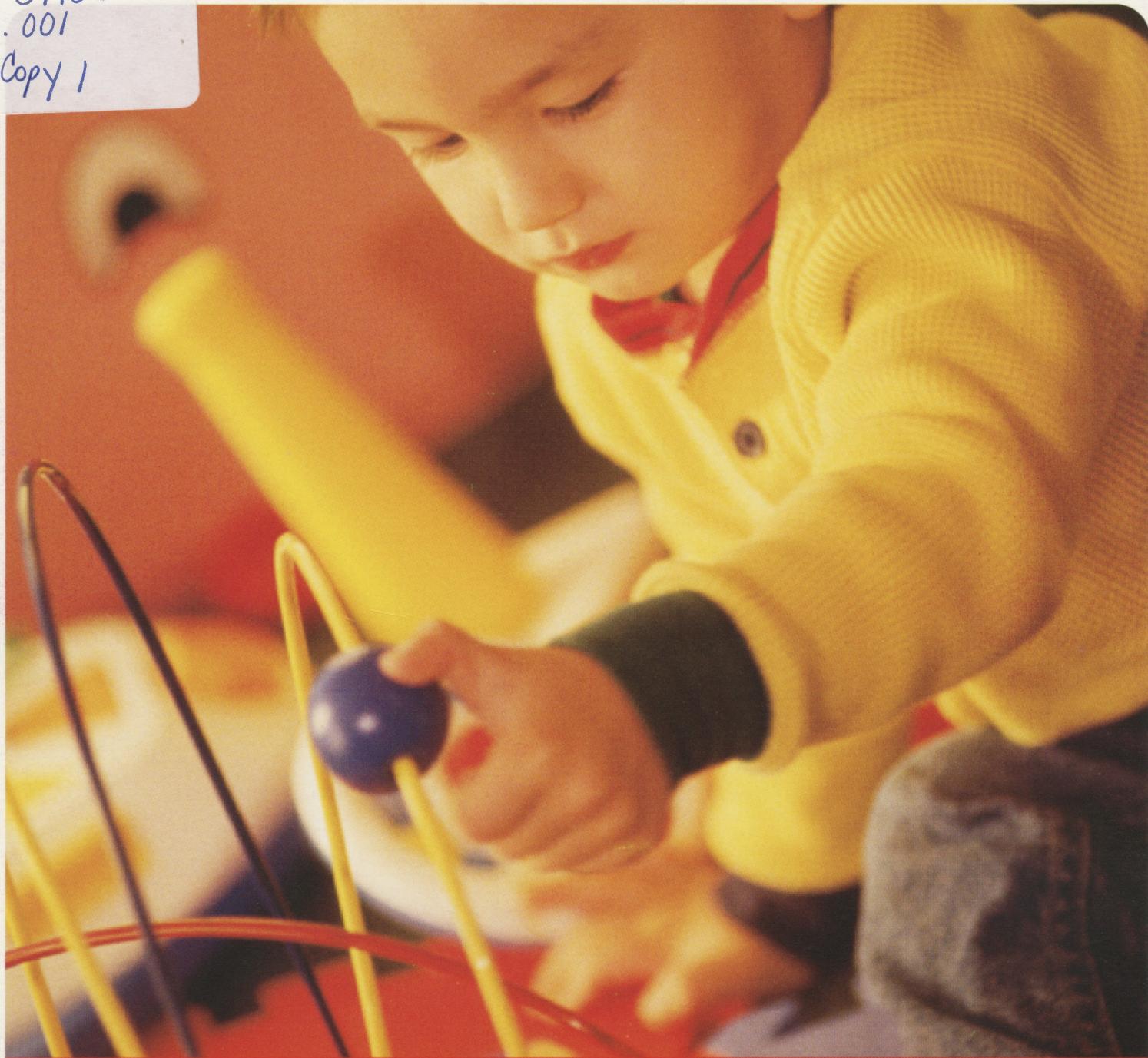


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**South Carolina First Steps to School Readiness
Board of Trustees'
2001 Annual Report to the General Assembly**





"Intellectual and cultural development begins at a tender age, and this program can help provide critical support during a child's early years."

— Michael Fanning
Vice President for Public Relations
and Government Affairs
Michelin North America

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Dear Members of the General Assembly:

Please find enclosed the 2001 South Carolina First Steps to School Readiness Board of Trustees' Annual Report to the General Assembly. This report is required by Section 20-7-9720(10) of the enabling legislation.

As this report details, First Steps has made substantial progress this year as a direct result of the hard work and diligence of the First Steps Board of Trustees, the Office of First Steps, and countless county board members and community partners. First Steps is an initiative of which we can all be proud as South Carolinians.

I am thankful for your continued support for First Steps. I look forward to working closely with you this session to continue our efforts to improve school readiness.

Sincerely,



Jim Hodges, Chair
South Carolina First Steps to
School Readiness Board of Trustees

Highligh

First Steps Year 2000 Highlights

Forty-six First Steps County Partnership Boards received Level One (planning) funding and began the assessment and strategic planning processes necessary for Level Two funding. Extensive technical assistance was provided by the Office of First Steps (OFS).

Seven counties applied for and received Level Two funding: Anderson, Barnwell, Greenville, Kershaw, Lancaster, McCormick and Richland. Three additional counties have submitted Level Two applications: Allendale, Laurens and Pickens.

Technical assistance programs from the OFS included a two-day conference in Greenville attended by 800+ people, training 324 people from 46 counties on the Level Two application process, training 450 board members through an ongoing Board Leadership Development Training Program and coordinating the First Steps Learning Summit in December 2000.

Fiscal accountability system development included a comprehensive fiscal accountability system that will assist the OFS in managing its cash flow, closely monitor spending by county partnerships, ensure that spending remains in compliance with the legislation and produce required reports.

Evaluation activities included the appointment of a three-person external evaluation team, the hiring of Child Trends, a nationally recognized leader in assessing child well-being, and the development of evaluation procedures for the program, state and county levels.

The Board of Trustees developed a comprehensive state-level strategic plan with the primary goal as follows: The percentage of children who are assessed "ready" for first grade will increase.

Working together, the Board of Trustees and the OFS created a series of exciting state-level initiatives including the First Steps Public Education and Information Campaign, the "Making All the Difference" video, and the T.E.A.C.H. Early Childhood® Project.

The Board of Trustees and the OFS have raised more than \$7.3 million to date in private funds to support First Steps activities statewide.

"Early care and education in the State of South Carolina has received a needed boost with the implementation of the statewide First Steps initiative.

First Steps has educators, parents and practitioners in related areas excited to be working with such meaning and purpose for the youngest children of South Carolina."

— Dr. Louester A.S. Robinson
Chair
Charleston County Partnership Board



First Steps Overview

South Carolina First Steps to School Readiness ("First Steps") is an innovative statewide early childhood education initiative designed to ensure that South Carolina children arrive at first grade healthy and ready to succeed. First Steps' goals, as set forth in the enabling legislation, are as follows:

- provide parents with access to the support they might seek and want to strengthen their families and to promote the optimal development of their preschool children;
- increase comprehensive services so children have reduced risk for major physical, developmental and learning problems;
- promote high-quality preschool programs that provide a healthy environment that will promote normal growth and development;
- provide services so all children receive the protection, nutrition and health care needed to thrive in the early years of life so they arrive at school ready to learn; and
- mobilize communities to focus efforts on providing enhanced services to support

families and their young children so as to enable every child to reach school healthy and ready to learn.

At present, nearly one in seven South Carolina children test not ready for first grade. On the 2000 Cognitive Skills Assessment Battery, administered by the State Department of Education to all children entering first grade, only 85.2% tested ready. In some schools, one in four children, or greater, did not test ready.

All 46 counties have formed a First Steps county partnership board with legislatively designated membership. County partnership boards include, but are not limited to, representatives of the education, business, faith, health and non-profit communities, as well as parents of young children.

Two levels of First Steps grants are available to county partnerships. All 46 counties have received Level One grants to develop the collaborative effort, perform needs and resources

assessments, and develop a strategic plan to address the identified school readiness needs of young children and their families. Seven counties have received and three counties have applied for Level Two grants for the implementation and management of school readiness activities. The remaining counties will apply for Level Two funds over the next one to six months. Focus areas for county partnership programs include lifelong learning (including early education), health care, quality child care and transportation.

