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|---------------------|------------------------------------|-----------------|----|
| AGENCY NAME: | SC First Steps to School Readiness | | |
| AGENCY CODE: | H620 | SECTION: | 25 |

Fiscal Year 2019–2020 Accountability Report

SUBMISSION FORM

| | |
|-----------------------|--|
| AGENCY MISSION | <p>07/01/2015-06/30/2020 strategic plan: Collaborating with other entities, First Steps helps South Carolina families and caregivers prepare their children for school success by maximizing public and private community resources to deliver, enhance, and expand high-quality early childhood services.</p> <p>Adopted by SC First Steps Board of Trustees 10/24/19; goes with 07/01/2020-06/30/2025 strategic plan: 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.</p> |
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| AGENCY VISION | <p>07/01/2015-06/30/2020 strategic plan: Every South Carolina child will be prepared for success in school.</p> <p>Adopted by SC First Steps Board of Trustees 10/24/19 for 07/01/2020-06/30/2025 strategic plan: We will be successful when all children reach their highest potential.</p> |
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Does the agency have any major or minor recommendations (internal or external) that would allow the agency to operate more effectively and efficiently?

| | Yes | No |
|---------------------------------------|--------------------------|-------------------------------------|
| RESTRUCTURING RECOMMENDATIONS: | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

Is the agency in compliance with S.C. Code Ann. § 2-1-230, which requires submission of certain reports to the Legislative Services Agency for publication online and to the State Library? See also S.C. Code Ann. § 60-2-30.

| | Yes | No |
|--------------------------------------|-------------------------------------|--------------------------|
| REPORT SUBMISSION COMPLIANCE: | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

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Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 30-1-10 through 30-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

| | Yes | No |
|---------------------------------------|-------------------------------------|--------------------------|
| RECORDS MANAGEMENT COMPLIANCE: | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

Is the agency in compliance with S.C. Code Ann. § 1-23-120(J), which requires an agency to conduct a formal review of its regulations every five years?

| | Yes | No |
|---------------------------|-------------------------------------|--------------------------|
| REGULATION REVIEW: | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

Please identify your agency’s preferred contacts for this year’s accountability report.

| | <u><i>Name</i></u> | <u><i>Phone</i></u> | <u><i>Email</i></u> |
|---------------------------|--------------------|---------------------|---------------------------|
| PRIMARY CONTACT: | Chelsea Richard | (803) 734-1620 | crichard@scfirststeps.org |
| SECONDARY CONTACT: | Mark Barnes | (803) 734-8079 | mbarnes@scfirststeps.org |

I have reviewed and approved the enclosed FY 2019–2020 Accountability Report, which is complete and accurate to the extent of my knowledge.

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| AGENCY DIRECTOR (SIGN AND DATE): | Signature on file |
| (TYPE/PRINT NAME): | Georgia Mjartan |

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| BOARD/CMSN CHAIR (SIGN AND DATE): | Signature on file |
| (TYPE/PRINT NAME): | David Morley |

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AGENCY’S DISCUSSION AND ANALYSIS

SC First Steps: 2020 in Review

FY20 was another year of growth and progress for the state’s comprehensive school readiness initiative, as First Steps oversaw the continued success of its 46 local partnerships, continued expanding the state’s private four-year-old kindergarten program, and continued to grow the work of the state’s Early Childhood Advisory Council. During the COVID-19 pandemic, South Carolina First Steps successfully provided financial support to our local partners, including 217 First Steps 4K centers, while telecommuting and maintaining an in-person presence in our office in downtown Columbia. First Steps 4K centers reopened for full-day, 5 day a week, in-person Pre-K4 on June 1, 2020 and served over 1,000 students during the summer session. First Steps Local Partnerships pivoted to meet the immediate needs of their communities by providing direct services and implementing evidence-based virtual home visiting curriculum within weeks of the COVID-19 “State of Emergency”.

