



**Annual Meeting of the Board of Trustees  
December 5, 2019  
2 p.m.  
Virginia Wingard Memorial United Methodist Church  
1500 Broad River Road, Columbia, SC 29210**

**AGENDA**

- I. Call to Order and Approve Agenda (Julie Hussey)  
**Motion:** To adopt the agenda as submitted.  
  
**Motion:** To adopt the October 24, 2019 minutes as submitted.
- II. Executive Committee (Julie Hussey)
- III. Program and Grants Committee (Jennifer McConnell)  
**Attachments:** Committee Report, Program and Grants Committee Minutes, Carry-Forward Totals and Percentages – Fiscal Year Closing Balances, First Steps County Partnerships FY20 Reallocations of Budgets 15% and Greater – November 2019.
- IV. Finance and Administration Committee (Walter Fleming)  
**Attachments:** Committee Report, Finance Committee Minutes, FY2020 Finance Report as of October 31, 2019
- V. Strategic Planning and Evaluation Committee (Dr. Amy Williams)  
**Attachments:** Committee Report, Strategic Planning and Evaluation Committee Minutes
- VI. Executive Director's Report (Georgia Mjartan)  
**Attachments:** Executive Director's Report
- VII. Presentation of 2019/2020 Competitive Grant Awards
- IX. Adjourn  
**Motion:** To adjourn the meeting of SC First Steps Board of Trustees



**Board of Trustees Meeting**

**October 24, 2019**

**2 P.M.**

**Graduate Columbia, 1619 Pendleton Street, Columbia, SC**

**DRAFT MINUTES**

**Members Present (16):**

Julie Hussey, Vice Chair  
Senator Greg Hembree  
Representative Jerry Govan  
Shelley Canright  
Walter Fleming Jr.  
Tim Holt  
Mary Lynne Diggs  
Angel Johnson-Brebner (by phone)  
Jennifer McConnell  
Roger Pryor (by phone)  
Mike Leach  
Sue Williams  
Mary Poole (by phone)  
David Mathis  
Rick Toomey  
Amy Williams

**Members Absent (4):**

Representative Rita Allison  
Senator Gerald Malloy  
Alexia Newman  
Josh Baker

**Others Present:**

Georgia Mjartan	Laura Wade
Samantha Ingram	Rieta Drinkwine
Zack Catoe	Micah Rea
Debbie Robertson	Kate Roach
Chelsea Richard	
Pamela Gillam	
Lavinia Tejada	
Tammy Compton	
Sarah Eargle	
Cassie Barber	
Beth Moore	
Kristine Jenkins	
Martha Strickland	



### **Call to Order/Quorum Call**

Ms. Julie Hussey called the meeting to order at 2:09 p.m.

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

Ms. Hussey welcomed Mr. Micah Rea for his attendance on behalf of Lieutenant Governor Pamela Evette.

Ms. Hussey introduced Dr. Cheri Shapiro, Director of the Institute for Families in Society. Dr. Shapiro acknowledged her fellow colleagues and then presented the Evaluation of South Carolina First Steps to School Readiness 2013-2014 to 2017-2018.

Dr. Shapiro explained the evaluation approach and results of the evaluation. She also answered questions from the board members.

Ms. Mjartan thanked the Institute for Families in Society for their work and reminded the board that the agency is legislatively-mandated to have an external evaluation of programs every five years. She also noted that this was the first year the agency chose the Institute for Families in Society to complete an agency evaluation.

Ms. Mjartan stated that her hope is for the board to dive deeper into the evaluation and commit to following through with the evaluation recommendations.

Ms. Hussey noted that a quorum was present.

Mr. Tim Holt introduced a motion to approve the meeting agenda as written. Senator Greg Hembree provided a second and the motion was unanimously approved.

Ms. Shelley Canright made a motion to approve the August 15, 2019 minutes as written. Mr. Walt Fleming provided a second and the motion was unanimously approved.

Ms. Julie Hussey presented the Executive Committee report and briefly discussed information presented at the Executive Committee meeting which included the Early Childhood Study Committee, the role of the Early Childhood Advisory Council, the 2020 legislative session and 4K expansion.

Ms. Hussey pointed the board to the 2020 Board of Trustees and Early Childhood Advisory Council calendar included in their packet.