First Steps provides \$30 million in state funds for fiscal year 2001 and \$20 million for fiscal year 2000. Private sector support for First Steps to date totals over \$7.3 million.

The First Steps Board of Trustees

The South Carolina First Steps Board of Trustees was established in August 1999 to oversee the First Steps initiative. Governor Jim Hodges serves as Chair. Superintendent of Education Inez Tenenbaum also serves on the board. As required by the enabling legislation, the Governor, President Pro Tempore of the Senate and the Speaker of the House appointed 20 additional voting members in 1999. The 12 non-voting positions for state agency and organization representatives have been filled by those agencies.

This year, the Board of Trustees has met monthly, with the exception of August, with committees meeting as needed. The board committee membership is as follows:

Executive Committee

Governor Jim Hodges, Chair
Mr. Lee Cory
Ms. Claudia Davant-Deloach
Dr. Harry Wright

Fiscal Accountability and Evaluation Committee

Ms. Susan DeVenny, Chair
Dr. Stan Butkus
Ms. Claudia Davant-Deloach
Sen. Linda Short
Rep. Bob Walker

Strategic Planning and Administration Committee

Mr. G. Lee Cory, Chair
Ms. Margaret Galloway
Mr. Frank Holleman
Ms. Juanita Middleton
Mr. Rick Wade
Dr. Harry Wright

Applications/Grants Committee

Dr. Robert Saul, Chair
Ms. Doris Ballard
Ms. Ruby Jones
Mr. Bill Prince
Rep. James Smith
Mr. Dan Wuori

Legislative and Agency Relations Committee

Mr. Terry Richardson, Chair
Mr. Bobby Bowers
Mr. Doug Bryant
Ms. Nancy Burchins
Ms. Susan Jones
(for Ms. Elizabeth Mabry)
Ms. Libba Patterson
Dr. James H. Scully
The Hon. Inez Tenenbaum

County Relations and Oversight Committee

Ms. Lois Martin, Chair
Dr. Vernon Anderson
Ms. Kay Broxton
Mr. Jim Johnson
Sen. John Matthews
Ms. Tinalouise Polite-Caldwell

The Board of Trustees is a diverse group of highly respected individuals from all parts of the state. All members have made substantial contributions of time and talent and have demonstrated strong leadership and commitment to the First Steps initiative. The Board of Trustees is ably carrying out all assigned functions mandated in the enabling legislation.



State-Level Strategic Plan

Under the leadership of the Board of Trustees, an extensive, state-level strategic plan has been developed and approved. This document defines First Steps' primary goal as follows: The percentage of children who are assessed "ready" for first grade will increase.

The strategic plan further states, "First Steps initiatives should incorporate effective collaboration among those providing early childhood education, health and child care, family services, transportation and other services, so as to promote the development of enhanced community resource systems."

The strategic objectives set forth in the state-level strategic plan are as follows:

Strategic Objective 1: First Steps county initiatives will support quality, non-duplicative and integrated community-based programs that are relevant and accessible to young children and their families.

Strategic Objective 2: First Steps will develop a statewide system to assess how First Steps is enhancing children's progress toward school readiness.

Strategic Objective 3: First Steps county programs will be designed and continuously improved in accordance with emerging knowledge about effective practices for promoting school readiness of young children prior to first grade.

Strategic Objective 4: The First Steps initiative will operate according to high standards of accountability.

Strategic Objective 5: The State Board and the Office of First Steps will provide quality leadership and support to ensure that First Steps initiatives are well-coordinated and effective across the state.

This report includes information on progress in all strategic objective areas cited above. A complete copy of the strategic plan, for which benchmarks and action steps are currently being finalized for each strategic objective, may be obtained from the OFS.

Board Recommendations for Change and Legislative Initiatives to General Assembly

Section 20-7-9720(10) of the enabling legislation states that this report should include recommendations for changes and legislative initiatives. The following are the three recommendations for changes/legislative initiatives to the General Assembly from the Board of Trustees.

1. The Board of Trustees respectfully requests a state-appropriation of \$25 million for fiscal year 2002. The requested appropriation of \$25 million, together with the funds remaining from last year's legislative appropriation, will be needed to fund approved programs in all counties to be carried out during fiscal year 2002.
2. The Board of Trustees respectfully requests that the General Assembly increase the number of FTEs assigned to First Steps by giving the OFS eight additional FTEs. The demands on the OFS have grown even more this year as the initiative moves into implementation, and First Steps must be adequately staffed.

3. Currently the enabling legislation requires three annual reports: (1) one from the county partnership boards to the State Board of Trustees, due by October 1 of each year [section 59-152-70(A)(7)]; (2) one from the OFS to the State Board of Trustees, due by December 1 of each year [section 59-152-50(5)]; and (3) one from the State Board of Trustees to the General Assembly, due by January 1 of each year [section 20-7-9720(10)]. The OFS assists extensively with the preparation of all three of these individual reports, which are quite duplicative and unnecessarily time-consuming. Therefore, the Board of Trustees respectfully requests that the enabling legislation be revised to provide for only one annual report, each year, to be provided by the OFS to the General Assembly and the State Board of Trustees, that will incorporate all the elements of the three current reports.

County Status

Organizational/Planning Activities

This brief summary of 1999–2000 activities provides background essential to understanding and appreciating the present status of First Steps county partnership boards and their activities.

Working in collaboration with each county legislative delegation, the OFS prepared convenors in each county to facilitate forums designed to advance the creation of First Steps county boards and partnerships. These forums were held in all counties between August 24 and November 9, 1999 and attended by more than 5,000 people.

Through these meetings and corresponding elections, which met all requirements set forth in Section 59-152-60 of the enabling legislation, more than 1,400 people representing required categories were elected to serve in a voluntary capacity as members of the 46 First Steps county partnership boards.

All county partnership boards work closely with the OFS to ensure adherence to legislative requirements while promoting the spirit of collaboration and innovation intrinsic in the legislation. Under the guidance of a comprehensive technical assistance program established by the OFS, all county partnership boards have completed the following organizational activities:

- Electing officers and creating committees;
- Ensuring that a team of board members attended a day-long training to prepare for submission of a Level One grant;
- Ensuring that a team of board members attended a two-day training session in Greenville in March 1999;

- Implementing Level One planning activities and meeting all requirements set forth in the comprehensive Level One grant application;
- Coordinating an ongoing collaborative effort at the county level to bring the community together around school readiness issues;
- Continuing board development activities to include training sessions presented by the OFS;
- Ensuring that a team of board members attended financial management training sessions and worked closely with the OFS to implement approved fiscal policies and procedures as required and needed to ensure fiscal accountability of all funds appropriated to the partnership;
- Securing a fiscal agent to manage and disburse Level One funds.

By July 2000, all First Steps county partnership boards were approved to receive Level One funding. In order to receive this funding, all counties developed strong plans for conducting needs and resources assessments and designing an effective strategic plan to guide program activities for Level Two.

Challenges Reported by County Partnerships

The counties have reported challenges to progress in several key areas. The needs and resources assessments and strategic plan development require extensive evaluation of existing and collected data and continued collaboration among a wide variety of partners at the county level. The OFS technical assistance team reports that some counties are struggling to collect, analyze and utilize data necessary to properly design a comprehensive strategic plan. Further, a review of county reports shows that

approximately seven to ten counties are experiencing difficulty in achieving a strong level of collaboration.

Other common challenges reported by counties include:

- Building effective working relationships among board members who have not worked together before;
- Overcoming individuals' vested interests in the organizations or programs they represent;
- Gaining a thorough understanding of the First Steps legislation;
- Managing the demands that First Steps places upon the individual board members' time;
- The required, but time-consuming, processes that the OFS and county partnerships must adhere to relating to expenditures.

The OFS has a well-trained, experienced technical assistance staff that is working closely with representatives of other agencies to provide technical assistance and training to all counties, with intensive assistance being given to those counties experiencing the greatest difficulty in moving forward.

