



**Meeting of the Board of Trustees  
August 15, 2019  
1300 Sumter Street, Columbia, SC 29201  
Immediately following the Early Childhood Advisory Council Meeting**

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**AGENDA**

- I. Call to Order and Approve Agenda (Julie Hussey)  
**Motion:** To adopt the agenda as submitted.  
  
**Motion:** To adopt the June 20, 2019 minutes as submitted.
- II. Executive Committee (Julie Hussey)  
**Attachments:** Committee Report, Executive Committee Minutes  
  
**Motion:** To approve the 2018-2019 Agency Head Evaluation as submitted.
- III. Program and Grants Committee (Jennifer McConnell)  
**Attachments:** Committee Report, Program and Grants Committee Minutes, Grant Review Timeline, Corrective Action Plan Analysis, Minimum Qualifications Analysis, Designated Board Vacancies by Agency, Program Recommended for First Steps Designation as Evidence Based  
  
**Motion:** The Program and Grants Committee recommends that the State Board issue Corrective Action Plans to 10 Local Partnerships in order to document progress towards compliance by local board and staff in meeting the minimum qualifications specified in each plan.  
  
**Motion:** The Program and Grants Committee recommends that the program, Triple P-Positive Parenting Program: Multi-level Implementation, be designated as Evidence Based and added to the State Board list of Evidence Based Programs.
- IV. Finance and Administration Committee (Walter Fleming)  
**Attachments:** Committee Report and Minutes FY2019 Financial Status Report as of July 31, 2019, FY2019 Projected First Steps Annual Funding Sources and Expenditures, FY2019 Donations Report as of July 31, 2019



- V. Strategic Planning and Evaluation Committee (Angel Johnson-Brebner)  
**Attachments:** Committee Report, Strategic Planning and Evaluation Committee Minutes
- VI. Executive Director's Report (Georgia Mjartan)  
**Attachments:** Executive Director's Report, 20<sup>th</sup> Anniversary Celebration Invitation
- IX. Adjourn  
**Motion:** To adjourn the meeting of SC First Steps Board of Trustees



Board of Trustees Meeting  
June 20, 2019  
2:00 PM  
Conference America – Phone Meeting  
1-888-537-7715  
DRAFT MINUTES

**Members Present (17):**

Chip Stanley, Chair  
Julie Hussey, Vice Chair  
Josh Baker  
Shelley Canright  
Walter Fleming Jr.  
Representative Jerry Govan  
Amy Williams  
Tim Holt  
Mary Lynne Diggs  
Angel Johnson-Brebner  
Jennifer McConnell  
Alexia Newman  
Roger Pryor  
Mike Leach  
Rick Toomey  
Sue Williams  
Mary Poole

**Members Absent (4):**

Representative Rita Allison  
David Mathis  
Senator Greg Hembree  
Senator Gerald Malloy

**Others Present:**

Georgia Mjartan	Candi Lalonde
Samantha Ingram	Jon Artz
Zack Catoe	Melanie Barton
Mark Barnes	Bunnie Ward
Debbie Robertson	
Betty Gardiner	
Cassie Barber	
Porlan Cunningham	
Lavinia Tejada	
Sara Eargle	
Laura Baker	

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### Call to Order/Quorum Call

Mr. Chip Stanley called the SC First Steps Board of Trustees meeting to order at 2:04 p.m.

Mr. Stanley welcomed Director Mike Leach, Department of Social Services, to the board and thanked him for his service and participation.

Mr. Tim Holt introduced a motion to approve the meeting agenda as written. Dr. Shelley Canright provided a second and the motion was unanimously approved.

The meeting opened for public comment. No members of the public present wished to speak.

Mr. Stanley called the board's attention to the consent agenda and asked for any discussion. With no request for discussion, Rep. Jerry Govan called for a motion to approve the consent agenda followed by a second by Dr. Amy Williams. The consent agenda was unanimously approved.

The following items on consent agenda were unanimously approved:

- To adopt the April 26, 2019 minutes as submitted.
- To approve the Local Partnership budgets for state funds as proposed in their grant applications and summarized in the attached report.

Mr. Stanley then asked Ms. Julie Hussey to brief the group on the Agency Head Survey for Board and Commission Members, as well as, the Agency Head 2018-2019 Evaluation process.

Ms. Hussey briefed the board on the outcome of the survey and noted that she strongly agreed with the positive ratings and comments regarding the agency's Executive Director, Georgia Mjartan. Ms. Hussey stated that the detailed survey results would be shared with the Executive Committee at their next meeting, at which time the formal evaluation for Ms. Mjartan will be conducted. Ms. Hussey explained that the full board will receive a report on the evaluation and the results at the next board meeting.

Mr. Stanley thanked Ms. Hussey for leading the evaluation process and stated that composite survey score indicated the full board's support of the agency's Executive Director. Ms. Hussey then thanked the board for their participation in the survey.

Mr. Stanley gave the report for the Executive Committee. Mr. Leach gave a brief overview of his background and previous work in Tennessee.

Mr. Stanley pointed the board to the Executive Committee items in their packets and asked for questions. With no questions, Mr. Stanley introduced Ms. Melanie Barton and Ms. Bunnie Ward from the SC Education Oversight Committee.

Ms. Ward and Ms. Barton then presented the "Analysis of Kindergarten Readiness Assessment (KRA) Results".

Ms. Barton stated that Education Oversight Committee is charged with approving all the accountability measures by which schools are rated in our state and when going through the process, districts overwhelmingly asked the EOC to include the information on kindergarten readiness for their elementary school. Ms. Barton noted that on the Annual School Report Cards for every district and every elementary



school you will find the KRA results and is one of the reasons the EOC got involved in publishing the reports and giving information district by district.

Ms. Barton explained that the other part of the EOC's requirements is to analyze the impact of the full-day 4K program for at risk students in our state. Ms. Barton said besides using 4K assessments that were imposed on early literacy, the EOC used the results of the KRA to analyze how well students who were in full-day 4K performed when they got to school in 5K.

Ms. Ward then went on to explain the results of the KRA. Ms. Ward said the general purpose of the KRA is to provide information on children's preparedness for kindergarten as it tells the public that children are entering kindergarten with skills needed to be prepared for kindergarten. Ms. Ward noted that specific assessment measures included in the KRA are language and literacy, mathematics, physical well-being and motor development, as well as, social foundation. For each of the areas Ms. Ward mentioned, individual children's scores can be classified in one of three categories: demonstrating readiness, approaching readiness and emerging readiness.

Ms. Ward stated that according to this year's report, 37% of kindergarteners were considered ready as compared to 36% in 2017. Ms. Ward explained that the students performed slightly worse in language and literacy and math, with math being the lowest domain or the domain with the lowest percentage across the state at demonstrating readiness, but that social foundations and physical development, as well as, wellbeing scores were higher in 2018 than they were in 2017. Among ethnicities, the reports says that 46% of white children, 27% of African-American children and 24% of Hispanic children performed at the demonstrating readiness level.

Ms. Ward said 86% of students who were CERDEP 4K students during the prior school year '17-'18 took the KRA and about 36 percent of those students that had been enrolled in CERDEP when they entered 5K scored at demonstrating readiness compared to 37 percent of all other kindergarteners.

Ms. Ward said it was important to note that kindergarteners who also participated in CERDEP are a homogenous group of being low income, at or below the 185 percent of poverty and/or with developmental delays. Ms. Ward said that that we know that that group in CERDEP is coming in either with a socioeconomic challenge or a developmental delay challenge and yet they are scoring very, very close to the range of all kindergarteners on the KRA.

Ms. Ward explained how the KRA is administered as a mixed model, or it is multi model, meaning some of the direct observations are by teachers, especially around a child's social development readiness versus language and literacy or mathematics which is a more direct, less subjective assessment approach. Ms. Ward noted that the EOC will look at ongoing training for teachers around how and when to administer the KRA. Ms. Barton noted that the EOC will be working with the district to make sure the date of the assessment is put on the assessment record so that data can be collected and analyzed to help improve on the consistency of when the KRA is administered.

