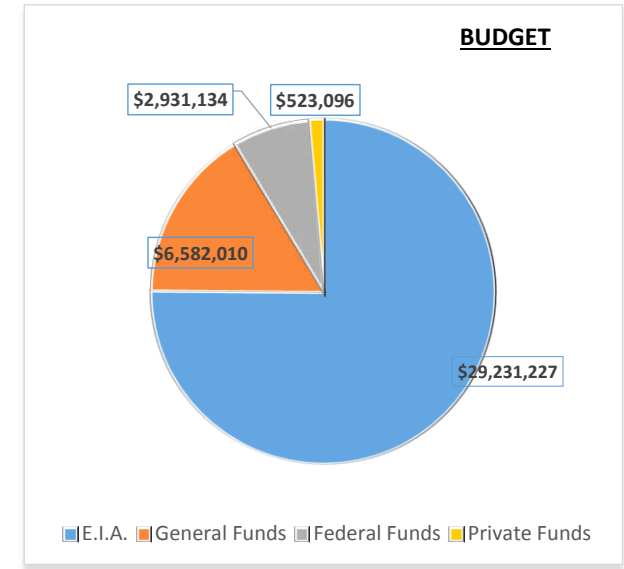
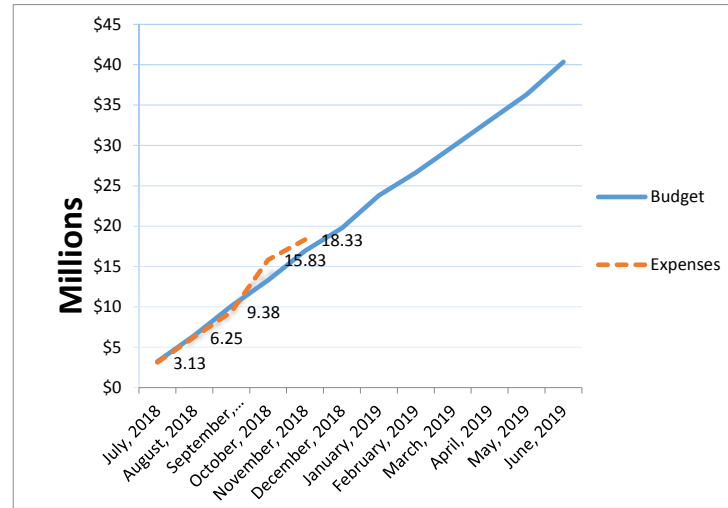


FY 2019 FINANCIAL STATUS REPORT

As of
November 31, 2018

Spending Rates

Projected=42%
Actual = 45%



PROGRAMS / OPERATIONS Description	EIA APPROPRIATIONS			GENERAL FUNDS & FEDERAL GRANTS			PRIVATE FUNDS			GRAND TOTAL		
	Budget	Expenses	Balance	Budget	Expenses	Balance	Budget	Expenses	Balance	Budget	Expenses	Balance
LOCAL PARTNERSHIPS	14,898,228	7,213,621	\$ 7,684,607							14,898,228	7,213,621	\$ 7,684,607
LOCAL PARTNERSHIPS SUPPORT & TECH ASST.	1,845,500	759,394	\$ 1,086,106				422,096	112,500.00	\$ 309,596	2,267,596	871,894	\$ 1,395,702
PRIVATE 4-K	10,737,864	8,676,843	\$ 2,061,021	6,582,010	0	\$ 6,582,010				17,319,874	8,676,843	\$ 8,643,031
EARLY HEAD START CHILD CARE PARTNERSHIP				2,931,134	1,004,838	1,926,296				2,931,134	1,004,838	\$ 1,926,296
POLICY & ACCOUNTABILITY	2,824,635	562,226	2,262,409				101,000	6,444	94,556	2,925,635	568,670	\$ 2,356,965
GRAND TOTAL:	30,306,227	17,212,084	13,094,143	9,513,144	1,004,838	8,508,306	523,096	118,944	404,152	40,342,467	18,335,866	22,006,601

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) Private budgets based on income & prior year cash.

30,306,227 E.I.A.
6,582,010 General Funds
2,931,134 Federal Funds
523,096 Private Funds

3) 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

3) 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.)
- i. Includes LP Countdown to Kindergarten program

4) 4 K E.I.A Appropriations included proviso authorized carry over cash for quality and technology.