Level Two Grants

As counties received Level One funding, their focus became completion of the complex requirements cited in the enabling legislation to receive Level Two funding.

The seven counties that have received Level Two grants employed a variety of quantitative and qualitative research approaches that included extensive analysis of secondary data sources; written surveys to a variety of target audiences; formal and informal interviews, focus groups and town

meetings; and analysis of service capacity, gaps in services, and efficiency and effectiveness of existing programs.

Counties Approved for Level Two Funding

To date, ten counties have applied for and seven have received Level Two funding. Anderson, Barnwell, Greenville, Kershaw, Lancaster, McCormick and Richland have been approved for Level Two funding. Allendale, Laurens and Pickens are presently under review.

Below are Level Two award amounts for the approved Level Two counties.

Anderson: Award amount: \$1,411,833 in state-appropriated funds.

Barnwell: Award amount: \$350,313.10 in state-appropriated funds; an additional \$79,596.90 in state-appropriated funds approved for release pending further development of strategies.

Greenville: Award amount: \$2,975,813.44 in state-appropriated funds; \$216,000 in state-level private funds.

Kershaw: Award amount: \$565,391 in state-appropriated funds; \$12,000 in state-level private funds.

Lancaster: Award amount: \$737,235.20 in state-appropriated funds; \$200,000 in state-level private funds.

McCormick: Award amount: \$282,772.59 in state-appropriated funds; an additional \$21,059.65 in state-appropriated funds pending further development of strategies.

Richland: Award amount: \$2,326,301 in state-appropriated funds; an additional \$231,867 in state-appropriated funds pending.

Refer to Appendix A for information on the specific county programs funded by Level Two grants. All programs are consistent with legislative requirements and are based on effective practices shown to improve children's readiness for first grade.

The chart attached as Appendix B identifies the present status of all county partnerships with respect to the Level Two application.

"First Steps is an exciting initiative. Various agencies have implemented many programs over the years to meet the needs of children and families in McCormick County. However, this has often resulted in a fragmented approach. First Steps provides focus and direction for an interdisciplinary approach across agency lines, which is giving us coherence and sustainability."

*— Dr. Sandra Calliham
Chair
McCormick County
Partnership Board*

The Greenville News

Editorial, December 5, 2000: Encouraging news from First Steps

Some of the first results of the local First Steps program suggest the early education initiative is working.

The Greenville County First Steps Partnership held an eight-week summer program for 299 students identified by their kindergarten teachers as likely to fail the first-grade readiness test.

Two-thirds of the 269 students who took the Cognitive Skills Assessment Battery scored ready for the first grade.

Those are impressive results even though the First Steps program is reaching only a small number of children.

While it's unfortunate that one-third of the children failed the test, it should be remembered that kindergarten teachers feared all of the children would fail the test.

The long-term success of the First Steps program is far from certain, but the first-grade readiness of 181 local children is an encouraging sign.

Program Technical Assistance Activities

To ensure that county partnership boards design effective school readiness strategies that comply with all legislative requirements, the OFS, under the guidance of the Board of Trustees, provides trainings and on-site assistance to all county partnership boards. Programmatic technical assistance activities in calendar year 2000 included:

- Providing extensive support to all 46 counties to ensure compliance with all requirements in the comprehensive Level One grant application;
- Working closely with counties in designing and developing effective needs and resources assessment procedures and in creating a results-oriented strategic plan based on the assessments. This support included frequent site visits to all counties and extensive support through telephone calls and e-mails. Each county has been visited at least six times by an OFS staff member this year, including board and board committee meetings;
- Planning and administering a two-day First Steps Training Conference on February 29 and March 1, 2000, attended by more than 800 county partnership board members and interested partners. Nationally recognized speakers and education sessions on such topics as quality early childhood education practices, managing conflicts of interest and budgeting helped attendees prepare for the submission of Level Two applications and otherwise

strengthened county efforts;

- Managing communications and program development for 114 people from 45 of 46 counties who attended six First Steps regional meetings held by the OFS in July and August 2000. These meetings provided information on communications, special state-level initiatives such as T.E.A.C.H., fiscal issues, technical assistance procedures and operational issues including legislative requirements;
- Training 324 people from 46 counties on the Level Two application process;
- Training 450 county partnership board members through an ongoing comprehensive Board Leadership Development Training program developed by the Institute for Families in Society at the University of South Carolina (IFS) under contract to the OFS. Since April 2000, four IFS trainers have conducted 25 board training sessions in 20 counties;
- Coordinating the First Steps Learning Summit (December 6 and 7, 2000) in Columbia. The diversity of experiences of the county partnership board members, together with the challenges faced in fully developing collaborative partnerships, created the need for this intensive, high-quality training and leadership development summit. The Learning Summit included training sessions on managing diversity issues, working with different leadership styles, running effective meetings, avoiding and dealing effectively with conflicts of interest, and duties and responsibilities of board leaders and members.

This summary of activities by the OFS technical assistance staff in September and October 2000 demonstrates the breadth and depth of technical assistance offered to county partnership boards. During this two-month period, OFS technical assistance staff:

- Attended 25 county partnership board meetings and 15 board committee meetings;
- Attended four bid openings;
- Attended and participated in several fund-raising events;
- Attended five county partnership annual meetings;
- Presented at the S.C. Human and Community Relations Association Conference on First Steps and Collaboration;
- Attended and participated in two seminars for 20 county consultants;
- Attended six county partnership board retreats and strategic planning events;
- Attended WYFF call-in show involving upstate counties;
- Presented on First Steps and T.E.A.C.H. at the Celebration of Early Childhood training in Beaufort.

Assistance



"If one has ever had the opportunity to witness a child growing from crawling to taking its first steps, exhilarated by this sense of accomplishment, then one can truly realize the profound impact First Steps will have on the children of South Carolina."

— Columbus Williams Jr., Chair, Marion County Partnership Board

Fiscal Accountability Operations

Fiscal Accountability System Development Status

The Public Consulting Group ("PCG"), First Steps' financial consultant, has worked closely with the OFS Finance Office to develop a comprehensive fiscal accountability system that will assist OFS in managing its cash flow, closely monitoring spending by county partnerships, ensuring that spending remains in compliance with the legislation and approved budget policies, and producing required reports. Progress to date includes:

- Development of a fiscal accountability management system for the counties through nine regional finance "hubs." This system takes advantage of economies of scale, ensures proper fiscal management, and helps county administrative budgets stay within the 8% administrative cap;
- Selection of a vendor to provide OFS fiscal accountability software;
- Creation of a comprehensive fiscal accountability manual that instructs county partnerships about compliance with the legislation and corresponding OFS fiscal policies. A list of all fiscal policy documents created and disseminated to county partnership boards as of December 1, 2000, is included as Appendix C. Copies of these documents are available upon request to the OFS;
- Developing and conducting training sessions for all counties on OFS fiscal accountability policies and correct budgeting methods.

By early 2001, the following fiscal accountability system development steps will be completed:

- Oversight of software implementation;
- Finalization and distribution of the fiscal accountability manual; and
- Selection and training of the regional fiscal managers.

Due to the state purchasing process timeframe, delays occurred in publishing the Request for Proposals for the software vendors and the regional fiscal managers. Also, the creation of the regional fiscal manager system has resulted in steps not anticipated in the original contract between the OFS and PCG. As a result, PCG has not finished the original scope of work within the timeframe proposed in the initial contract. However, the OFS is well-satisfied with the quality of the work provided by PCG and is comfortable with the revised work plan.

All counties have required some fiscal technical assistance. Prior to reaching Level Two, most counties rely on volunteer board members, who usually have little or no experience with state government financial procedures, to oversee budget development. It is fully expected that the hiring of staff once counties reach Level Two, as well as the regional finance system, will address this challenge.

Level Two Budget Planning and Development

PCG, together with the OFS Finance Office, is working with all county partnership boards on developing Level Two budgets and spending plans. This assistance includes providing information on legislative and fiscal policy compliance, appropriate purchasing models, common business practices and vendor relations. Counties assisted to date with Level Two budget development are: Allendale, Anderson, Barnwell, Beaufort, Greenville, Kershaw, Lancaster, Laurens, Lee, McCormick, Pickens, Richland and Spartanburg.