Ms. Ward said other findings came about when trying to match the children or look at them by their indicator of whether or not they were in public CERDEP, public 4K settings or private 4K settings. Ms. Ward said there was difficulty showing that we have incomplete data based upon whether or not that child was in a public setting or a private setting. When that matching actually occurred only 39 of the children that were matched were actually First Steps students or were students that had been in a private CERDEP setting in the prior year. Ms. Ward stated that it is a real issue with the data being carried over from what happens in 4K where they are first assigned that individual student ID number. Collectively, SC



need to do a better job as a system making sure that those ID numbers, which are called SUNS numbers, are transferred over when they register or enroll in a 5K program. Ms. Ward noted that the data set is showing that we are not capturing the children who participated in a private 4K setting.

Ms. Mjartan reminded the board that part of the legislatively-mandated five-year external evaluation that the agency is in the midst of is conducting an analysis that will specifically look at First Steps 4K.

Ms. Jennifer McConnell asked who assigned the SUNS numbers. Ms. Ward said the SC Department of Education assigns the numbers once SCFS submits the names of enrolled First Steps 4K students.

Ms. Mjartan clarified that SCFS confirms that SUNS numbers are assigned when a child is enrolled in First Steps 4K and that the agency has confirmation that over 2,220 children were assigned SUNS numbers and that would have been the same group who took this particular KRA.

Dr. Amy Williams asked if the children identified as Latino were given the assessment in English or Spanish. Ms. Ward answered by saying that it depended on the district, but if the child had been identified as an English as a Second Language learner, that it is the EOC's understanding that the assessment is provided in Spanish.

Ms. Barton discussed the efficacy of home visitation and parenting education programs and how those programs can look on the KRA. Ms. Barton noted that the KRA is a helpful tool and will become more and more helpful with the capability to include SUNS numbers to kids who participate in other programs, for example, Parents as Teachers or other home visitation programs.

Ms. Mary Lynne Diggs requested that the board look at this as a continuum of where SC's children are and how they are doing so we all can better plan for them long term. Ms. Diggs stated that the board, and the Early Childhood Advisory Council, would look at the opportunity for all children in any setting be assigned a SUNS number.

Mr. Stanley thanked Ms. Ward and Ms. Barton for their presentation.

Mr. Walter Fleming gave the Finance and Administration Committee report. Mr. Fleming pointed the board to the financial reports and noted the addition of the Preschool Development Grant funding to the budget. Mr. Fleming stated that 4K spending is on track with the projections.

Mr. Fleming stated that the Office of Material Management has awarded the contract for the new local partnership finance software system and that it will take about six months to get this new system, Blackbaud, fully operational.

Mr. Fleming told the board that SCFS is currently recruiting for a 4K Fiscal Manager, hired a data analyst to look into data software systems, and will be establishing an IT Manager position for the agency.

Ms. McConnell gave the Program and Grants Committee report. Ms. McConnell stated that the committee met to approve the proposed budget and programs at the local partnerships for Fiscal Year 2020.

Ms. McConnell said the committee brings, for information only, the reallocation of state funds requiring a budget reduction of more than 15% for McCormick County (transfer of \$1,000 from Imagination Library to Scholarships) and Saluda County (transfer of \$6,500 from Child Care Quality Enhancement to Early Education Summer program).



Ms. McConnell said the committee further discussed the formula funding grant application and process. The committee also reviewed the timeline of events for the FY2020 Formula Funding Grant Review and Quality Improvement Cycle, along with possible changes to corrective action plans.

Ms. McConnell stated the need for grant applications (including budget spending plans as submitted) to comply with the requirements in legislation regarding both the 15% match and 13% administrative overhead limit. Ms. McConnell expressed that those items are being more closely monitored by finance staff as the end of the fiscal year approaches and local partnerships are being reminded to pay close attention to expenditures. Ms. McConnell reminded the board that exceeding the administrative overhead cap will result in loss of state funding as our law no longer allows the board to grant waivers.

Ms. McConnell pointed the board to the Projected Local Partnerships Budget, FY2020 document in their packet and thank Mr. Zack Catoe and Ms. Debbie Robertson for creating the document.

Ms. McConnell stated that according to the document, the top program where SCFS is spending money and based on the projected budget, the number one funded program Parents as Teachers. Ms. McConnell noted that Childcare Quality Enhancement and then the third area where most state funds are spent is in the Scholarship Initiatives.

Ms. McConnell said overall the impact that First Steps contributes to local partnerships is \$14.4 million in state funds awarded to the partnership. Then, with other funding sources like federal, local, private, in-kind the local impact is \$19.1M making the total investment in Early Childhood through the SCFS local partnerships is \$33.5M.

Dr. Amy Williams gave the Strategic Planning and Administration Committee report. Dr. Williams reported that the agency is ready to begin writing the strategic plan after a successful board retreat held on April 26, 2019. Dr. Williams stated that in preparation for writing, SCFS and other early childhood stakeholders have identified that collectively the agency values high quality, equity, value and results. Dr. Williams said the next step is to identify strategic priorities and our values will apply to these.

Ms. Mjartan briefed the board on legislative matters and stated that a proviso was proposed to create an Early Childhood Education Study Committee with the purpose to study early childhood integration efforts. Ms. Mjartan said Governor McMaster did veto the study committee proviso, however, the General Assembly would convene once more to take up all vetoes.

Rep. Govan added that it is critical that we report all of the things SCFS is doing, in order to stave off the efforts like the study committee. Rep. Govan encouraged board members to approach legislators to remind them to sustain the veto.

Ms. Mjartan said she, along with Mr. Stanley, would draft a veto letter that would be shared with all legislators to encourage them to sustain the veto.

Ms. Mjartan gave the Executive Director's report. Ms. Mjartan discussed the importance of securing private funding and noted things the state office is doing to raise private funds to help reach more kids and families. Ms. Mjartan announced the hire of Ms. Betty Gardiner as the agency's Director of Grantmaking and Development as well as the recruitment of a Development Coordinator.



Ms. Mjartan stated that there will be fundraising component in Blackbaud, the new local partnerships finance software system, for use by all Local Partnerships.

Ms. Mjartan announced that SCFS will be planning an inaugural fundraising event in 2020 in addition to celebrating the agency's 20<sup>th</sup> Anniversary this fall. Ms. Mjartan would like to have board members help plan or suggest members to be on the planning team for the events.

Ms. Mjartan then informed the board that she has hired a Strategic Impact Manager, Chelsea Richard.

Mr. Stanley asked for any questions or comments.

With no further business, Dr. Canright made a motion to adjourn the meeting which was seconded by Rep. Govan. The meeting was adjourned at 3:09 p.m.





To: SC First Steps Board of Trustees  
From: Julie Hussey, Acting Chair  
Date: August 15, 2019

**Re: Executive Committee Report**

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**Executive Committee Meeting**

Please find attached minutes from the Executive Committee Meeting. The Executive Director's annual performance review was completed during this meeting. The final review needs to be voted on by the board at today's meeting.

**Motion:** To approve the Executive Director's annual performance evaluation as submitted.

**Meeting Schedule Change & Save the Dates**

Please note the following for your calendars:

1. SC First Steps 20<sup>th</sup> Anniversary Celebration - September 10, 2019 at 5 pm
  - Please RSVP
  
2. The October Board Meeting date will be changed to October 24, 2019, 2 pm – 4 pm.
  - 5-year external evaluation of the agency will be presented
  - Prevalent program evaluations will be presented
  
3. SC Summit on Early Childhood – December 6, 2019
  - Board Meeting December 5, 2019, 2 pm – 4 pm
  - Board and Staff Celebration December 5, 2019, 6 pm – 9 pm



Executive Committee Meeting  
July 19, 2019, 11 am – 1 pm

Members Present (in person): Julie Hussey, Acting Chair; Walt Fleming, Jennifer McConnell  
Members Present (by phone): Dr. Amy Williams, Sen. Gerald Malloy

The Executive Committee meeting began with a brief discussion about the board, Gubernatorial and Senate appointments and Vice Chair Julie Hussey's willingness to serve as Acting Chair during this time when First Steps awaits the Governor's designation of a Chair.