During FY20, First Steps:

- Provided \$14.4 million total to 46 local partnerships in formula funded grants to implement parenting programs, child care scholarships, child care quality enhancement, child care teacher training, and other supports to reach over 30,000 children and their adult family members
- Granted \$186,000 to promote literacy and strengthen parent-school connections to initiate Raising a Reader-Enhanced, a lending library and family engagement program, through 10 Local Partnerships and First Steps 4K and to deliver new, high-quality books to children during the COVID-19 pandemic through 13 Local Partnerships
- Provided \$11.9 million in tuition for 3,045 students in 243 classrooms within 217 private, non-profit, and faith-based First Steps 4K providers in 62 school districts
- Provided approximately \$4.0 million in payments/grants to keep First Steps 4K centers from permanently closing during the time they were temporarily closed due to COVID-19, including funding for personal protective equipment and other supplies
- Awarded over \$1.05 million in grants to increase enrollment in First Steps 4K through center expansion grants in four counties (Georgetown, Marion, Richland, and Spartanburg) and renovation grants through public-private partnerships in Lancaster and Spartanburg counties
- Assisted in bringing \$14.3 million in federal funds to the Palmetto State by partnering with the South Carolina Department of Social Services (Preschool Development Grant: \$11 million over 1 year) and the Department of Education (Statewide Longitudinal Data Systems Grant: \$3.3 million over 3 years) to increase access to quality early learning programs and increase coordination and collaboration across the early childhood system, including an early childhood data system that will be integrated with the K-12 longitudinal data system
- Expanded our home grown school transition program, “Countdown to Kindergarten” to 11 new counties in Summer 2019, serving nearly 1,300 children statewide
- Launched a new Profile of the Ready Kindergartner, in partnership with the South Carolina Department of Education
- Hosted over 3,800 hours of professional development for child care providers through on-site technical assistance via local partnerships and annual First Steps 4K Teacher and Leadership academies
- Wrapped up the end of our FY15-20 strategic plan, Vision 2020, and completed a two-year planning process for our new five year strategic plan, “Every Child Ready” (FY21-25)
- Promoted the 2020 Census through sustained marketing campaigns and distribution of 4,600 *We Count* books to teach children about the Census

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- Celebrated our 20th anniversary with more than 300 of our supporters from across the state. In our first 20 years, we reached 726,817 children.
- Commissioned an evaluation of our impact over a five year period and found that:
 - First Steps services have a positive impact on kindergarten readiness and absenteeism in kindergarten. Children in general education were 74% more likely to score at the highest level on the Kindergarten Readiness Assessment and 34% less likely to be chronically absent in kindergarten, compared to their like-peers who did not receive First Steps services. Similar results were seen with children in special education.
 - First Steps services increase parent confidence and competence.
 - First Steps has positive effects on child care quality.
 - First Steps Local Partnership services are closing the gap for children in poverty.
- Gained a newly appointed Chair for the Board of Trustees, David Morley, who has been a champion for children and home visitation programs for over 30 years
- Increased the State Office staff by 12 to now include internal capacity for evaluation, research, grant making, and development, filled vacancies throughout the organization, and transitioned staff from hourly to full-time roles

During FY20, the Early Childhood Advisory Council (ECAC):

- Launched PalmettoPreK.org, a new, online portal designed to help families in South Carolina find publicly-funded, preschool options for their 3- and 4-year-old children, which had 22,773 unique visitors (83% first time visitors) and generated 4,736 leads in its first six months of existence
- Hosted the Palmetto Pre-K Fall Jamboree, four regional professional development trainings for 479 four-year-old teachers, administrators, coaches and curriculum support specialists from across federal, state and locally-funded Pre-K programs
- Hosted the 2019 South Carolina Summit on Early Childhood to address “the Economics of Early Childhood” with more than 400 attendees attending twelve breakout sessions over two days
- Engaged more than 5,000 people in a needs assessment and strategic planning process for the South Carolina Early Childhood System, in partnership with the Department of Social Services and other stakeholders
 - 3,114 online survey responses focusing on the priorities of parents and caregivers
 - 1,495+ people participated in 130 focus groups statewide
 - 440 people participated in 15 regional meetings across the state
- Presented to the Early Childhood Study Committee about the ECAC’s activities and recognition as a State Children’s Cabinet by the Forum for Youth Investment