Level One Fiscal Reviews

Working with the OFS Finance Team since April 1999, PCG has visited 87% of the counties to conduct Level One fiscal reviews. These reviews: (1) focus on governance, purchasing, budgeting and fiscal practices; (2) identify any deficiencies; (3) result in recommended action steps; and (4) include follow-up to ensure compliance with any identified deficiencies and continued fiscal accountability.

The OFS and PCG are continuing to conduct Level One fiscal reviews and to work with counties that have review recommendations to ensure a compliance plan is in place and is being followed.

Accountability

Evaluation Activities

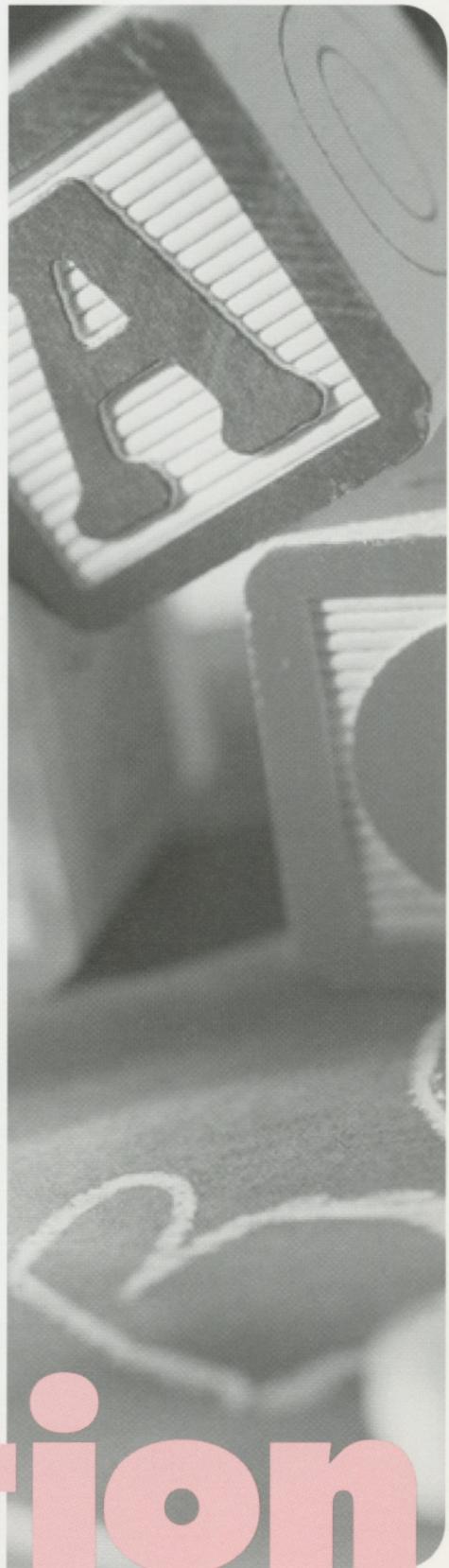
The creation of the First Steps evaluation system at the state, county and program levels has moved forward rapidly this year. Accomplishments to date include:

- The appointment of the members of the three-person external evaluation team, required by Section 59-152-160(A) of the enabling legislation. Members of the external evaluation team are Dr. Dexter Cook from Lancaster (appointed by the Board of Trustees), Mr. David Potter of Columbia (appointed by Senator John Drummond) and Dr. Susan Shi of Greenville (appointed by Representative David Wilkins). As required by the legislation, all three team members are recognized as proficient in child development or early childhood education;
- The hiring of Child Trends, a nationally recognized leader in assessing child well-being, to design the program evaluation of the First Steps initiative. (The first such evaluation is due no later than January 1, 2003.) Child Trends, together with the three-person external evaluation team and the Board of Trustees Fiscal Accountability and Evaluation Committee, will design a statewide summative (bottom-line) readiness results evaluation, modeled after the longitudinal Birth Cohort Study sponsored by the National Center for Education Statistics. This evaluation will investigate the overall effectiveness of First Steps in terms of readiness improvement as a result of First Steps' impact upon the early education, health, family, economic and child care determinants of readiness. This proposed summative evaluation is

being studied and prepared for pilot testing in select urban, rural and mixed counties;

- The University of South Carolina Institute for Families in Society, in collaboration with the three-person external evaluation team and the Board of Trustees Fiscal Accountability and Evaluation Committee, is designing evaluation procedures for strategies and programs implemented with First Steps funds at the county level. This evaluation system, known as PIE (Planning, Implementation and Evaluation), will assist county partnerships with assessing the effectiveness of each of their programs. Specifically, the PIE system includes consistent methods and tools for identifying measurable goals, documenting implementation variables (e.g., attendance, client satisfaction), and evaluating program outcomes. The PIE system is presently being piloted in the seven Level Two counties with other counties being brought on board as they reach Level Two. County-level evaluations will also include a review of the functioning of the board and partnership, as required by Section 59-152-160 of the legislation.

The planned program evaluation of every First Steps program in every county, together with the summative state-level results evaluation, is on target to be the most comprehensive analysis of school readiness programs in the United States.



Evaluation



"I am involved with the Juvenile Justice System as a volunteer arbitrator and many of the problems of the youth I encounter have roots in their early childhood experiences. It makes sense to invest 'upfront' in early childhood prevention strategies."

— *Abbie Caywood*
Coordinator
McCormick County
Partnership Board

Special State-Level Initiatives

First Steps Public Education and Information Campaign

In early 2001, First Steps will initiate a statewide multimedia public education and information campaign. Funded entirely with private dollars, the campaign will focus on families with children ages birth to 5, providing them with information necessary to prepare their children to enter first grade healthy and ready to succeed in school. The campaign theme is "Teach Your Children Well."

The campaign will include the use of television, radio, print media and "niche" marketing strategies to deliver messages about the importance of parental involvement, quality early childhood education, early brain stimulation and the components of quality child care.

Following a selection process that met all state procurement code requirements, First Steps contracted with the Greenville-based marketing communications firm Erwin-Penland, Inc. to design and implement this campaign. A campaign advisory committee composed of people with expertise in early childhood development and public relations provides direction and advice to Erwin-Penland. Erwin-Penland will evaluate the campaign's effectiveness in increasing awareness, knowledge, attitudes and behavior regarding early childhood education and development issues.

"Making All the Difference" Video Project

This year, First Steps launched "Making All the Difference," a new video series to help parents and caregivers stimulate their young children's development. The Psaras Foundation, a nonprofit foundation that supports educational and public service programs, funded the video production. Phylicia Rashad of "Cosby" fame narrated the video, which was taped in South Carolina. In the video, Rashad shows how simple techniques help children develop critical skills and how loving interaction between parents and children, stable relationships in the home and a safe environment positively affect development.

With the help of 235 agencies, hospitals and organizations that work with South Carolina families, these videos are being provided free to parents and caregivers of children birth to age 3 in South Carolina. Since June of this year, 61,700 videos have been distributed statewide. Parents who receive this video also receive a poster that provides information on child health, safety and development. Partner agencies helping to manage the distribution of the video and poster include: S.C. Department of Health and Human Services, S.C. Department of Health and Environmental Control, and Caring for Tomorrow's Children in the Governor's Office.

T.E.A.C.H. Early Childhood® Project

The OFS has been instrumental in the development of the T.E.A.C.H. Early Childhood® Project designed to improve the quality of child care in the state. The T.E.A.C.H. Early Childhood® Project works to raise child care workers' training and wages. Funds are available to teachers, directors and family child care home providers in state-regulated child care facilities. Scholarships support course work in early childhood education and provide increased compensation when participants reach certain education objectives. T.E.A.C.H. is initially being funded entirely by federal child care quality funds made available by the S.C. Department of Health and Human Services.

Website Development and Publications

The OFS has revamped its website this year. This user-friendly site describes the First Steps initiative, provides information on technical assistance topics relevant to county boards and links visitors to other sites that focus on early childhood education issues. Visit the First Steps website at www.scfirststeps.org.