Julie Hussey led a review of the Executive Director's performance over the past year. Ms. Hussey shared the results of a board survey regarding the Executive Director's performance and the members of the Executive Committee discussed areas of strength and areas for improvement. The final review document will be shared with the board on August 15<sup>th</sup> for a vote and will then be submitted to the Agency Head Salary Review Commission.

Georgia Mjartan shared information about two websites that are being developed with Preschool Development Grant funds and will be maintained long-term as initiatives of the Early Childhood Advisory Council:

1. Comprehensive Early Childhood Portal – First Five
2. Early Childhood Advisory Council Website

There was one item requiring a vote:

1. Approval of Revisions to Local Partnership Contracts

Contract revisions were highlighted and discussed. Because the board would not meet until mid-August and contracts to local partnerships for their grant funds needed to be executed for FY2020, the Executive Committee acted on behalf of the full board. Walt Fleming made the motion that the proposed revisions to the local partnership contracts should be made. He noted that these changes had already been presented to and discussed in Finance and Administration Committee meeting. Jennifer McConnell seconded the motion. The vote was unanimous in favor of the contract revisions.

The following informational items were provided:

1. Financial Reports (presented by Walt Fleming)
  - a. FY2019 Year-to-Date
  - b. FY2020 Sources of Funds
  - c. FY2020 Budget
2. Events (presented by Georgia Mjartan)
  - a. 20<sup>th</sup> Anniversary VIP Celebration, September 10, 2019 at 5 pm
    - i. Speakers
    - ii. Invited Guests (VIP's)
  - b. SC Summit on Early Childhood, December 6, 2019
    - i. Sponsorships



- ii. Save the Date
- 3. Legislative and Policy Update (presented by Georgia Mjartan)
  - a. Senate Oversight Committee – Finalizing Report
  - b. Early Childhood Study Committee – will convene (through December 2019)
  - c. Joint Early Education and Child Care Request (to Governor and legislators)
  - d. Statewide, Needs-Based Expansion of 4K
- 4. Communications (presented by Georgia Mjartan)
  - a. Branding and Brand Standards
  - b. Annual Reports
  - c. Website
  - d. Newsletters
    - i. State (monthly)
    - ii. Local Partnerships (weekly)
    - iii. Coming Soon – 4K
  - e. Social Media
- 5. Data Systems & Data Sharing (Presented by Georgia Mjartan)
  - a. Outcomes and Accountability Data System (First Steps)
  - b. State Longitudinal Data System (SLDS) grant proposal to US Dept. of Education
  - c. Strategic Impact Manager hired – Chelsea Richard
- 6. 4K (Presented by Georgia Mjartan)
  - a. Implementation of Provisos
    - i. 10% increase to centers B or above (190+ of 220 centers)
    - ii. Contractual language to enforce ratios and requirement of quarterly salary statements for 4K teachers
    - iii. Multi-County, Multi-District Pilot – 38 centers approved
  - b. Growth in Enrollment
    - i. 2018 / 2019 – 2895
    - ii. 2019 Summer – 1694
    - iii. 2019 / 2020 – 1237 (Medicaid mailer to 30,000 hits next week)



To: First Steps Board of Trustees

From: Jennifer McConnell, Chair, Program and Grants Committee

Date: August 15, 2019

**RE: Report of the Program and Grants Committee**

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1. The Program and Grants Committee met on August 8, 2019 to discuss the results to date of the Funding Formula Grant Application review process. Fiscal requirements have yet to be included in the analysis as the final deadline for closing FY19 is August 15<sup>th</sup>. In addition, the committee reviewed the timeline (see attachment - Time Line for FY20 Formula Funding Grant Review and Quality Improvement Cycle) regarding issuance of Corrective Action Plans and how partnerships will be supported through this process. The meeting minutes reflect discussion regarding these items and the items listed below.
2. **Action item:** Consideration of Local Partnership's recommended for issuance of Corrective Action Plans as indicated by Program Officers' reviews of grant applications, data system reports and supporting documents.

**Motion:** the Program and Grants Committee recommends that the State Board issue Corrective Action Plans to 10 Local Partnerships in order to document progress towards compliance by local board and staff in meeting the minimum qualifications specified in each plan.

Staff provided detailed analysis of the areas where Local Partnerships had the most difficulty with meeting minimum qualifications broken out by the key areas of Governance, Operations and Accountability, and Program Strategies. Fiscal and Resource Development will be added to this analysis once the fiscal year accounting is completed (see attachment - Minimum Qualifications Analysis). Core Functions were not included for corrective action plan analysis this year due to these being newly added to the Accountability Standards. They were included in the grant application reviews for 'best practices' recommendations.

Analysis regarding the Minimum Qualification for 'Designated Agency Membership' showed that 21 Local Partnerships were experiencing difficulty maintaining agency representation on their boards (see attachment - Designated Board Vacancies by Agency)

3. **Action Item:** Recommendation to add "Triple P-Positive Parenting Program: Multi-level Implementation" to the State Board Approved list of Evidence Based Programs

**Motion:** The Program and Grants Committee recommends that the program **Triple P-Positive Parenting Program: Multi-level Implementation** be designated as Evidence Based and added to the State Board list of Evidence Based Programs.



Attachments:

- Program and Grants Committee Minutes
- Minimum Qualifications List
- Grant Review Timeline
- Corrective Action Plan Analysis
- Minimum Qualifications Analysis
- Designated Board Vacancies by Agency
- Programs Recommended for First Steps Designation as Evidence Based



**Board of Trustees**

**Program and Grants Committee Meeting**

August 8, 2019  
First Steps Small Conference Room and via  
Conference Call  
1-888-537-7715, code-52045398#  
12:00 PM – 1:30 PM

Meeting Minutes

**Committee Members Present:** Julie Hussey, Roger Pryor, Dr. Shelley Canright

**Committee Members Absent:** Jennifer McConnell

**Staff to Committee Present:** Debbie Robertson, Zack Catoe

1. Information item: Local Partnership Formula Funding grant reviews - reporting and timeline

Staff outlined for the committee the Grant Review document being used to provide feedback to local partnerships regarding their application, including status on meeting minimum qualifications and information on best practices. The review is organized around five key areas: 1) Governance, 2) Operations and Accountability, 3) Fiscal and Resource Development, 4) Program Strategies, and 5) Core Functions (attachment – Minimum Qualifications list). Initial Grant Reviews will be sent out to local partnerships beginning August 9<sup>th</sup>. These reviews will not include fiscal issues as state finance staff are still working to close out the FY19 fiscal year. Updated Grant Reviews that include areas where fiscal minimum qualifications were not met will be sent out when Corrective Action plans are issued by the first week of September (attachment – Grant Review Timeline).

2. Information item: Corrective Action Plan – template and use as quality improvement tool for including documenting and compliance

The Corrective Action Plan template was reviewed and committee members suggested going over the template and how it will be used with Local Partnership Executive Directors during their next monthly webinar. The Corrective Action Plan will ensure local board members are engaged in the improvement work of the partnership as it must be signed by the board chair and presented to the board at the next board meeting following receipt of the plan. Progress on the plan will be monitored throughout the year and the Program and Grants Committee will receive an update at their January meeting.

3. **Action item:** Consideration of Local Partnership’s recommended for issuance of Corrective Action Plans as indicated by Program Officers’ reviews of grant applications, data system reports and supporting documents.

**Motion:** the Program and Grants Committee recommends that the State Board issue Corrective Action Plans to 10 Local Partnerships in order to document progress towards compliance by local board and staff in meeting the minimum qualifications specified in each plan.

The committee reviewed information provided by staff documenting Local Partnerships requiring corrective action plans. Mr. Pryor moved that the committee recommend to the State Board that



corrective action plans be issued to the 10 counties indicated in staff review (attachment – Corrective Action Plan Summary). Ms. Hussey seconded the motion and it passed unanimously.