Mr. Fleming made the motion to adopt the 2020 SC First Steps Board of Trustees and Early Childhood Advisory Council Calendar. Dr. Amy Williams provided a second and the motion was unanimously approved.

Ms. Jennifer McConnell gave the Program and Grants Committee report and highlighted the fact that local partnerships who participated in an Executive Director survey regarding the grant application and review process gave overwhelming positive responses. Ms. McConnell noted that 61% of Executive Directors responded to the survey and 95% of those agreed that they received timely



responses from their Program Officers. The entire survey and its results were included in the board packet.

Ms. McConnell stated that the committee reviewed the list of 11 local partnerships who submitted a corrective action plan and said the board would receive a report on how those local partnerships were doing regarding the plans at the next board meeting.

Ms. McConnell reported that Horry County First Steps did not meet the 15% match requirement and per state board policy would have a reduction of \$7,632.63 in their FY20 grant allocation.

Mr. Fleming gave the Finance and Administration Committee report and pointed the board to the FY2020 Financial Status Report included in the board packet. Mr. Fleming noted that the agency remained in good standing financially.

Mr. Fleming briefed the group on the agency's state budget request and pointed out that the agency had requested \$5M for competitive grants for the local partnerships, \$6.4M for the 4K program, \$267,384 to fund the support and operational activities of the Early Childhood Advisory Committee, \$142,448 in recurring funds, and \$595,000 in one time funds to purchase the Outcome and Accountability Data System.

Mr. Fleming introduced Angelica Coppin, who filled the position of 4K Fiscal Manager.

Mr. Fleming said the committee did receive the 2018-19 Financial Audit Report from Greene Finney, LLP and the report was presented at their committee meeting which all board members were invited to attend. Mr. Fleming mentioned that the firm gave an unqualified opinion, which is the best opinion an organization can receive, and that the agency did not have any findings this year.

Mr. Fleming asked for a motion on behalf of the Finance and Administration Committee to receive the 2018-2019 Financial Audit as presented.

Upon a second by Mr. Tim Holt, the motion to receive the 2018-2019 Financial Audit unanimously passed.

Mr. Fleming stated that the new financial management system for the local partnerships, Blackbaud, would go live in January 2020.

Dr. Amy Williams presented the report for the Strategic Planning and Evaluation Committee. Dr. Williams briefed the group on the year-long strategic planning process which involved the board, staff, local partnerships, members of the public and other stakeholders. Dr. Williams brought forth the following recommendations from the committee on the agency's vision, mission and values.

Dr. Williams read the agency's mission statement, vision statement and values as approved by the committee. After discussion of the definition of the word entity, Ms. Mjartan and the group decided to honor the strategic planning process and work to decide exact definitions in the future.

Dr. Williams asked for a motion to adopt the following as SC First Steps' Mission, Vision and Values:



Mission: South Carolina First Steps works collaboratively to ensure that all children start school ready to reach their highest potential with engaged support from their parents, caregivers, and communities.

Vision: We will be successful when all children reach their highest potential.

Values: High Quality, Equity, Results, Children, Relationships

Upon a second by Dr. Shelley Canright, the motion was unanimously approved.

Ms. Mjartan gave the Executive Director's report and discussed First Steps 4K, legislative matters, personnel announcements, and current position vacancies. Ms. Mjartan also discussed the agency's provisos for the upcoming legislative session.

With no further business, Mr. Holt made a motion to adjourn the meeting which was seconded by Mr. Fleming. The meeting was adjourned at 3:40 p.m.



To: First Steps Board of Trustees  
From: Jennifer McConnell, Chair, Program and Grants Committee  
Date: December 5, 2019

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

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The Program and Grants Committee met on November 22, 2019 to receive a progress report on Local Partnership Corrective Action Plans. Eleven counties submitted plans and all are being carefully monitored. Depending on the compliance issue, some have been resolved and others are still in process. Issues related to programs, such as conducting assessments and timely data entry, require more time to resolve and are the area where the most corrective action plan issues reside. The committee will continue to receive updates to ensure that compliance is reached prior to the next grant application cycle, and to anticipate what board action may be required.