The OFS also publishes *Footnotes*, a quarterly newsletter sent to more than 5,000 South Carolinians.



Coordinat

Coordinating First Steps Activities With Other Agencies

Many state-level agencies continue to play a key role as partners in the development of First Steps. The section below highlights the support provided by state agencies to the First Steps initiative.

S.C. Department of Alcohol and Other Drug Abuse Services

Director Rick Wade, who serves as a member of the Board of Trustees and on the Strategic Planning and Administration Committee, has provided important information to the Board in the areas of alcohol and drug abuse. Elaine Dowdy, director of Prevention and Intervention Programs in the Division of Programs and Services, has also provided information and support to the OFS. Director Wade and Ms. Dowdy have also worked with prevention specialists in all county offices to encourage and support their involvement in First Steps county partnership boards. These local experts will continue to provide critical information in the areas of alcohol and drug abuse as it relates to the early development of children.

S.C. Budget and Control Board

Mr. Bobby Bowers serves on the Board of Trustees and on the Legislative and Agency Relations Committee. Dr. Baron Holmes has provided extensive support to the Board of Trustees and the OFS in the areas of data development, strategic planning and evaluation. He has attended meetings of the Board of Trustees, as necessary, and staffs the

Fiscal Accountability and Evaluation Committee of the Board, as well as the three-person external evaluation team. In addition, Pete Bailey and other staff of the Office of Research and Statistics have helped to define and summarize data on factors affecting school readiness at both the state and county levels.

S.C. Department of Disabilities and Special Needs

Dr. Stan Butkus, State director, serves on the Board of Trustees and is an active member of the Fiscal Accountability and Evaluation Committee. Also, the Department of Disabilities and Special Needs contracts with local boards for 135 early interventionists to provide in-home support and training to more than 2,000 developmentally delayed children ages birth to 6 years.

S.C. Department of Education

Superintendent of Education Inez Tenenbaum serves on the First Steps Board of Trustees. A representative of each relevant school district serves on every county board. In addition, the Department of Education provides invaluable assistance in the following manner:

- School districts are encouraged to formally let their early childhood education needs be known to First Steps county partnership boards;
- The Office of Early Childhood Education and the OFS meet regularly to share strategies, project reports and plans;
- Both offices are involved with presentations at many mutual meetings and conferences, locally, statewide and nationally;
- Both offices are jointly involved in developing plans for statewide early childhood service delivery;
- A representative from the Office of Early

Childhood Education participates in state-level meetings for First Steps and attends the Board of Trustees meetings;

- The two offices are co-located to enhance the sharing of ideas and information;
- First Steps information is distributed to all early childhood and parenting program coordinators from the school districts;
- The Office of Early Childhood Education staff assist in reviewing and participate in reading and evaluating First Steps Level Two grant applications; and
- The Office of Early Childhood Education assists county partnership boards by providing information and assistance with early education strategy development.

S.C. Department of Health and Environmental Control

The S.C. Department of Health and Environmental Control (DHEC) has been an enthusiastic supporter of the First Steps initiative. The support given by DHEC to First Steps was recently estimated to value approximately \$500,000. The agency has made substantial contributions to the processes of assessment, planning and implementation in every county, while providing leadership and expertise on a variety of health issues at the state level. As mandated in the enabling legislation, a DHEC representative serves on the county partnership boards in all 46 counties.

DHEC Commissioner Doug Bryant serves on the First Steps Board of Trustees and has made several DHEC employees available to the OFS as follows:

- Joyce Brown of the Office of Policy and Intergovernmental Affairs serves as the agency's chief liaison with the First Steps initiative. She has coordinated the dissemination of First Steps information

Coordinating First Steps Activities With Other Agencies (continued)

within the central office and throughout DHEC's 13 health districts through attendance at a variety of meetings, presentations on the First Steps initiative and a variety of written communications. Ms. Brown has worked with the Healthy Child Care South Carolina Steering Committee to develop recommendations for improving child care. This committee's report, *Who Cares?*, was released in early December, 2000, and distributed to all First Steps county partnership boards;

- Patty Dod Lolas is on full-time loan to the OFS, serving as a technical assistance liaison to county partnership boards;
- Max Learner, policy advisor with the Office of Policy and Intergovernmental Affairs, has provided extensive technical assistance and consultation to various sub-committees of the First Steps Board of Trustees, to First Steps staff and to a number of county boards. He researched and wrote a background paper on early childhood health; led the development of First Steps' allocation methodology; helped design the Level One and Level Two application review tools; and made numerous presentations at county and state meetings. Dr. Learner has also participated in the development of the Planning, Implementation and Evaluation process that is being used to guide county evaluation efforts;
- Nancy Whittle, director of the Division of Community Development, served on the Conference Planning Team and has helped shape collaborative efforts at the state and county levels.

DHEC has also worked to ensure that a variety of existing programs provide strong support to the First Steps initiative. These efforts include emphasizing the importance of early and appropriate prenatal care for pregnant women, improving the health and nutritional status of women and children; coordinating programs designed to improve access to

health care and preventive services; and administering the BabyNet and Children's Rehabilitative Services programs to assist children with special health care needs.

S.C. Department of Mental Health

Until his recent resignation, Director Stephen M. Soltys, M.D., served as a member of the Board of Trustees and the Legislative and Agency Relations Committee. Staff of the Department of Mental Health (DMH) assisted First Steps with the development of its strategic plan and continue to provide extensive input on mental health issues affecting school readiness. Additionally, DMH provides space every month for Board of Trustees' meetings.

Further, DMH has sent informative materials on First Steps to its 17 community mental health centers and has encouraged staff members to serve as members of county partnership boards.

DMH continues to work closely with the BabyNet program and to promote the development of expanded mental health services for young children. "Futures," a program for the children of parents suffering from mental illness, is being expanded. Additional programs include the Infant and Early Childhood Assessment Clinic and the Diagnostic Nursery, which are located at the William S. Hall Psychiatric Institute.

S.C. Department of Health & Human Services

Newly appointed agency director Bill Prince serves as a member of the First Steps Board of Trustees. Other Department of Health and Human Services (DHHS) personnel and programs provide support to the OFS through funding special initiatives such as T.E.A.C.H., by providing invaluable

assistance in the area of researching and improving child care programs, and ensuring that the Medicaid program reaches eligible families. Two documents (*Child Care in South Carolina: Quality Affordability, and Availability* and the *South Carolina Child Care Needs Assessment and Strategic Plan*) have been produced by DHHS and made available to county partnerships. DHHS staff also assist individual county partnerships with child care questions.

DHHS has contracted with the Institute on Family and Neighborhood Life at Clemson University for a statewide child care workforce survey of all child care providers. The survey will provide information on numbers of children served in various settings, hours of operation, ages of children served, staff turnover, reasons for staff turnover and ways in which the state might improve child care services. The report will be published on December 31, 2000. Following the release of that statewide survey, the contractor will provide data on a variety of child care services and will help county partnerships access and interpret available data specific to local needs.

DHHS has also taken the lead in improving and expanding education opportunities for child care workers. DHHS, the Head Start Collaboration Office and the S.C. Center for Child Care Career Development jointly sponsored a meeting attended by the majority of two- and four-year South Carolina colleges and universities in late October. This Early Childhood Education Summit laid the groundwork for articulation strategies that will allow senior institutions to accept credits from two-year colleges in a number of early childhood education tracks. The meeting also

explored issues of common concern. These discussions are continuing through smaller group sessions, and another state-level summit meeting will be held in Spring 2001.

S.C. Department of Social Services

Director Libba Patterson serves on the Board of Trustees and on the Legislative and Agency Relations Committee. Director of Community Development Leon Love and administrative assistant Karen Flemming are on loan as full-time staff to the OFS.

The Department of Social Services (DSS) has also supported First Steps in the following ways:

- Provided staff time to coordinate and plan activities at the state and county levels;
- Coordinated funding for early school readiness initiatives to ensure that children covered under DSS Temporary Assistance to Needy Families (TANF) have access to the resources necessary to support and encourage school readiness; and
- Provided initial funding for Reach Out and Read (ROAR) so that volunteers can read to children in doctors' offices, while at the same time modeling to parents reading techniques with developmentally appropriate materials. In addition, ROAR pays for a book for each child every time the child visits the doctor. Initial evaluations show that parents are four times more likely to choose book reading as a parent/child activity after participating in ROAR.