Staff provided detailed analysis of the areas where Local Partnerships had the most difficulty meeting minimum qualifications broken out by the key areas of Governance, Operations and Accountability, and Program Strategies. Fiscal and Resource Development will be added to this analysis once the fiscal year accounting is completed (see attachment – Minimum Qualifications Analysis). Core Functions were not included for corrective action plan analysis this year due to these being newly added to the Accountability Standards. They were included in the grant application reviews for 'best practices' recommendations.

The committee paid particular attention to the minimum qualification for 'Designated Agency Membership' where 21 Local Partnerships were experiencing difficulty maintaining agency representation on their boards (attachment – Designated Board Vacancies by Agency)

4. **Action Item:** Recommendation to add “Triple P-Positive Parenting Program: Multi-level Implementation” to the State Board Approved list of Evidence Based Programs

**Motion:** The Program and Grants Committee recommends that the program **Triple P-Positive Parenting Program: Multi-level Implementation** be designated as Evidence Based and added to the State Board list of Evidence Based Programs.

The committee reviewed information detailing the process established for First Steps designation as evidence based, and the criteria and research cited for the proposed program (attachment- Programs Recommended for First Steps Designation as Evidence Based). Mr. Pryor moved that the committee recommend the State Board approve adding this program to the list of First Steps Board Approved Evidence Based Programs. Ms. Hussey seconded the motion and it passed unanimously.

The committee adjourned at 1:30 PM.

Attachments:

1. Minimum Qualifications List
2. Grant Review Timeline
3. Corrective Action Plan Analysis
4. Minimum Qualifications Analysis
5. Designated Board Vacancies by Agency
6. Programs Recommended for First Steps Designation as Evidence Based



### Time Line for FY20 Formula Funding Grant Review and Quality Improvement Cycle

- May 10 Formula Funding Grant Applications submitted
- June 13 **Program and Grants Committee receives** preliminary staff reviews (proposed programs and funding amounts) and develops recommendation for State Board Approval
- June 20 **State Board Meeting** - receive and vote re: P&G committee recommendation
- July 15 Local Partnerships submit documentation re: board composition and annual meeting minutes for review of local partnerships governance
- July 31 FY20 Data Deadline for completion of FY19 local partnership program reviews
- August 8 **Program and Grants Committee receives** staff review of full grant application and all corrective action plan requirements for those local partnerships not meeting minimum requirements by fiscal year end.
- August 9 Program Officers send grant review feedback to Local Partnerships (including indication of Corrective Action Plan being required).
- August 15 **State Board Meeting** – receive and vote re: P&G Committee recommendations re: Local Partnership Corrective Action Plans
- August 30 Program Officers send amended Program Reviews to include further corrective actions required based on finalized fiscal reviews. Note: Corrective action plans can be required or amended throughout the year as needed.
- September 19 **Program and Grants Committee meets** to review Corrective Action Plans submitted by local partnerships and develop recommendations for board response to issues of non-compliance that surface by April 2020 (next grant review cycle). Receive report on meeting fiscal requirements- 13% Administrative Cap, 12% Core Functions Cap, 15% Match, 75% Evidence Based Programs – after fiscal manager has closed on FY19.
- October 17 **State Board Meeting** – receive and vote re: P&G committee recommendations for issues of noncompliance with corrective action plans and fiscal requirements
- November 21 **Program and Grant Committee meets** to review status of Local Partnerships Corrective Action Plans
- December 5 **State Board Meeting** – receive and vote re: P&G committee recommendations



# MINIMUM QUALIFICATIONS



## GOVERNANCE



## OPERATIONS & ACCOUNTABILITY



## FISCAL & RESOURCE DEVELOPMENT



## PROGRAM STRATEGIES



## CORE FUNCTIONS



18 out of 46 minimum requirements were met by all local partnerships.

1 in 5 local partnerships met all minimum requirements.

10 local partnerships have a corrective action plan.

# PROPORTION OF MINIMUM QUALIFICATIONS MET

by all | by those with a corrective action plan

91% | 96%

97% | 93%

93% | 88%

Not available yet

Not scored



Designated Board Vacancies by Agency	
Agency/Program	Counties Missing Representation
Head Start	Allendale Barnwell Jasper Lexington McCormick Newberry Richland Florence Marion Marlboro York Fairfield
DSS	Dorchester Greenville Horry Kershaw Lexington Richland Lee Marion Fairfield
DHEC	Florence Kershaw Orangeburg
Library	Greenwood Dillon Lee Sumter Edgefield Orangeburg
School District	Florence Greenwood Georgetown Marion Sumter

\*Vacancies are subject to change, vacancies as of August 9, 2019

# FY20 FORMULA FUNDING GRANT APPLICATION

## MINIMUM QUALIFICATIONS

### GOVERNANCE

#### Composition

**Board Count:** Board Membership between 12-30 board members

**Elected Member Majority:** Elected and appointed members constitute majority of board membership

**Designated Members:** Designated membership includes one member from: County DSS, County Library, County DHEC, Each School District in the county, Head Start or Early Head Start

**Membership Diversity:** Board membership includes no more than 4 elected members from any one category

**Board Officers:** Officers include a Chair, Vice Chair and Secretary

#### Board Term Limits

**Member Limits:** No members have served more than 8 consecutive years (two 4-year-terms)

**Board Chair Limits:** Board Chair has not served in this office for more than 4 consecutive years (four 1-year terms)

**Board Vice Chair Limits:** Board Vice Chair has not served in this office for more than 4 consecutive years (four 1-year terms)

#### Board Meetings

**Board Convening Requirement:** Meetings held at least quarterly, including a designated Annual Meeting

**Board Attendance:** Attendance policy (no more than 3 consecutive unexcused absences) enforced and, if necessary, members in violation of attendance policy were removed/replaced

**Submission of Minutes:** Board Minutes for the prior fiscal year must be submitted as part of the year-end report due July 15

#### Legal and Ethical Requirements

**FOIA:** Board meetings follow FOIA requirements

**Conflict of Interest:** Board follows the COI Policy contained in the current year's grant agreement, including COI recusals reported in board minutes

### OPERATIONS & ACCOUNTABILITY

**Resources Assessment:** Submit every 3 years a local (county level) needs and resources assessment. *Deadline: December 31*

**Comprehensive Strategic Plan:** Submit for publication to the SCFS website a local partnership comprehensive strategic plan, based on local needs and resources *Upcoming Deadline: December 31, 2020*

**Independent Evaluation:** Participate and fully cooperate with all internal and independent evaluations of the First Steps initiative. *Upcoming deadline for external evaluation of the First Steps initiative and child care prevalent programs: November 1, 2019*

**Grant Application:** Submit a complete and accurate Formula Funding Grant Application by the published deadline.

**Data Collection:** Enter data in First Steps Data Collection system for each required strategy, following the data requirements and deadlines contained in the First Steps Partnership and Program Accountability Standards *Deadline: July 31*

**Annual Report:** Submit for publication to the SC First Steps website a complete and accurate partnership Annual Report *Deadline: October 1*

**Meeting Attendance:** Regularly attend Partnership Director meetings and webinars hosted by SC First Steps.

**HR Practices:** Be familiar with and comply with all federal and state laws and First Steps policies pertaining to hiring, discrimination, workplace policies, nepotism, dual employment, conflict of interest, whistleblower, and confidentiality of client information.

**Insurance Requirement:** Maintain continuous Directors and Officers (D&O) liability insurance. *Liability should be added beginning FY20*

## FISCAL & RESOURCE DEVELOPMENT

**Stewardship:** Exercise appropriate fiscal stewardship at the staff and board level, including adhering to policies and procedures outlined in the SC First Steps Operations Manual and SC First Steps legislation.