Due to a delay in closing the FY19 local partnership fiscal accounts, the final determination regarding excessive carry forward was not available until mid-November. There were four local partnerships who exceeded the carry forward limit of 15% of their state allocation (see attached *Carry-Forward Totals and Percentages – Fiscal Year Closing Balances*). As per the accountability standards, they will submit the reason why their carry forward exceeded 15% and their plan to ensure this does not occur for FY21 as part of their corrective action plan. Only one county has had carry forward in excess of 15% for 2 consecutive years.

The committee received information that Anderson First Steps requires a change to their FY20 approved budget due to Anderson School District 5's decision to discontinue their funding partnership with First Steps for a Family Literacy Program. The district sees a greater need to serve 3 year old children in a 3K classroom and will reapply for First Steps funding next year. This requires that \$72,202 in state funds be reallocated as directed by the Anderson First Steps Board. The board's decision was to allocate the funds to the other Anderson school districts and to the NFP program as indicated on the attached table – *First Steps County Partnerships FY20 Reallocations of Budgets 15% and Greater – November 2019*. The board will not be implementing any new programs using this funding.

The committee received information regarding a 4K Parenting Education Pilot Program grant opportunity for local partnerships to collaborate with First Steps 4k Centers to improve family engagement and early literacy using the evidence based program *Raising A Reader – Enhanced* (which includes parent group meetings). The following partnerships have applied for the grant: Chesterfield, Colleton, Barnwell, Williamsburg, Kershaw, Lee, Marion, Florence, and Chester. Grant recipients will be announced as part of the State Board Meeting on December 5, 2019.

Attachments:

- Minutes of the Program and Grants Committee Meeting 11-22-19
- Carry-Forward Totals and Percentages – Fiscal Year Closing Balances
- First Steps County Partnerships FY20 Reallocations of Budgets 15% and Greater – November 2019.



**Board of Trustees**

**Program and Grants Committee Meeting**

November 22, 2019

10:00 to 11:30 AM

First Steps Small Conference Room and via

Conference Call

1-888-537-7715, code-52045398#

**Meeting Minutes**

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

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

**1. Information Item: Status of Local Partnership Corrective Action Plans**

Staff reported on the progress made by those local partnerships who submitted a corrective action plan as required by their grant review. Eleven counties submitted plans and all are being carefully monitored (see attachment *Partnerships Receiving a Corrective Action Plan*). Depending on the compliance issue, some have been resolved and others are still in process. Issues related to program compliance, such as conducting assessments and timely data entry, require more time to resolve and are the area where the most corrective action plan issues reside (see *Update on Corrective Action Plans-November 2019*). The committee discussed the challenges faced by those four local partnerships working to increase the size of their partnership boards. It was suggested their Program Officers identify more specifically what the barriers are in each county to board recruitment and analyze whether there are common issues or themes that could be collectively addressed through training or policy changes.

Due to a delay in closing the FY19 local partnership fiscal accounts, the final determination regarding excessive carry forward was not available until mid-November. There were four local partnerships who exceeded the carry forward limit of 15% of their formula funded state allocation (see attached *Carry-Forward Totals and Percentages – Fiscal Year Closing Balances*). As per the accountability standards, they will submit the reason why their carry forward exceeded 15% and their plan to ensure this does not occur for FY20 as part of their corrective action plan. Only one county has had carry forward in excess of 15% for 2 consecutive years.

**2. Information Item: 5 Year External Evaluation Report- First Steps role as hub for services (state and local level)**

Staff reviewed a one page overview of the External Evaluation of the Local Partnerships FY2013-FY2018 (see attached). A presentation by the evaluation team from the University of South Carolina's Institute for Families in Society was made to the full State Board during their October meeting. Plans are underway to widely communicate the findings from the report. In addition the report findings and recommendations related to First Steps serving as a hub for early childhood services, will be used by the Program Officer team to guide their work with the local partnerships around board functioning and collaboration.