DSS County Office staff have assisted with needs and resources assessments at the county level, provided meeting space, loaned equipment, provided supplies and copies, acted as fiscal agents when needed, participated as First Steps board members and helped staff county partnership boards.

DSS staff have also provided critical input concerning social service issues affecting the state's children. A representative of the agency serves as a member of every county partnership board. DSS is also working with county-level service providers to increase their knowledge and commitment to the components that affect school readiness. Information on these topics has been added to existing agency training programs and is being communicated to all county offices.

S.C. State Library

Director Jim Johnson serves on the First Steps Board of Trustees and on the County Relations and Oversight Committee. The South Carolina State Library, in cooperation with First Steps and the Association of Public Library Administrators, developed the *Early Childhood Teacher Resource Collection* of books in every public library to help early childhood teachers improve their skills. The *Early Childhood Teacher Resource Video Collection Catalogue*, which lists training videotapes for early childhood teachers, has been updated. Recognizing the impact that reading and books have on children's development, the State Library has also produced a *Born to Read* book list for babies and toddlers and *I Can Read It Myself* book list for beginning readers.

The State Library is actively supporting public libraries' role in county partnership boards. First Steps was also featured on the front page of *News for South Carolina Libraries*, which is distributed to librarians, library trustees and members of the volunteer groups supporting libraries across South Carolina. Further, the State Library staff has also served as an important resource on public library and

literacy issues for the Board of Trustees and the OFS.

S.C. Department of Transportation

The S.C. Department of Transportation (SCDOT) is committed to providing support to the OFS and its goals. Susan Jones serves on the Board of Trustees and the Legislative and Agency Relations Committee as the designee for director Elizabeth Mabry. SCDOT continues to work with county partnerships to find solutions to transportation issues. Also, in conjunction with First Steps' goals, the SCDOT offers its employees information that will help them make sure that their children reach school "healthy and ready to learn." SCDOT parents have opportunities to attend meetings where information concerning proper nutrition, health care, educational activities and choosing quality child care is discussed. Appropriate handouts and materials are also available during these meetings.

The SCDOT also offers its employees ways to become involved with the education process of other children in their communities. Parenting workshops are available to those employees whose children are already in school. Topics discussed during these workshops include organizational tips, helping with homework assignments, attending school functions, parent-teacher conferences and standardized testing. Also, through the "South Carolina Department of Transportation Cares About Roads, Environment and Safety" program (SCDOT C.A.R.E.S.), SCDOT employee volunteers are trained to go into elementary schools statewide and teach young people about the importance of roads and highways, safety and protecting the environment.

Appendix A — Level Two Programs Implemented

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| <p>Anderson</p> <p>Awarded Level Two implementation grant.</p> <p>Award Amount: \$1,411,833 in state-appropriated funds.</p> <p>The seven strategies selected by the Anderson County First Steps Partnership Board and approved by the Board of Trustees are as follows:</p> <ul style="list-style-type: none">• Integrated Community — focuses on five geographic areas as outlined by the five school districts in the county. Each area will have a Family Connection Team composed of a nurse, Parents As Teachers worker, parent educator, social worker and/or early interventionist;• Project Reach — a comprehensive reading enrichment program designed to help parents and their children, newborn through 5 years of age;• Child care training — expand the DSS training of child care professionals, and establish a child care coalition through Anderson's First Steps Partnership;• Individual councils from each area of Anderson County will research their area's transportation needs and resources, facilitating a decision on how best to use future transportation funds;• Grassroots Grants — employs the strategy of providing mini-grants for innovative child care programs or family-oriented initiatives. This strategy is to foster and fund projects by churches, neighborhood associations, civic clubs, nonprofit agencies and others that will increase access of targeted families to needed support and services;• Training and Leadership Development — encompasses training for the Family Connection Team, Community Advisory Councils and Service Partners; and• Health care — focuses on providing a community nurse for each of the five areas through the Appalachia 1 Public Health District. | <p>The eight strategies selected by the Barnwell County First Steps Partnership Board and approved by the Board of Trustees are as follows:</p> <ul style="list-style-type: none">• Expand Act 135 parenting programs by hiring five additional parent educators to serve the three school districts of the county;• Implement a Family Literacy program in Blackville by adding an early childhood educator to the existing programs of adult education and parenting;• Expand a home visitation reading program where trained volunteers expose children and their parents to books and reading;• Add a children's librarian to the Barnwell County Library to expand the current children's programs and implement an outreach effort that will take library resources to where children gather (child care centers, etc.);• In partnership with the Axis 1 Center, hire a community outreach worker to ensure children birth to 4 years of age receive well check-ups, immunizations and health screenings;• Provide support to a community "One Stop Shop" in Blackville where several human service providers will be co-located;• Establish a quality child care center at the "One Stop Shop"; and• Provide early education materials for a parent lending library that will be operated in conjunction with the child care center at the "One Stop Shop." |
| <p>Barnwell</p> <p>Awarded Level Two implementation grant.</p> <p>Award Amount: \$350,313.10 in state-appropriated funds; an additional \$79,596.90 in state-appropriated funds approved for release pending further development of strategies.</p> | <p>Greenville</p> <p>Awarded Level Two implementation grant.</p> <p>Award Amount: \$2,975,813.44 in state-appropriated funds and \$216,000 in state-level private funds.</p> <p>Greenville's strategies include:</p> <ul style="list-style-type: none">• Expanding the Parents as Teachers program through hiring 13 staff members;• Expansion of family literacy programs to improve general literacy skills and job potential by hiring seven family literacy staff members;• Expansion of integrated child development/family learning centers;• Reducing the time and learning gap between |

| | |
|---|--|
| <p>kindergarten and first grade by offering summer readiness programs and "family school";</p> <ul style="list-style-type: none"> • Enhancement of early child care outreach initiatives by supporting programs to improve staff knowledge and commitment to early care and education; • Implementing a local public education and information campaign to build awareness, understanding and active support of early care and education; • Expanding the "Prescription to Read" program to areas of need through partnerships; • Educational/environmental support fund for early care and education to increase educational opportunities for teachers and child care providers, and increase the level of quality care and education for children; • Piloting two efforts to create an integrated therapeutic model through partnerships with A Child's Haven and the Pre-School Special Education program of the school district; • Expansion of services and enhancement of early childhood education for professionals with Parents As Teachers training for school-based mental health counselors; • Expansion of 4-K in two targeted areas using private, non-profit or faith-based early care and education providers; and • Providing transportation funds for child development centers and Parents As Teachers families and children. | <ul style="list-style-type: none"> • Provide ESL classes to the Hispanic community as a part of the family literacy program; • Expand the primary prevention home visitation program, "Coming Together as Families," to provide additional home visitation services; • Support the development of fatherhood initiatives by churches and community organizations; • Utilize existing resources to provide transportation for First Steps programs; and • Community outreach events. |
| <p>Lancaster</p> <p>Awarded Level Two implementation grant.</p> <p>Award Amount: \$737,235.20 in state-appropriated funds; \$200,000 in state-level private funds.</p> <p>The Lancaster County First Steps Partnership Board will implement the following activities and services:</p> <ul style="list-style-type: none"> • Child care expansion grants to increase capacity, quality, and access; • Educational video highlighting characteristics of quality child care; • Professional training for child care employees; • Expansion of effective early childhood initiatives (e.g., Early Head Start and Head Start); • Parent education program expansion; and • Expansion and enhancement of the home visitation program by nurses. | |
| <p>Kershaw</p> <p>Awarded Level Two implementation grant.</p> <p>Award Amount: \$565,391 in state-appropriated funds and \$12,000 in state-level private funds.</p> <p>The eight strategies selected by the Kershaw County First Steps Partnership Board and approved by the Board of Trustees are as follows:</p> <ul style="list-style-type: none"> • Improve child care through grants to enhance facilities and scholarships to help parents pay for quality care; • Expand early childhood education opportunities; • Enhance adult education for young adults and the Hispanic population by developing a family literacy program with home visitations; | <p>McCormick</p> <p>Awarded Level Two implementation grant.</p> <p>Award Amount: \$282,772.59 in state-appropriated funds; an additional \$21,059.65 in state-appropriated funds pending further development of strategies.</p> <p>The strategies approved by the First Steps Board of Trustees are as follows:</p> <ul style="list-style-type: none"> • Expand child care slots at Plum Branch Child Care Center for six infants and ten toddlers; |

Appendix B (continued)

- Expand number of home visitors in McCormick County. Home visitors will use Parents as Teachers curriculum;
- Enhance adult education services by providing parenting education as component of services offered through mobile education van;
- Improve parenting skills and child development knowledge among parents by coordinating the services of a family educator with home visitors (Strategy 2) and adult education services (Strategy 3);
- Improve services to eight to ten children (3- and 4-year-olds) with developmental delays by offering a child development class to those children;
- Expand home health visits to all families with newborn children in McCormick County;
- Improve birth outcomes of children in high-risk families by increasing availability of home health visits to expectant mothers; and
- Enhance services to families by establishing a case management system to efficiently address the needs of families requiring multiple services.