**Administrative Overhead:** Do not exceed the maximum administrative overhead rates for local partnerships, set by the SC First Steps Board of Trustees effective July 1, 2017 as 13% of expenditures of state funds allocated to the local partnerships by SC First Steps. Per the South Carolina First Steps to School Readiness Act § 59-152-70(A): *“Once the overhead rates are established, the rates may not be amended or revised for at least five years, and the board may not grant a waiver from this provision to the local partnership. Local partnerships that are not part of a multicounty partnership and exceed the overhead cost rate are ineligible to receive state funds.”*

**Core Function:** Limit expenditures of state funds for Core Functions to no more than 12% of total state fund expenditures within a fiscal year.

**Evidence-Based Programming:** Within expenditures of state funding for programs, a minimum of 75% is spent for programs designated by the SC First Steps Board of Trustees as evidence-based.

**Match Requirement:** Document a minimum 15% match (cash and/or in-kind) to state funds appropriated to the partnership by SC First Steps.

**Carry Forward:** Limit carry forward percentage of state funds to 15% or less.

**Compliance with Deadlines:** Comply with fiscal year-end deadlines for obligating funds (June 30), submitting invoices and reallocations (July 31), and documenting in-kind match (July 31).

**Audit Review:** Receive no audit findings from the contracted independent auditors.

**Contract Stewardship:** Exercise appropriate stewardship and due care in the selection, implementation, and monitoring of all contractors, including competitive bidding for all contracts of \$10,000 or more and no bid awards exceeding a total of 5 years.

**School District Resource Agreement:** Use of local school district resources is approved by the school district’s board of trustees, via a signed letter submitted annually either as part of the partnership’s grant application or upon receipt, prior to any services provided.

**Time Allocation Study:** Submit a completed Time Study for a minimum 12-week period to SC First Steps by June 30 annually. Cost allocation percentages should align with the partnership’s Time Study on file with SC First Steps

## PROGRAM STRATEGIES

(when applicable)

**Clients Served:** All strategies must serve at least 75% of projected clients or offer at least 75% of projected training hours. Service slots that are purchased in advance (i.e., scholarships operated through SCDSS) must be used to a) renew a slot for an existing client, or b) serve a new client for the majority of the program year.

**Targeting Clients at Risk for Early School Failure:** Min. 100% 1 risk, 60% 2+ risks (exceptions: Family Literacy 100% 1 risk, 80% 2+ risks; Scholarships: 100% 2+ risks unless a waiver is granted by SCFS)

**Staff Qualifications:** Staff must be certified in the program model and all required screenings and assessments. These certifications must be entered in the FSDC system. Quality Enhancement staff must be a certified TA Provider with CCCC.

**Service Delivery (frequency)** of client visits, group meetings or trainings): Average home visits per client: min. 1.8 per month (exception: Parent-Child Home min. 6 visits per month).

Home visit duration: min. 30 minutes PCH, 45 minutes all other models.

Child Care TA visits: min. 2.0 per month for each active provider.

Group meetings and trainings: program must offer the min. required by the model or as outlined in the partnership's Child Care Training Plan.

**Connections to Other Services** (serving as a local portal for client families): Intensive parenting support, family literacy, EI&R, and scholarship programs: min. 50% of clients must have at least one connection or attempted connection entered in the FSDC system. Connections can include participation in additional programs offered by the partnership or services provided to the child and/or caregiver by outside organizations.

**Screenings:** Programs that require developmental screenings (ASQ3, ASQ:SE2) must screen at least 80% of active clients (exception: EI&R strategies must screen all clients with the ASQ3). PAT programs must also document Health Screenings and Well-Child Visits.

**Assessments (per the Program Standards):** Per the assessment schedule outlined in the program standards, HV programs (PAT, PCH, Early Steps) must assess at least 75% of active, eligible clients for changes in parenting skills (KIPS). PAT and PCH programs must assess at least 75% of active, eligible clients for changes in interactive literacy skills (ACIRI). PAT programs must also administer the LSP to at least 75% of active clients.

Quality Enhancement programs must assess using the ERS at least 90% of classrooms targeted for TA visits during the program year, or at least 1/3 of all 0-5 classrooms if providing TA center-wide. The ERS assessor cannot be the TA.

**Provider Quality:** Child care providers serving scholarship children must be rated B or higher by ABC Quality or participate in the partnership's QE strategy, unless a waiver is obtained by SCFS.

**Dolly Parton Imagination Library:** 1) At least 87% of strategy funds must be spent on the purchase of books. 2) At least 25% of strategy funds must be non-state funding.

**Countdown to Kindergarten:** At least 50% of parents, home visitors and 5K teachers must complete program surveys.

## CORE FUNCTIONS

**Comprehensive Plan:** The partnership's Comprehensive Plan includes objectives, success metrics, and action items for Core Functions.

**Numbers Served:** The partnership documents numbers served for Core Functions reported in the Numbers Served Spreadsheet submitted as part of the partnership's Annual Report.

**KRA Results:** The partnership shares local school district Kindergarten Readiness Assessment (KRA) results with stakeholders, including teachers and parents of programs supported with First Steps funds, each year.

## Programs Recommended for First Steps Designation as Evidence Based

Attachment 1

Strategy Name & Description	Criteria for Evidence Based <sup>1</sup>	Research Study	Study Outcomes
Multi-level Triple P Positive Parenting Program: multi-level implementation of a parenting program – including universal media & communication strategies	A-1	Prinz et al. (2009)	Prevention of substantiated child maltreatment, out-of-home placements and maltreatment injuries

### FIRST STEP LEGISLATION - SECTION 59-152-25. Definitions.

**(A) "Evidence-based program"** means a program based on a clear and consistent program model that is designated as such by the South Carolina First Steps to School Readiness Board of Trustees because the program:

- (1)**
  - (a) is grounded in published, peer-reviewed research that is linked to determined outcomes;
  - (b) employs well-trained and competent staff to whom the program provides continual professional development that is relevant to the specific model being delivered;
  - (c) demonstrates strong linkages to other community-based services; and
  - (d) is operated to ensure program fidelity; or
- (2)** is commonly recognized by experts in the field as such a program.

#### Research Study Reference

Prinz, R. J., Sanders, M. R., Shapiro, C. J., Whitaker, D. J., & Lutzker, J. R. (2009). Population-based prevention of child maltreatment: The US triple P system population trial. *Prevention Science, 10*(1), 1–12. <https://doi-org.libproxy.clemson.edu/10.1007/s11121-009-0123-3>

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<sup>1</sup> Note that all strategies will meet the criteria of evidence-based only if they also follow the guidelines for fidelity as set forth in program manuals or key aspects of relevant research showing program effectiveness.



To: SC First Steps Board of Trustees  
From: Walter Fleming, Chairman, Finance and Administration Committee  
Date: July 17, 2019

**RE: Finance and Administration Report**

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The Finance and Administration Committee met via conference call on July 17, 2019 to receive updates from staff. Detailed meeting minutes are attached. The committee brings forward no action items but presents the following updates.

**First Steps State Office**

**Financial Report**

The YTD financial report is attached. The financial position of the organization continues to be strong with 4K exceeding our expectations this year. Both in expense and the number of children served. We spent down almost \$3 million from last year for the program and expect to eliminate almost all the carry forward cash balance by the end of the 2019-20 fiscal year. This will be due to both an increase in the number of children served, and the changes in provisos made by the General Assembly in the state budget which will allow us to increase the rate of payments based on quality and increase the number of providers.

**State Budget Update**

Staff gave an update on the State Budget. We received 10 new unfunded FTE's and there were several changes to our budget provisos. These included changes in the 4K provisos that will allow us to expand services.

**Legislative Update**

Staff mentioned that the new Early Childhood Study Committee Proviso will create a study committee that will evaluate moving programs from various state agencies and combining them into one new agency for children. The committee is expected to have their work completed by December.

**Local Partnerships**

**New Financial Management System for the Local Partnerships**

The solicitation for the new Financial Management System for the Local Partnerships has been awarded to Blackbaud. Staff is training so they can set up the new system. Additional work is being done to finalize the implementation schedule. Preliminary planning indicates bringing the system on line in the fall of this year.