**3. Information Item: Grants to Local Partnerships for 4K Parenting Education Pilot Program**

Staff updated the committee regarding a grant opportunity being offered to local partnerships to collaborate with First Steps 4k Centers in their county to improve family engagement and early



literacy using the evidence based program *Raising A Reader – Enhanced* (which includes parent group meetings). This opportunity would provide training in the Raising A Reader model, along with training in an online parent engagement program for the children enrolled in First Steps 4K, *Ready Rosie*. (See attached pilot program application). Local Partnerships applying include:

Chesterfield  
Colleton  
Barnwell  
Williamsburg  
Kershaw  
Lee  
Marion  
Florence  
Chester

#### **4. Information Item: Approval of Budget Spending Plan changes (reallocations/new programs)**

The committee received information that Anderson First Steps requires a change to their FY20 approved budget due to the fact that Anderson School District 5 made the decision to discontinue their funding partnership with Anderson First Steps for a Family Literacy Program. The district sees a greater need to serve 3 year old children in a 3K classroom and will reapply for funding next year. This requires that \$72,202 in state funds be reallocated as directed by the Anderson First Steps Board. The board's decision was to allocate the funds to the other 4 Anderson school districts and to the NFP program as indicated on the attached table – *First Steps County Partnerships FY20 Reallocations of Budgets 15% and Greater – November 2019*. The board will not be implementing any new programs using this funding.

There being no further business the meeting adjourned at 11:30 AM.

#### Attachments:

- Partnerships Receiving a Corrective Action Plan Horry County Match Report
- Update on Corrective Action Plans-November 2019
- Carry-Forward Totals and Percentages – Fiscal Year Closing Balances
- Grant Opportunity: 4K Parenting Education Pilot
- First Steps County Partnerships FY20 Reallocations of Budgets 15% and Greater – November 2019.