Richland

Awarded Level Two implementation grant.

Award Amount: \$2,326,301 in state-appropriated funds; an additional \$231,867 in state-appropriated funds pending.

Richland County's grant application included eight strategies, six of which were initially approved by the Board of Trustees. These approved strategies and those awaiting approval are:

- Enhance and expand training available to child care providers serving 4- and 5-year-old children;
- Coordinate efforts to expand full-day 4-K programs through school districts while ensuring that child care providers remain able, financially, to serve infants and toddlers;
- Improve access to information about child development through school curricula;
- Improve quality of child care by establishing an incentive fund for providers serving children birth through age 3;
- Expand number of affordable quality child care slots to working families by creating a scholarship fund;
- Enhance quality of child care strategies for years two through five;
- Improve quality of health care available to young children and their families by working with a health care coordinator who will provide health education and safety information to child care providers, coordinate agreements among health providers and develop resource and referral systems in targeted areas; and
- Improve, expand and enhance access to those services that impact a child's readiness in four target areas. The areas selected are based on CSAB scores (not yet approved for funding — awaiting further development of strategy).

Appendix B — Getting to Level Two

| County | L-I Appr. | L-II Expected | Max Amount | County Current Status | Consultant |
|---------------|----------------------|--------------------------|-------------------|---|------------------------------|
| Abbeville | 4/2000 | 2/01 | \$425,728.47 | Annual meeting held 11/30; time was used to conduct a survey of group. Forums, focus groups are continuing. | Franks & Associates |
| Aiken | 4/2000 | 1/01 | \$1,371,734.33 | Have completed focus groups, community forums and surveys; strategic planning retreat to be held in January. | Praxis |
| Allendale | 2/2000 | 12/00 (rec'd) | \$375,378.63 | Level Two application received 12/1. | United Way — Elspeth Stucky |
| Anderson | 12/99 | 11/00 (rec'd) | \$1,411,833.63 | Level Two application approved by BOT in December. | Mars Hill |
| Bamberg | 6/2000 | 2/01 | \$388,727.28 | Consultant just hired; has started initial Level Two activities. Met w/board to outline workplan on 12/14; will meet w/n/r ctee mbrs to plan process for conducting surveys. | William Millet |
| Barnwell | 2/2000 | 7/24/00 (rec'd) | \$429,910.36 | Level Two application approved by state BOT in September. County board currently beginning to implement services. | Pam Rush |
| Beaufort | 2/2000 | 1/01 | \$1,031,928.31 | Finalizing strategies/priorities in order to prepare draft application. | Jayne Davis |
| Berkeley | 5/2000 | 4/01 | \$1,685,245.32 | Consultant just hired. Preparing to begin community meetings. | R. Tidwell |
| Calhoun | 4/2000 | 3/01 | \$333,081.24 | Level Two activities will begin after consultant is hired. | Bid opening on 1/04/01 |
| Charleston | 4/2000 | 3/01 | \$2,986,185.88 | Consultant hired; Level Two activities beginning. | William Preston & Associates |
| Cherokee | 7/2000 | 3/01 | \$648,830.84 | Consultant hired; Level Two activities beginning. | William Preston & Associates |
| Chester | 5/2000 | 4/01 | \$540,568.37 | Intensive technical assistance in progress. | None |
| Chesterfield | 5/2000 | 2/01 | \$606,946.99 | Holding community forums and focus group mtgs. Good progress toward completing work needed for Level Two application. | Praxis |
| Clarendon | 12/99 | 4/01 | \$569,775.34 | Annual meeting scheduled, consultant reviewing data from surveys and focus groups conducted by county board mbrs. Consultant met w/n/r ctee mbrs on 12/4 to outline workplan. | Paul McKenzie |

Appendix B (continued)

| County | L-I Appr. | L-II Expected | Max Amount | County Current Status | Consultant |
|---------------|----------------------|--------------------------|-------------------|--|-----------------------------------|
| Colleton | 7/2000 | 3/01 | \$631,759.35 | Need more work on n/r assessments and process for identifying gaps. Worked w/consultant to develop a schedule for more community mtgs, focus groups and deadlines for drafts of findings to be submitted to board. Board held strategic workday on 12/9. | Lisa Mellard |
| Darlington | 6/2000 | 3/01 | \$833,721.15 | Just hired consultant. Developed cties based on the 6 areas of readiness; a few surveys have been completed by board. | Franks & Associates |
| Dillon | 4/2000 | 2/01 | \$598,977.89 | Consultant hired; plan to hold focus groups in 1/01. Meeting w/board to discuss work activities. | Franks & Associates |
| Dorchester | 7/2000 | 3/01 | \$999,405.93 | Consultant just hired and beginning work | Hampton & Associates |
| Edgefield | 4/2000 | 2/01 | \$424,214.47 | Surveys and community forums conducted by board mbrs; have held a strategic planning session. Plan to hire grant writer to assist w/writing application. | None |
| Fairfield | 5/2000 | 2/01 | \$436,734.53 | Beginning community forums and work on n/r assessments. Strategic planning retreat is scheduled for 1/13. | Praxis, & Glenice Pearson |
| Florence | 4/2000 | 3/01 | \$1,406,681.37 | Consultant just hired. Interviewing board mbrs and other Level Two activities expected to begin soon. | William Preston & Associates |
| Georgetown | 1/2000 | 3/01 | \$716,313.92 | Coordinator has responsibility of conducting Level Two activities for board. Have developed a timeline & moving through n/r assessments phase. | No consultant will be hired |
| Greenville | 12/99 | 4/00 (rec'd) | \$2,975,813.44 | Level Two application approved 5/00. Implementing activities. | Dawn Huntley |
| Greenwood | 4/2000 | 1/01 | \$767,239.54 | Board having to redo parts of application to develop a more thorough draft. TA, et al, have provided some feedback. Have hired new consultant to assist w/completion. | The Providence Group, Beth Bethel |
| Hampton | 7/2000 | 3/01 | \$465,690.90 | Consultants just hired and met w/board mbrs to outline plan to complete Level Two application work. | William Preston & Associates |
| Horry | 5/2000 | 3/01 | \$1,625,295.33 | Annual mtg held 12/5; used this time to conduct a community mtg. Have formed cties based on 6 areas of readiness. Moving forward holding community groups, focus groups, surveys, etc. | Jayne Davis |