**Local Partnership Grant Agreement for 2019-20**

The staff is recommending several changes for the upcoming contract period. They include clarification for the conflict of interest language, additional liability insurance requirements, new corrective action plans, and logo usage. It is expected that further discussion of the revisions will take place with the Executive Committee.



#### **4K Program**

##### **4K Fiscal Manager**

Work continues to find a qualified person to lead the financial activities for the 4K Program.

#### **Preschool Development Grant**

##### **Update on Progress**

Work continues on the grant and the analysis of our data needs.





## Minutes from Finance and Administration Committee Meeting

July 17, 2019

Members present: Walter Fleming, Chairman

Members not present: Tim Holt

Nonmembers present: Mark Barnes, COO/CFO; Lavinia Tejada, CPA

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

### First Steps State Office

#### **Financial Report**

2018-19: The YTD financial report was reviewed with the committee with general discussion. The year ending financial position of the organization was strong. The total expenditures in the 4K program exceeded our original projections by almost \$1 million for the 2018-19 fiscal year. This came from a significant increase in the number of children served and the number of children in the extended year classrooms. This brought our cash balance down to less than \$7 million. The final numbers for the fiscal year should be available soon. A year to date donations report was also presented.

2019-20: The proposed budget for the 2019-20 fiscal year was presented to the committee in the form of the financial report. We expect to have expenditures of almost \$43 million for the new year. The biggest increase will come in the 4K program. The projected budget for the 4K program exceeds \$22 million. This is due in part to a continued increase in the number of children served, as well as the impact of the new state budget provisos passed in this year's state budget. One new proviso allows us to increase the tuition reimbursement rate to providers by 10%, if they have a rating of B or better in the ABC Quality rating system. Another new proviso allows us to cross county and school district lines to better serve eligible children. With these changes, the level of cash carry-forward should be reduced to close to zero by the end of the fiscal year for this program. The financial condition of the agency is expected to remain strong.

#### **State Budget Update**

Mr. Barnes mentioned that there were several new provisos that allowed for more flexibility in the 4K program passed in the new year state budget. In addition to the proviso's, the agency also received an additional 10 unfunded FTE's. These will be used for several positions where the agency hired temporary staff to meet the organization's needs, in addition to providing FTE's to meet the organizations restructuring plan. There is enough funding in the budget for the new year to cover these costs.

#### **Legislative Update**

In the 2019-20 budget a new proviso was passed that created an Early Childhood Study Committee. This proviso created the Committee that would look at evaluating the creation of a new Children's Services agency. This would include taking programs from existing state agencies and combining them. Their work would have to be completed by December of this year and produce a report for the General Assembly.



## Local Partnerships

### **Revised Grant Agreement for the 2019-20 Fiscal Year**

There are four major revisions that are being recommended for the Grant Agreement for the local partnerships for the new year. They include the following:

1. Requirement that each partnership establish and maintain Comprehensive General Liability Insurance with a sexual abuse and molestation rider with minimum coverages of \$1 million per occurrence and \$2 million aggregate.
2. Corrective Action Plan with possible action by the Board of Trustees if the partnership does not accomplish the corrective actions.
3. Requirement that each partnership ensures that any material that is produced as a part of funding provided through SC First Steps include First Steps logos.
4. Clarification language around conflicts of interest. Language clarifies that the local Boards of Directors cannot waive any conflicts of interest, per the specified requirements in the agreement. If the local Board votes on a conflict of interest, they are now required to notify SC First Steps within 5 days with specific information. In addition, each Board Member must sign annual conflict of interest statements.

There was general discussion regarding the purpose of the recommendations.

### **Update on New Local Partnership Financial Management System**

The solicitation for the New Financial Management System was awarded to Blackbaud. This includes the financial management system as well as a Donor Management system. Staff at the State Office as well as Manley Garvin, the Finance Manager for the Local Partnerships, have already started working on training and setup information. We hope to have the new system in place and operating in the fall.

## 4K Program

### **Year End Balance and Projections for 2019-20**

After Mr. Barnes reviewed the cash status and budget projections in the budget update mentioned above, he answered any further questions from the Committee.

### **4K Fiscal Manager**

The hiring team for this position are continuing their work to find a strong fiscal manager for the 4K Program. The new 4K Fiscal Manager will be responsible for ensuring proper procedures and controls are in place to manage the fiscal component of the program. This position will be at the same level of the Local Partnership Fiscal Manager and will report to the CFO.

### **Preschool Development Grant**

Work continues for the Preschool Development Grant. The Data Analyst hired through the grant is working hard to analyze our data needs. Once she has completed the analysis, she will develop a plan to help meet those needs.

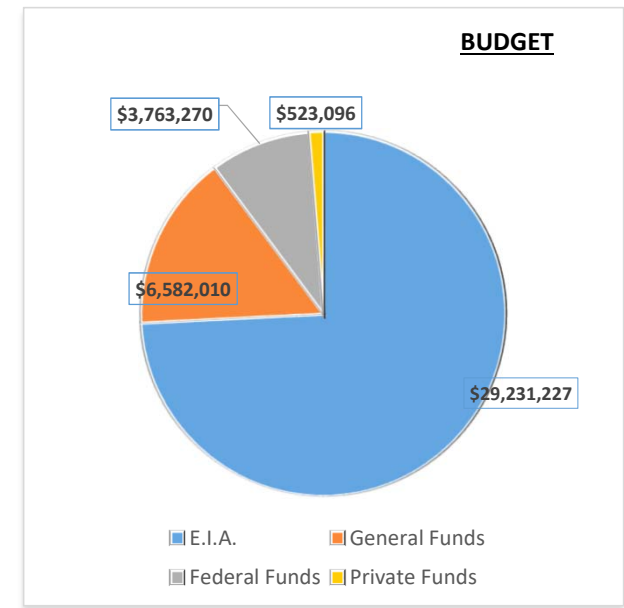
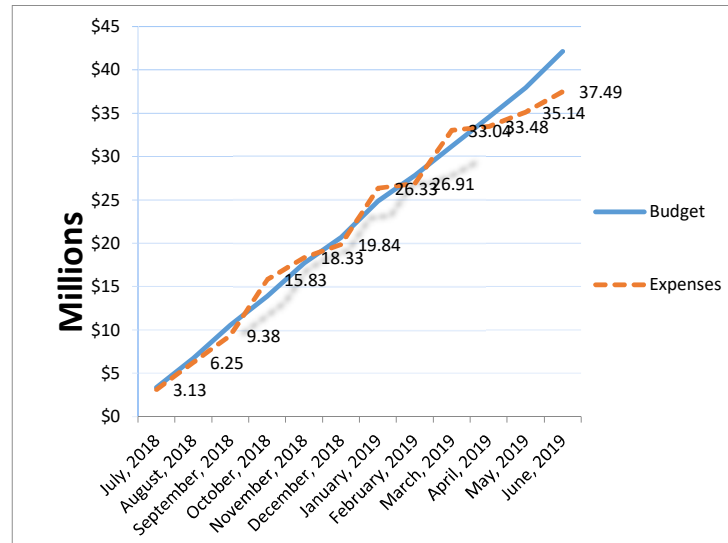
The meeting was adjourned at 10:45 AM.