## Carry-Forward Totals and Percentages

		Fiscal Year Closing Balances					
#	PARTNERSHIP	FY18 Cash Balance	FY 18 Allocation	FY18 Percentage Carry-Forward	FY19 Cash Balance	FY 19 Allocation	FY19 Percentage Carry-Forward
01	Abbeville	\$3,201.37	\$200,000.00	1.60%	\$0.60	\$200,000.00	0.00%
02	Aiken			#DIV/0!	\$59,151.98	\$410,115.00	14.42%
03	Allendale	\$6,324.71	\$200,000.00	3.16%	\$12,305.49	\$200,000.00	6.15%
04	Anderson	\$31,394.28	\$455,800.94	6.89%	\$23,902.90	\$452,177.00	5.29%
05	Bamberg	\$4,839.22	\$200,000.00	2.42%	\$2,069.83	\$200,000.00	1.03%
06	Barnwell	\$31,668.49	\$200,000.00	15.83%	\$21,979.90	\$200,000.00	10.99%
07	Beaufort	\$112.15	\$352,999.88	0.03%	\$11,562.02	\$352,994.00	3.28%
08	Berkeley	\$75,024.55	\$503,659.34	14.90%	\$49,996.37	\$507,218.00	9.86%
09	Calhoun	\$2,303.58	\$200,000.00	1.15%	\$3,662.55	\$200,000.00	1.83%
10	Charleston	\$39,942.45	\$727,340.44	5.49%	\$5,997.97	\$736,040.00	0.81%
11	Cherokee	\$6,450.24	\$200,000.00	3.23%	\$9,012.68	\$200,000.00	4.51%
12	Chester	\$6,000.12	\$200,000.00	3.00%	\$11,488.03	\$200,000.00	5.74%
13	Chesterfield	\$10,148.79	\$200,000.00	5.07%	\$4,193.60	\$200,000.00	2.10%
14	Clarendon	\$56,099.17	\$200,000.00	28.05%	\$35,668.63	\$200,000.00	17.83%
15	Colleton	\$20,017.22	\$200,000.00	10.01%	\$14,870.53	\$200,000.00	7.44%
16	Darlington	\$19,578.65	\$228,282.30	8.58%	\$1,669.23	\$231,261.00	0.72%
17	Dillon	\$4,217.58	\$200,000.00	2.11%	\$5,781.89	\$200,000.00	2.89%
18	Dorchester	\$22,623.80	\$353,747.41	6.40%	\$18,229.58	\$357,664.00	5.10%
19	Edgefield	\$28,898.60	\$200,000.00	14.45%	\$20,463.96	\$200,000.00	10.23%
20	Fairfield	\$10,340.49	\$200,000.00	5.17%	\$22,143.11	\$200,000.00	11.07%
21	Florence	\$47,476.13	\$402,177.94	11.80%	\$48,823.52	\$396,224.00	12.32%
22	Georgetown	\$13,605.59	\$200,000.00	6.80%	\$40,767.38	\$200,000.00	20.38%
23	Greenville	\$64,389.19	\$1,056,324.19	6.10%	\$72,464.36	\$1,051,033.00	6.89%
24	Greenwood	\$6,633.23	\$219,495.69	3.02%	\$2,965.87	\$220,045.00	1.35%
25	Hampton	\$33,781.43	\$200,000.00	16.89%	\$19,613.60	\$200,000.00	9.81%
26	Horry	\$46,108.25	\$581,758.10	7.93%	\$29,869.58	\$587,818.00	5.08%
27	Jasper	\$18,246.31	\$200,000.00	9.12%	\$19,907.26	\$200,000.00	9.95%
28	Kershaw	\$15,684.48	\$200,000.00	7.84%	\$16,205.66	\$200,000.00	8.10%
29	Lancaster	\$24,851.55	\$216,158.31	11.50%	\$39,691.15	\$218,579.00	18.16%
30	Laurens	\$28,926.29	\$209,940.28	13.78%	\$28,438.36	\$207,303.00	13.72%
31	Lee	\$12,776.26	\$200,000.00	6.39%	\$16,699.87	\$200,000.00	8.35%
32	Lexington	\$26,900.56	\$624,416.31	4.31%	\$31,073.06	\$620,103.00	5.01%
33	Marion	\$19,016.38	\$200,000.00	9.51%	\$48,483.47	\$200,000.00	24.24%
34	Marlboro	\$5,631.11	\$200,000.00	2.82%	\$1,052.53	\$200,000.00	0.53%
35	McCormick	\$29,839.33	\$200,000.00	14.92%	\$8,621.85	\$200,000.00	4.31%
36	Newberry	\$23,774.64	\$200,000.00	11.89%	\$10,283.54	\$200,000.00	5.14%
37	Oconee	\$54,457.60	\$200,000.00	27.23%	\$12,142.51	\$200,000.00	6.07%
38	Orangeburg	\$25,647.13	\$303,237.33	8.46%	\$7,896.55	\$299,069.00	2.64%
39	Pickens	\$16,327.96	\$259,727.65	6.29%	\$20,508.12	\$260,506.00	7.87%
40	Richland	\$25,892.85	\$799,336.03	3.24%	\$108,377.73	\$796,304.00	13.61%
41	Saluda	\$20,573.62	\$200,000.00	10.29%	\$21,291.07	\$200,000.00	10.65%
42	Spartanburg	\$10,460.16	\$678,352.79	1.54%	\$35,933.01	\$666,608.00	5.39%
43	Sumter	\$142,938.65	\$347,291.04	41.16%	\$19,913.00	\$350,957.00	5.67%
44	Union	\$15,211.88	\$200,000.00	7.61%	\$7,443.73	\$200,000.00	3.72%
45	Williamsburg	\$18,073.37	\$200,000.00	9.04%	\$5,953.44	\$200,000.00	2.98%
46	York			#DIV/0!	\$8,837.15	\$513,211.00	1.72%
<b>TOTAL</b>					<b>\$1,017,408.22</b>	<b>\$ 14,435,229</b>	



**First Steps County Partnerships  
FY 2020 Reallocation of Budgets 15% and Greater  
November 2019**

The Programs and Grants Committee respectfully submits to the Board of Trustees the following counties' requests for the allocation of budgets and/or the re-allocation of budgets where the reduction is greater than 15% of the TOTAL program/strategy. The counties' requests for the allocation/reallocation of PUBLIC (state & EIA appropriated) and/or PRIVATE (state-level) AND Federal (TANF) budgets/funds are presented to the Board of Trustees for information only and/or need approval. *(The SC First Steps Chief Program Officer has reviewed and preliminarily approved these budget adjustments.)*