| County | L-I Appr. | L-II Expected | Max Amount | County Current Status | Consultant |
|---------------|----------------------|--------------------------|-------------------|--|-------------------------|
| Jasper | 7/2000 | 5/01 | \$415,415.68 | Have completed some Level Two tasks. Board is trying to determine a process for securing additional help (another consultant) to facilitate strategic planning process/retreat. | LCOG |
| Kershaw | 5/2000 | 11/00 (rec'd) | \$565,390.54 | Application approved at 12/13 BOT mtg. | Katherine Duffy |
| Lancaster | 1/2000 | 7/00 (rec'd) | \$737,235.20 | Application approved at 9/13 BOT mtg. Contract signed and returned to OFS, spending plan developed w/PCG. Planning process for grants for implementation of services. | Did not hire consultant |
| Laurens | 4/2000 | 11/00 (rec'd) | \$702,890.03 | Application currently being reviewed for presentation to BOT at 1/01 board meeting. | Dawn Huntley |
| Lee | 4/2000 | 12/00 | \$496,910.83 | Met w/PCG on 11/20 for review of Level Two budget. Draft expected in Dec. | Kevin Swick |
| Lexington | 6/2000 | 2/01 | \$1,832,466.24 | Community forums are completed. Continuing w/tasks needed to complete Level Two application. | Tidwell & Associates |
| Marion | 5/2000 | 4/01 | \$605,484.35 | Interviewed possible firm for consultant position on 11/28; decision pending re: consultant. | |
| Marlboro | 5/2000 | 2/01 | \$570,737.74 | Baron/TA staffperson met chairperson and ctee chairpersons & discussed ways to proceed w/conducting Level Two activities. Currently doing resource & board surveys and held some partnership mtgs. Determining how they will develop cttees based on 6 areas of readiness. Board trying to decide how to proceed about consultant. | |
| McCormick | 1/2000 | 6/00 (rec'd) | \$303,833.24 | Application approved by BOT 7/00. Trying to resolve method to implement case mgmt strategy. | Larry Weincoff |
| Newberry | 6/2000 | 3/01 | \$515,612.49 | Just hired consultant. Level Two activities expected to begin soon. | Dawn Huntley |
| Oconee | 4/2000 | 3/01 | \$677,824.77 | Board mbrs surveyed parents and did some public speaking to provide information about FS. Now that consultant hired, work on Level Two activities expected to move forward. | Dawn Huntley |



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Appendix B (continued)

| County | L-I Appr. | L-II Expected | Max Amount | County Current Status | Consultant |
|--------------|--------------|------------------|----------------|---|--------------------------------------|
| Orangeburg | 5/2000 | 3/01 | \$1,116,180.91 | Consultant met w/TA and Baron to discuss process to complete Level Two activities. Surveys in process, also holding focus groups, community mtgs. | Franks & Associates |
| Pickens | 4/2000 | 12/00 (rec'd) | \$958,420.22 | Level Two application draft is currently being reviewed by OFS staff for presentation at 1/01 BOT mtg. | Dawn Huntley |
| Richland | 1/2000 | 7/00 (rec'd) | \$2,558,168.16 | Application was approved by BOT 9/13. Organizing office and plan for implementing services. | Ann Elliott, Colleen Campbell Bazard |
| Saluda | 5/2000 | 3/01 | \$337,092.58 | Has held forums. Consultant just hired. Level Two activities expected to begin soon. | Dawn Huntley |
| Spartanburg | 5/2000 | 1/01 | \$2,184,414.75 | Proceeding well with Level Two application process; has conducted focus groups. | Out of the Box, LLC Jocelle Allen |
| Sumter | 6/2000 | 2/01 | \$1,337,050.47 | Finalizing n/r assessments report. Strategic planning meeting scheduled for mid-January, 2001. | Sonya Burns |
| Union | 4/2000 | 3/01 | \$478,804.79 | Board mbrs have conducted some surveys. Consultant just hired and Level Two activities expected to begin soon. | William Millet |
| Williamsburg | 4/2000 | 2/01 | \$680,036.05 | Community forums, surveys and focus groups being conducted. Community mtgs completed in Dec. | Hampton & Associates |
| York | 5/2000 | 2/01 | \$1,437,993.53 | Focus groups and community forums were completed in Dec. N/r assessments completed and doing strategic planning now; draft application expected in Dec. | Franks & Associates |

Appendix C — Fiscal Policies Distributed

since January 1, 2000

Request for Quotations (RFQ) Document

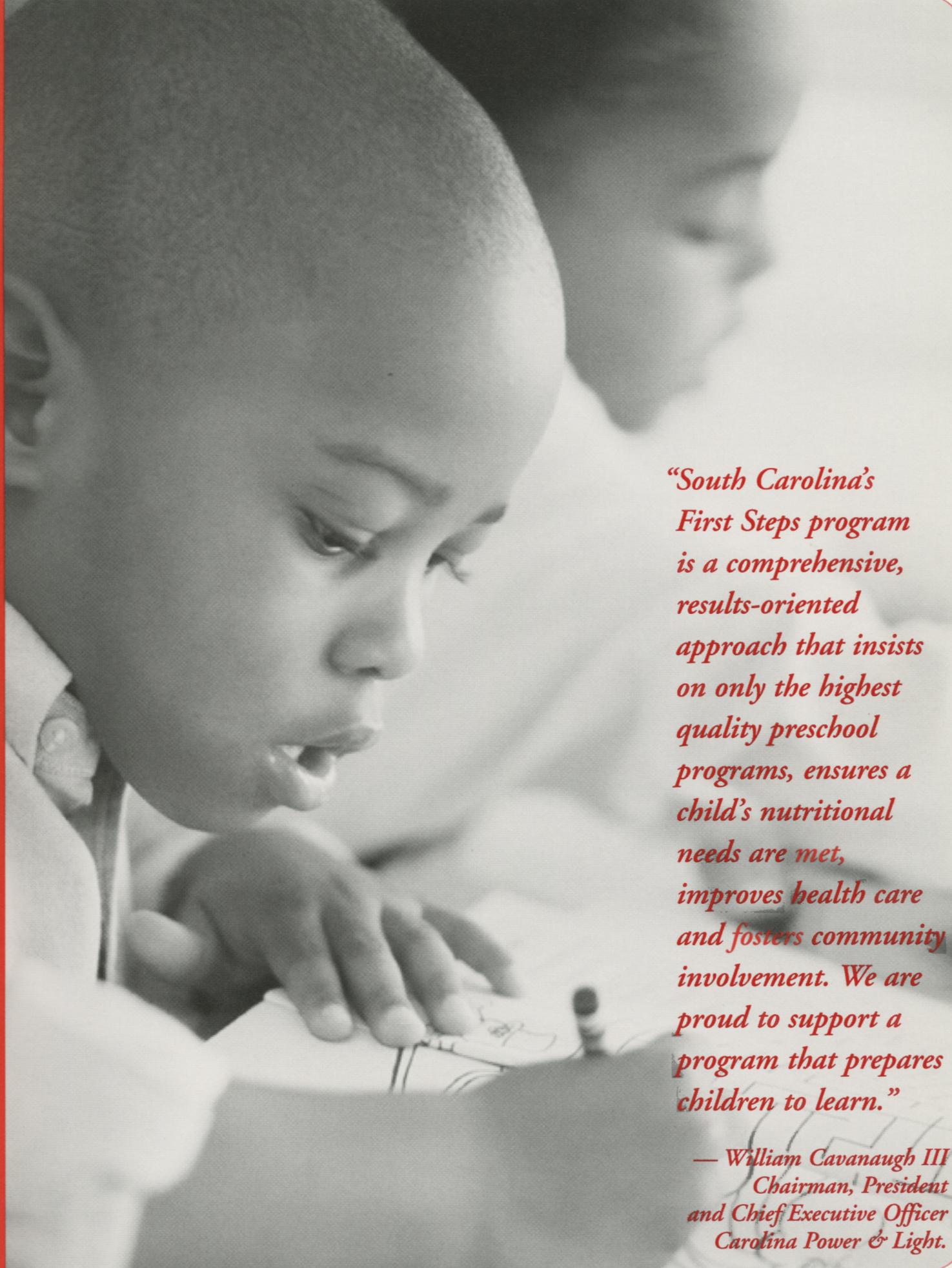
Capital Definition

Supplantation Definition

In-kind Definition

Overhead Definition

Procurement Evaluation Guide



"South Carolina's First Steps program is a comprehensive, results-oriented approach that insists on only the highest quality preschool programs, ensures a child's nutritional needs are met, improves health care and fosters community involvement. We are proud to support a program that prepares children to learn."

— William Cavanaugh III
Chairman, President
and Chief Executive Officer
Carolina Power & Light.



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