Risk Assessment and Mitigation Strategies

Should First Steps fail to meet its goals and objectives, South Carolina’s young children will be less prepared for success in school and life. But it doesn’t end there. The evidence-based strategies delivered by the initiative are documented by research to help reduce the occurrence of costly negative outcomes, including child abuse and neglect, poor health, special education placements, academic remediation, unemployment, incarceration and more. In this sense, the work of SC First Steps is not only advancing the long-term success and prosperity of its clients, but reducing substantial taxpayer burdens associated with a host of undesirable outcomes.

In order to promote success and mitigate against these negative outcomes, First Steps requires the ongoing support of its public and private partners, Governor McMaster, and the SC General Assembly.

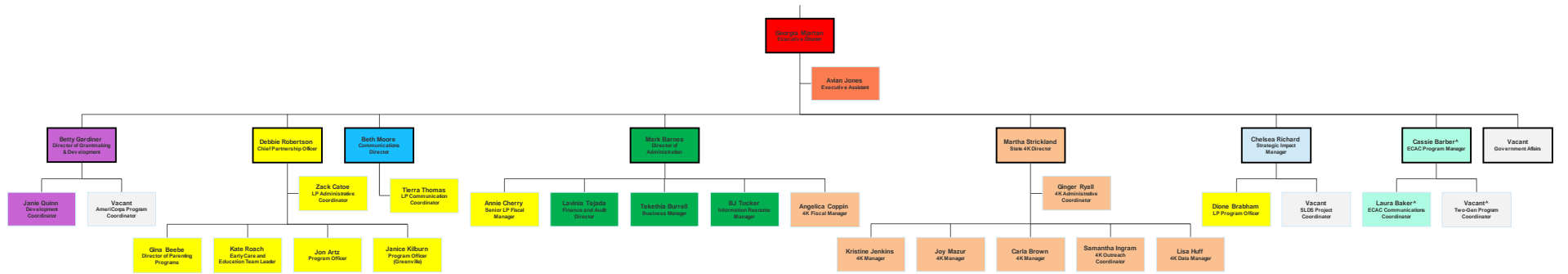
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To mitigate against this failure and better ensure the success of the First Steps initiative, policy makers might:

1. Consider expanding the resources made available to local First Steps Partnerships – allowing for the expansion of evidence-based early childhood interventions proven to impact the long-term success and prosperity of their participants.
2. Make the statutory and funding changes necessary to expand the Child Early Reading Development and Education Program (First Steps 4K) – currently limited to 62 school districts – available to all of the Palmetto State’s at-risk four-year-old children, while maintaining the mixed delivery system that provides choice to parents.
3. Support First Steps’ request for additional resources needed to optimally capture and report data on the success of the initiative and its participants.

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Organizational Chart of the Top Three Levels (next page)



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Strategic Planning and Performance Measurement Template