COUNTY PARTNERSHIP	FUNDING SOURCE	FROM PROGRAMS AND AMOUNTS	TO PROGRAMS AND AMOUNTS	JUSTIFICATION
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<b>RE-ALLOCATIONS ( Information Only )</b>
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<b>Anderson</b>	55	Anderson School District Five <b>381-1 (Early Education For children under 4) - \$72,202</b>	<b>222-1 (Triple P Parenting Program):</b> School District 1 - \$11,000, District 2- \$11,000, District 3 -\$16,000, District 4 - \$12,000 <b>214-2 (Nurse Family Partnership):</b> \$14,500 <b>180-2 (Core Functions):</b> \$7,702	Anderson School District 5 made the decision to discontinue their funding partnership with First Steps for support of an early education classroom that served their Family Literacy Program. Next year they will reapply for funding to support a 3 year old classroom. The Anderson First Steps Board voted to utilize this funding to support and expand existing programs as detailed in this table.
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<b>NEW ALLOCATION OF PENDING FUNDS ( P&amp;G Committee Approval Required )</b>
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<b>NEW STRATEGIES ( B.O.T. Approval Required )</b>
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<b>NEW STRATEGIES ( Information Only )</b>
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To: SC First Steps Board of Trustees  
From: Walter Fleming, Chairman, Finance and Administration Committee  
Date: November 20, 2019  
RE: **Finance and Administration Report**

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The Finance and Administration Committee met via conference call on November 20, 2019 to receive updates from staff. Detailed meeting minutes are attached. The committee brings forward no action items, and the following updates.

### **First Steps State Office**

#### **Financial Report**

The YTD financial report is attached. The agency's financial position is strong.

#### **State Budget Update**

Staff gave an update on the State Budget Request that was submitted to the Governor. The request is our largest in recent years for a total of over \$12 million in one-time and recurring funds. Staff met with the Governors Staff and presented the request.

#### **Local Partnerships**

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

Staff at the State Office as well as Manley Garvin, the Finance Manager for the Local Partnerships, have completed Super User training and setup information. Training will be conducted for the local partnership staff and their Board members starting in December. The go live date of the new system is expected to be January 1, 2020. Training will take place through January of 2020.



## **Finance and Administration Committee Meeting**

**November 20, 2019**

### **Minutes**

Members present: Walter Fleming, Chairman, Tim Holt

Members not present: N/A

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

Meeting was called to order by Walter Fleming at 10:02 am.

#### **First Steps State Office**

##### **Financial Report**

2019-20: The YTD financial report was reviewed by the committee with general discussion. The agency's financial position of the organization is strong and the expenditures are on track with projections.

##### **State Budget Update**

Mr. Barnes updated the Committee about the State Budget Request for SFY 2020-21. We met with the Governor's Office Staff and presented our request. He reminded the Committee that there are four requested funding items. We are requesting \$5 million in funding for competitive grants for the Local Partnerships. \$6.4 million for the 4K Program, which would fund the current level of children's services. \$267,384 to fund the ongoing cost of supporting the ECAC, and funding for both the start-up, \$595,000 and the ongoing cost \$142,448 of the Outcome and Accountability Data System. Our total request is for approx. \$12.3 million.

He also mentioned the concern about the cash balance at the beginning of next year as we continue reducing our cash balance in the 4K Program and that the state expects to have a large amount of available funding going into the new fiscal year. Estimate show combined recurring and one time funding of almost \$2 billion. It is expected that tax reform may take a lead in those discussions.

The next steps in the process will be to meet with House Ways and Means and Senate Finance staff members, most likely to happen in December.

##### **Legislative Update**

Mr. Barnes updated the group concerning the Early Childhood Study Committee. This Committee met at the end of October and Georgia did a presentation and question and answer session for the Committee. She talked about the work of the Early Childhood Advisory Council and possibilities regarding recommendations for using that as a SC Children's Council. Their work is expected to be completed by early December.



## Local Partnerships

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

Staff at the State Office as well as Manley Garvin, the Finance Manager for the Local Partnerships, have completed super user training and setup information for the new Financial Management System. Local partnership staff and local partnership Board members will start training during the next two weeks. We are expecting a go live date of January 1, 2020. Training will take place through January of 2020.

### **4K Program**

The program continues to add additional providers and to increase the number of students that are enrolled. We are now at the highest number of students ever enrolled in the program statewide.