# FY 2019 FINANCIAL STATUS REPORT

As of  
June 30, 2019

Spending Rates	
Projected	100%
Actual	89%



PROGRAMS / OPERATIONS	EIA APPROPRIATIONS			GENERAL FUNDS & FEDERAL GRANTS			PRIVATE FUNDS			GRAND TOTAL			
	Description	Budget	Expenses	Balance	Budget	Expenses	Balance	Budget	Expenses	Balance	Budget	Expenses	Balance
LOCAL PARTNERSHIPS	14,898,228	14,395,228	503,000								14,898,228	14,395,228	\$ 503,000
LOCAL PARTNERSHIPS SUPPORT & TECH ASST.	1,845,500	1,949,162	(103,662)				422,096	122,846.38	299,250		2,267,596	2,072,008	\$ 195,588
PRIVATE 4-K (5)	11,703,047	11,703,047	0	6,582,010	6,575,537	6,473					18,285,057	18,278,584	\$ 6,473
PRESCHOOL DEVT. GRANT				832,136	410,939	421,197					832,136	410,939	\$ 421,197
EARLY HEAD START CHILD CARE PARTNERSHIP				2,931,134	1,004,907	1,926,227					2,931,134	1,004,907	\$ 1,926,227
POLICY & ACCOUNTABILITY	2,824,635	1,315,972	1,508,663				101,000	10,654	90,346		2,925,635	1,326,626	\$ 1,599,009
<b>GRAND TOTAL:</b>	<b>31,271,410</b>	<b>29,363,408</b>	<b>1,908,002</b>	<b>10,345,280</b>	<b>7,991,383</b>	<b>2,353,897</b>	<b>523,096</b>	<b>133,501</b>	<b>389,595</b>		<b>42,139,786</b>	<b>37,488,292</b>	<b>\$ 4,651,494</b>

**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.**

31,271,410	<b>E.I.A.</b>
6,582,010	<b>General Funds</b>
3,763,270	<b>Federal Funds</b>
523,096	<b>Private Funds</b>

**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 includes proviso authorized carry over cash for quality and technology.**

5) 4 K Budget was increased to cover increased cost of tuition reimbursement for the 2018-19 fiscal year of \$958,710.

# South Carolina First Steps

SFY 2019-20



## Projected First Steps Annual Funding Sources & Expenditures

### State Appropriated Funding:

#### Education Improvement Act Funding (EIA)

SC First Steps	\$	5,133,135
CERDEP (First Steps 4K)	\$	9,767,864
County Partnerships	\$	<u>14,435,228</u>
Total EIA Funding	\$	29,336,227

#### State General Funding:

CERDEP (First Steps 4K)	\$	6,522,877
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Total State Appropriated Funding	\$	35,859,104
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### Other Funding:

Preschool Development Grant	\$	824,636
Private Funding	\$	400,000
Cash Carry Forward Balance (First Steps 4k)	\$	<u>5,924,769</u>
Total Other Funding	\$	7,149,405

Total Projected Annual Sources	<u>\$</u>	<u>43,008,509</u>
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### FY 20 Budgeted Expenditures by Program:

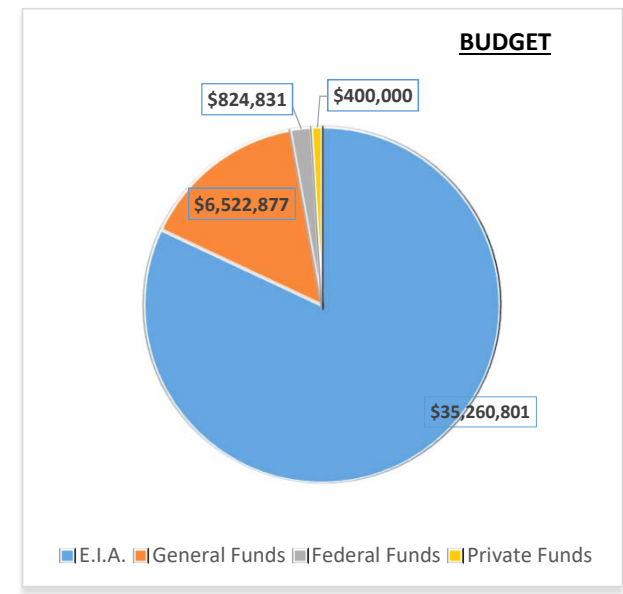
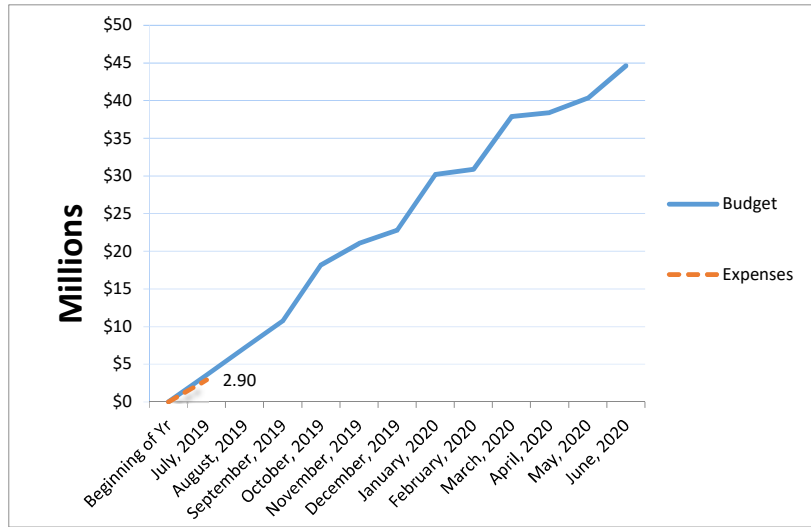
Policy & Accountability	2,520,000
4K	22,215,510
Local Partnerships	17,448,168
Preschool Development Grant	824,831

Total Budgeted Expenditures	<u>43,008,509</u>
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# FY 2020 FINANCIAL STATUS REPORT

**As of  
July 31, 2019**

Spending Rates	
Projected	8%
Actual	7%



PROGRAMS / OPERATIONS	EIA APPROPRIATIONS			GENERAL FUNDS & FEDERAL GRANTS			PRIVATE FUNDS			GRAND TOTAL			
	Description	Budget	Expenses	Balance	Budget	Expenses	Balance	Budget	Expenses	Balance	Budget	Expenses	Balance
LOCAL PARTNERSHIPS		14,657,728	1,821,848	12,835,880							14,657,728	1,821,848	\$ 12,835,880
LOCAL PARTNERSHIPS SUPPORT & TECH ASST.		2,518,440	96,579	2,421,861				272,000	-	272,000	2,790,440	96,579	\$ 2,693,861
PRIVATE 4-K		15,692,633	862,702	14,829,931	6,522,877	-	6,522,877			-	22,215,510	862,702	\$ 21,352,808
PRESCHOOL DEVT. GRANT					824,831	36,537	788,294				824,831	36,537	\$ 788,294
POLICY & ACCOUNTABILITY		2,392,000	85,770	2,306,230				128,000	577	127,423	2,520,000	86,347	\$ 2,433,653
<b>GRAND TOTAL:</b>		<b>35,260,801</b>	<b>2,866,899</b>	<b>32,393,902</b>	<b>7,347,708</b>	<b>36,537</b>	<b>7,311,171</b>	<b>400,000</b>	<b>577</b>	<b>399,423</b>	<b>43,008,509</b>	<b>2,904,014</b>	<b>\$ 40,104,495</b>

**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.**

35,260,801	E.I.A.
6,522,877	General Funds
824,831	Federal Funds
400,000	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) 4K E.I.A Appropriations includes proviso authorized carry over cash for quality and technology.**
- 5) 4K E.I.A. Appropriations includes \$5.9 million of Carry Forward cash.**



## FY 19 DONATIONS

As of 6/30/2019

DATE REC'D	GENERAL	SUMMIT	DONOR/PAYOR	FUNDS	PURPOSE / COMMENTS
Jul 27, 2018	\$ 250		Mathematica Policy Research	Unrestricted	General Use
Aug 21, 2018	\$ 1,000		Board Member	Restricted	Honorarium for Ken Wingate
Sep 21, 2018		\$ 10,000	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
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 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
Dec 5, 2018		\$ 5,000	Children's Trust of SC	Restricted	SC Summit on Early Childhood
Dec 28, 2018	\$ 1,000		Board Member	Unrestricted	General Use
Dec 30, 2018	\$ 1,000		Board Member	Unrestricted	General Use
Jan 2, 2019	\$ 1,000		Enterprise Holdings	Unrestricted	General Use
Feb 24, 2019	\$ 500		Board Member	Unrestricted	General Use
May 8, 2019	\$ 1,000		Board Member	Unrestricted	General Use

Sub-Totals                    \$        5,850    \$        52,700

GRAND TOTAL:                \$        58,550



To: SC First Steps Board of Trustees  
From: Amy Williams  
Date: August 15, 2019

**Re: Strategic Planning and Evaluation Committee Report**

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### **External Evaluations**

University of South Carolina's Institute for Families in Society and Core for Applied Research and Evaluation are actively working on three external evaluations – one of First Steps as a whole and two for prevalent programs (child care scholarships and child care quality enhancement). The findings of these evaluations will be presented at the October board meeting.