To: First Steps Board of Trustees
From: Georgia Mjartan
Date: December 6, 2018

Executive Director's Report

2018 Year In Review by the Numbers:

Because of First Steps,

Today **2,558 4-year-olds** are learning and growing in **212 safe, nurturing early learning centers** across South Carolina as part of the First Steps 4K program. This point-in-time children served count represents a **9.4% increase over last year**. We have 10.9% more centers participating in our 4K program.

1,532 families including **1,763 children** were **visited in their homes** by parent educators last year. These numbers increase to 2,173 families, 2,341 children with the inclusion of Nurse Family Partnership clients supported in full or part by SCFS.

7,415 families participated in **parenting education programs**, learning the skills they need to be their children's first and best teachers and advocates last year.

4,530 preschool teachers actively participated in **learning new strategies and skills** that will make their students more successful. (Unduplicated child care training attendees.)

In the summer of 2018, **1,055 children** and their parents welcomed their future **kindergarten teachers into their homes** and through a series of visits, built a bridge to lasting success at school.

Other 2018 Highlights:

- Reauthorization of South Carolina First Steps through 2025
- Leadership development and increased support to local partnerships, support for Executive Director transitions and new local leadership
- Local partnerships – focus on outcomes and impact, creation of the first statewide competitive grants process for local partnerships in a decade: Early Childhood Innovation Grants
- 4K expansion – growth in participation by centers and increased enrollment
- 4K focus on quality – fully embraced and promoted ABC Quality, invested in the promotion of two team members who will dedicate time and resources to Director and Teacher development
- Development of Early Childhood Advisory Council and interagency collaboration
- Applied for (and received) funding through collaborative grant applications
- Reorganization of State Office

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2018 Local Partnership Highlights

During 2018 we have continued to build state-level support for Local Partnerships, from a support staff of only 4 in 2012, to a team of 9 staff supporting the statewide local partnership network today. Seven of the staff, as Program Officers, have been assigned counties to offer individualized assistance along with an area of specialization including evaluation, finance and data system, child care quality and assessment, early education, home visiting, nonprofit management, and community outreach. In addition the team consists of a Parenting Program Director and part-time coordinator for Parents as Teachers; as well as a Partnership Consultant with experience in nonprofit board management and board training.

Accomplishments for **Countdown to Kindergarten** - Summer 2018

- 1055 children served
- Improved home visitor training: required for all home visitors
- Improved support and reflective supervision
- Curriculum modifications: now aligned with SC Kindergarten Learning Standards
- Improved parent handouts
- Expansion of program included in Preschool Development Grant B – 5 application
- Plans to identify principal investigator to apply for evaluation grants
- Evaluation projects with USC Social Work graduate evaluation course

Accomplishments for the **Child Care Quality Learning Community** (local partnerships that implement child care quality as a key strategy):

- In 2018 this group was convened quarterly, in-person and via webinar, for targeted training in partnership with other state programs.
- Topic areas were planned based on the expressed needs of the group and included training on the SC Child Care licensing regulations, CCCC training requirements and technical assistance provider certification, and the First Steps data system.
- Embedded in these meetings were opportunities for networking and group problem-solving based on participants' commonality of experience working with child care providers.
- This year the group was also offered professional development opportunities, including a two-day intensive training on Conscious Discipline and an invitation to attend all 4K Academy training sessions, both of which were offered because the group had specifically asked for training in these areas.

Local Partnership Leadership Transitions

In the past two years 10 Local Partnership Executive Directors have retired or left their position – this includes 5 longtime directors who retired in June, 2018: Rick Noble (Richland), Carolyn Brooks (Spartanburg), Carol Daly (Georgetown), Marie Dunnam (Oconee), and Patricia Caldwell (Newberry).



In order to address the need for leadership development and transition support, the state office offered scholarships for nine new First Steps Executive Directors to attend the Carolina Leadership Seminars hosted by Together SC. The following new directors have attended this 5 month seminar series and plan to continue to meet as a collaborative learning community once the series has ended:

- Cindy Riley Colleton
- Dwana Doctor Hampton
- Sarah Eargle Newberry
- Crystal Campbell Dorchester
- Shirleen Lewis Dillon
- Barbara Manoski Spartanburg
- Marcia Bacon Richland
- Felicia Patrick Williamsburg
- Ayesha Smith Georgetown

Parents as Teachers continues to be a key strategy implemented by local partnerships. Impact data (shared in the infographic in your packet) indicates that South Carolina's implementation of the model and outcomes are better than the national average in almost every category.

Thank you for the opportunity to serve as the Executive Director of South Carolina First Steps. This has been an exciting and rewarding year for me to be a part of such an impactful organization.