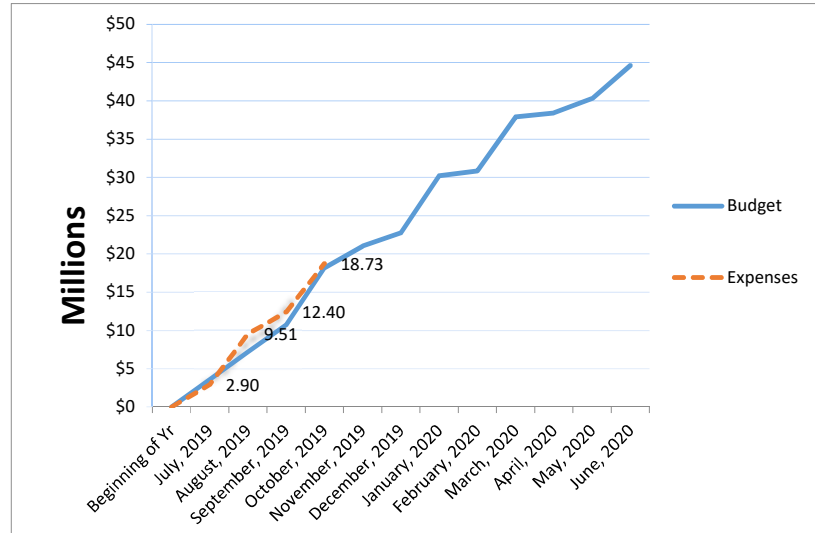
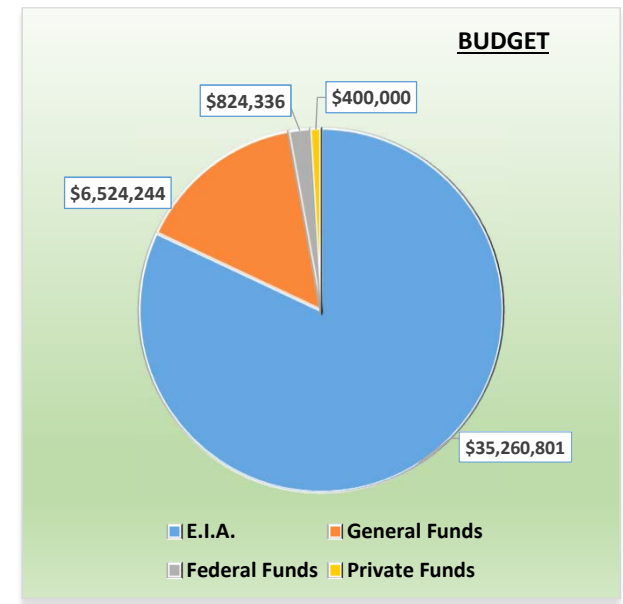
### **Preschool Development Grant**

Work continues for the Preschool Development Grant. The renewal grant has been submitted to the Federal Government with an expected notice regarding the request expected after the beginning of the new year. The renewal grant is competitive so we don't know if we will receive, but it includes a substantial amount of funds for direct services to families. The total grant request was for more than \$12 million which would be distributed to the various partners.

With no further business the meeting was adjourned by Walter Fleming at 10:25 AM.



# FY 2020 FINANCIAL STATUS REPORT



**As of  
October 31, 2019**

Spending Rates	
Projected	42%
Actual	44%

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	14,657,728	7,217,614	7,440,114							14,657,728	7,217,614	\$ 7,440,114
LOCAL PARTNERSHIPS SUPPORT & TECH ASST.	2,518,440	578,739	1,939,701				272,000	112,750.00	159,250	2,790,440	691,489	\$ 2,098,951
PRIVATE 4-K	15,692,633	3,691,865	12,000,768	6,524,244	6,444,390	79,854			-	22,216,877	10,136,255	\$ 12,080,622
PRESCHOOL DEVT. GRANT				824,336	278,356	545,980				824,336	278,356	\$ 545,980
POLICY & ACCOUNTABILITY	2,392,000	396,590	1,995,410				128,000	12,837	115,163	2,520,000	409,427	\$ 2,110,573
<b>GRAND TOTAL:</b>	<b>35,260,801</b>	<b>11,884,808</b>	<b>23,375,993</b>	<b>7,348,580</b>	<b>6,722,746</b>	<b>625,834</b>	<b>400,000</b>	<b>125,587</b>	<b>274,413</b>	<b>43,009,381</b>	<b>18,733,141</b>	<b>\$ 24,276,240</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.
6,524,244	General Funds
824,336	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.**