### **Development of Strategic Plan: 2020 - 2025**

Executive Director Georgia Mjartan presented to the Strategic Planning and Evaluation Committee a recap of some of the key findings from the statewide early childhood system needs assessment conducted with funding from the Preschool Development Grant. The committee discussed ways to use this large-scale public engagement of thousands of South Carolina parents, providers, early childhood practitioners, and community leaders to inform the South Carolina First Steps strategic plan.

The committee reviewed and discussed an initial one-page outline of the strategic priorities and agreed upon their inclusion in the final plan. The concept discussed was a short strategic plan with five to seven clear priorities that everyone on the board, staff and in the public could understand and identify as First Steps' direction for the next five years.



Strategic Planning and Evaluation Committee  
July 8, 2019, Noon, by conference call

Members Present (by phone): Dr. Amy Williams, Angel Johnson-Brebner, Alexia Newman

### **External Evaluations**

Georgia Mjartan began the meeting by providing an update on the three legislatively-mandated external evaluations currently underway. University of South Carolina's Institute for Families in Society and Core for Applied Research and Evaluation are actively working on three external evaluations – one of First Steps as a whole and two for prevalent programs (child care scholarships and child care quality enhancement). The findings of these evaluations will be presented at the October board meeting. Georgia noted that there were some concerns in that Revenue and Fiscal Affairs was having some difficulty getting the needed data sets from Department of Education, however these concerns are being addressed. The evaluation should not be delayed because of this.

### **Development of Strategic Plan: 2020 - 2025**

Executive Director Georgia Mjartan presented to the Strategic Planning and Evaluation Committee a recap of some of the key findings from the statewide early childhood system needs assessment conducted with funding from the Preschool Development Grant. The committee discussed ways to use this large-scale public engagement of thousands of South Carolina parents, providers, early childhood practitioners, and community leaders to inform the South Carolina First Steps strategic plan.

The committee reviewed and discussed an initial one-page outline of the strategic priorities and agreed upon their inclusion in the final plan. The concept discussed was a short strategic plan with five clear priorities that everyone on the board, staff and in the public could understand and identify as First Steps' direction for the next five years. Following are the notes from the collaborative session that the committee had to develop the five priorities based on the board retreat and all the input collected from local partnerships, First Steps staff, board members and the public.

### **Notes from Committee Work Session**

#### **First Steps Values**

High Quality  
Equity  
Results  
Children  
Relationships

#### **Strategic Priorities**

1. Impact more children and families (Angel and Alexia liked the wording of this and specifically that the word "impact" rather than "reach" had more action and connoted changes their life trajectory)
  - a. Increase access – reach more
  - b. Improve quality – greater impact





2. Ensure school readiness (Feedback on the wording: ensure – lofty goal – for the children we touch and for all children)
  - a. Children arrive at Kindergarten with the social-emotional, language, and cognitive skills that will support their success in school)
    - \* use this one, least jargon-y, use KRA details in the outcome measures and description
    - Children arrive at Kindergarten demonstrating the foundational skills and behaviors that will support their success in school
    - (KRA – Social foundation, language and literacy, mathematics, and physical well-being and motor development)
  - b. Families are supported as their child’s first and most important teachers
  - c. Early care and education programs and providers are equipped to promote positive child development
  - d. Children and families experience seamless transitions across early learning programs and to Kindergarten
  
3. Close equity gaps
  - a. Children and families experience aligned, culturally responsive practices (word smith...)
  - b. Disparities in outcomes for children of color and from low-income families are reduced
  - c. Children and families can access high quality programs regardless of zip code (Angel questions about outcomes and how big we set the target goal – within our control or overall)
  
4. Increase funding for First Steps’ investment in early childhood
  - a. Specify how and metrics
  
5. Create a coordinated and family-centered early childhood system
  - a. Increase and strengthen partnerships and cross-system collaboration
  - b. Effectively advocate for public and private investment in early childhood
  - c. Build on First Steps’ presence in every county to serve as a hub for early childhood services
    - i. Helps address rural nature of the state
    - ii. Commit to preserving local county presence
  - d. The voices of families served by First Steps are solicited and heard
  
6. Become a state and nationally-recognized leader in early childhood system-building or the early childhood system (word-smith), could be a subset of #5

Add in:

- Ensure healthy, stable and attached families
- Parents and families have the confidence, knowledge and skills to support healthy attachment and the positive development of their children (add to Kindergarten Readiness?) (#1 or #2)

Address from state-wide needs assessment:

1. Knowing what to do for child / children to be ready for school (add to - #2)
2. Getting services for the needs of child / children (health) (referral, connector, convener - #5)
3. Having a support system of friends and family members available (add to - #5)



To: SC First Steps Board of Trustees  
From: Georgia Mjartan  
Date: August 15, 2019

**Re: Executive Director's Report**

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### **First Steps 4K: Expanded Capacity, Expanded Reach**

2019 - 2020 **Total** Participating Sites:

- 217 Providers (Sites)
- 245 Classrooms
- 4044 Total Maximum Slots for Children

2019 - 2020 **New** Approved Sites

- 26 New Providers
- 26 New Classrooms
- 420 New Slots for Children

2019 – 2020 Approved for Enrollment as of 8/15/2019: 2038

2018 – 2019 Total Unduplicated Children Served as of 7/31/2019: 3190  
300 summer only

### **2020 / 2021 Budget Process**

Currently developing budget request to submit to Office of the Governor in September, including proviso changes and new funds requested. Initially, we have discussed:

- \$5 million for Early Childhood Innovation Grants
- Funded FTE's for Early Childhood Advisory Council
- Additional 4K funding (projecting carry-forward will be insufficient to fund flat enrollment)
- May include additional requests (i.e. data system) and proviso changes

### **Senate Oversight and Early Childhood Study Committee**

Senate Oversight Committee – September 18, 2019

- Will take up final First Steps Senate Oversight Report

Early Childhood Study Committee

- Co-Chairs: Rep. Rita Allison and Sen. Scott Talley
- Includes: Rep. Calhoun, Rep. Govan, Sen. McElveen and Sen. Turner
- Also: four members appointed by the Governor
- Chairman of the Joint Citizens and Legislative Committee on Children or their designee

### **New Team Members**

- Chelsea Richard, Strategic Impact Manager
- Gina Beebe, Director of Parenting Programs
- Dione Brabham, Local Partnership Program Officer
- Cindy Ellis, 4K Regional Coordinator (Florence)
- Kim Trudell, 4K Regional Coordinator (Aiken)



**20<sup>th</sup> Anniversary Celebration – September 10, 2019**

5 pm – State House Grounds, Photograph and Remarks from Governor Hodges

6 pm – Reception at Optus Bank

Please RSVP before August 23<sup>rd</sup>



**20<sup>th</sup>**  
ANNIVERSARY

PLEASE JOIN US FOR A  
20TH ANNIVERSARY

# *Celebration*

WITH DISTINGUISHED GUEST

**THE HONORABLE JAMES H. HODGES**  
GOVERNOR OF SOUTH CAROLINA (1999-2003)

TUESDAY  
SEPTEMBER 10, 2019

**5:00 PM**  
**GROUP PHOTO**

SC STATE HOUSE  
1100 GERVAIS STREET  
COLUMBIA

**6:00 PM**  
**VIP CELEBRATION**

OPTUS BANK  
1241 MAIN STREET, SUITE 100  
COLUMBIA

*RSVP*

BY AUGUST 23  
[SCFIRSTSTEPS.ORG/CELEBRATION](http://SCFIRSTSTEPS.ORG/CELEBRATION)