Strategic Planning and Evaluation Committee Minutes  
Monday, November 25, 2019, Noon  
By conference call

Members Present (by phone): Dr. Amy Williams, Angel Johnson-Brebner  
Staff to Committee Present (by phone): Georgia Mjartan, Chelsea Richard

Georgia opened the meeting by relaying that Chelsea (Strategic Impact Manager) will be taking the lead of this committee moving forward. Georgia will continue to lead the strategic plan work until it is finalized.

### **Strategic Plan 2020-2025**

At the all-staff retreat (11/15/19), staff (in groups of 4-6) worked with an external facilitator and Georgia to develop definitions of the five agency values. Then, the staff worked to operationalize these values across the domains in which First Steps operates via a matrix exercise. For example, how can we operationalize equity through the Board of Trustees? Georgia mentioned perhaps we could commit to ensuring our recommendations to the Governor for Board appointees are representative of the community we serve.

The various definitions of the values will be brought to this committee next meeting to determine the final ones, which will be included in the high-level strategic plan. Further, the operationalization of the values will be useful in the more detailed work/action plan of the strategic plan, which this committee will have input on.

Finally, the mission, vision, and values, as approved by this committee, have been rolled out to all staff, as well as to all local partnership executive directors.

### **Agency Research Agenda**

Chelsea shared her vision for the agency research agenda, which is not a document, per say, but is an overall direction/timeline. The purpose of a research agenda is three-fold: (1) internal decision making; (2) evaluation; (3) research. Internal decision making will not necessarily include this committee in the process, but the committee will be updated with the decisions made. Examples of this would be using Kindergarten Readiness Assessment data by census tract to target geographic areas or figuring out how to use limited grant dollars for program implementation. The committee will be more involved in evaluation, which can be thought of in terms of funding (i.e. impact of state dollars and of grant dollars). The committee will guide the development of the overall guiding evaluation questions, as well as lead the legislatively mandated external evaluation efforts. At the next meeting, we will discuss the five year evaluation timeline and how to define "prevalent programs," as the legislation is not specific. Finally, research is more long term, but not low priority. Research efforts will be led by First Steps staff and will include external collaborators from universities and research institutions. The goal of this research is to not only form an evidence-base for programs via peer-reviewed manuscripts, but also to elevate First Steps to the national stage as a provider AND a researcher in the early childhood space.



The first step to the research agenda is forming a data use policy, as well as research request process. After some discussion, it was decided that the data use policy will be voted on by this committee. Chelsea will spearhead this work, in collaboration with Mark Barnes (Director of Administration) and our lawyers, and she will bring a draft policy to the committee for discussion and approval. The internal process for how to handle research requests does not need to be approved by the committee.

**External Evaluation Conducted by the Institute for Families in Society (IFS)**

Georgia opened by relaying how we frame talking about the evaluation matters (i.e. legislatively mandated external evaluation vs. research commissioned) and that the newly appointed Board chair (Dave Morley) has been reading and asking questions about the evaluation. Chelsea mentioned that there were revisions made to the evaluation that are detailed in a memo from IFS. The main findings were presented at the Board meeting on 10/24, were covered in an email to the Board on 11/8, and are summarized in a one-pager on the First Steps website.

The next steps in this process are: (1) meeting set up with the researchers and the local partnership team to better understand the social networks analysis and Wilder Collaboration Factors Inventory (scheduled for 12/13); (2) remaining counties will complete their social networks analysis (through Q1 2020); (3) results will be woven into the Annual Report (due 12/1); (4) discussion with IFS regarding an evaluation of 4K (scheduled for 1/7); (5) continuing to use these results in communications, as well as informing the overall research agenda.





YOU ARE INVITED TO A



# Holiday Party

HOSTED BY  
**GEORGIA AND DOMINIK MJARTAN**

December 5, 2019

6 p.m.

625 Chimney Hill Road  
Columbia, SC

RSVP to [singram@scfirststeps.org](mailto:singram@scfirststeps.org)