| Statewide Enterprise Strategic Objective | Type | Item # | | | Description | 2019-20 | | | Time Applicable | Data Source and Availability | Calculation Method | Meaningful Use of Measure |
|--|------|--------|----------|---------|--|-------------------------------------|---|------------------------------------|-----------------------------|------------------------------|--|--|
| | | Goal | Strategy | Measure | | Base | Target | Actual | | | | |
| Education, Training, and Human Development | G | 1 | | | Further expand access to high-quality early care, education, and early literacy services, particularly in the Abbeville plaintiff districts. | | | | | | | |
| | S | 1.1 | | | Promote the implementation of evidence-based early care and education programming by local partnership boards. | | | | | | | |
| | M | | 1.1.1 | | Number of Parents as Teachers home visits delivered to high risk families. | 21,075 | Variable based on funding by local partnerships | 19,889 | July 1, 2019- June 30, 2020 | FSDC Data System | Number of Parents as Teachers home visits delivered to high risk families. | Measure of service delivery to high-risk families. |
| | M | | 1.1.2 | | Duration of Parents as Teachers home visits. | 23,032 | Variable based on funding by local partnerships | 20,767 | July 1, 2019- June 30, 2020 | FSDC Data System | # of Hours of Parents as Teachers home visits. | Measure of service intensity. |
| | M | | 1.1.3 | | Average Parents as Teachers visits per client, per month. | 2.14 | 2 or more required | 2 | July 1, 2019- June 30, 2020 | FSDC Data System | Average Parents as Teachers visits per client, per month. | Measure of service intensity, success in meeting First Steps accountability standards. |
| | M | | 1.1.4 | | Average Number of PAT Client Risk Factors | 2.64 | 2 or more required for at least 60% of clients | 2.67 | July 1, 2019- June 30, 2020 | FSDC Data System | Average number of client risk factors | Measure of First Steps success in reaching high-risk clients. |
| | M | | 1.1.5 | | Percentage of Parents as Teachers clients with 2 or more school readiness risk factors. | 89.2 | 60% or greater required | 89.30% | July 1, 2019- June 30, 2020 | FSDC Data System | Percentage of Parents as Teachers clients with 2 or more school readiness risk factors. | Measure of First Steps success in reaching high-risk clients. |
| | M | | 1.1.6 | | Average Adult-Child Interactive Reading Inventory (ACIRI) gain among adult PAT clients | 13% gain (.40 on a 3 point scale) | 10% or greater | 12% gain (0.36 on a 3 point scale) | July 1, 2019- June 30, 2020 | FSDC Data System | Average Adult-Child Interactive Reading Inventory (ACIRI) Gains among adult PAT clients | Measure of improvement in parental literacy behaviors. |
| | M | | 1.1.7 | | Average Adult-Child Interactive Reading Inventory (ACIRI) gain among child PAT clients | 15.3% gain (.46 on a 3 point scale) | 10% or greater | 15.3% (0.46 on a 3 point scale) | July 1, 2019- June 30, 2020 | FSDC Data System | Average Adult-Child Interactive Reading Inventory (ACIRI) Gains among child PAT clients | Measure of improvement in child literacy behaviors. |
| | M | | 1.1.8 | | Number of child care providers participating in intensive facility quality enhancement efforts (via local partnerships). | 121 | Variable based on funding by local partnerships | 116 | July 1, 2019- June 30, 2020 | FSDC Data System | Number of child care providers participating in intensive facility quality enhancement efforts (via local partnerships). | Measure of success in providing quality enhancement services to SC child care providers. |
| | M | | 1.1.9 | | Hours of on-site technical assistance provided to child care centers participating in intensive facility quality enhancement efforts (via local partnerships). | 5,007 | Variable based on funding by local partnerships | 3,807 | July 1, 2019- June 30, 2020 | FSDC Data System | Hours of on-site technical assistance provided to child care centers participating in intensive facility quality enhancement efforts (via local partnerships). | Measure of service intensity. |

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Strategic Planning and Performance Measurement Template

| Statewide Enterprise Strategic Objective | Type | Item # | | | Description | 2019-20 | | | Time Applicable | Data Source and Availability | Calculation Method | Meaningful Use of Measure |
|--|------|--------|----------|---------|---|--|---------------------|--------------------------------------|--|------------------------------|---|--|
| | | Goal | Strategy | Measure | | Base | Target | Actual | | | | |
| | M | | 1.1.10 | | Difference in average pre-assessment with Early Childhood Environment Rating Scale compared to average post-assessment among child care centers participating in intensive quality enhancement. | 10% gain (.71 on a 7 point scale. *FY19 data reflects single year gain.) | 10% or greater | 10.4% gain (0.73 on a 7 point scale) | July 1, 2019- June 30, 2020 | FSDC Data System | Difference in average pre-assessment with Early Childhood Environment Rating Scale compared to average post-assessment among child care centers participating in intensive quality enhancement. | Measure of First Steps' success in improving child care quality. |
| | S | | 1.2 | | Collaborate with agency partners to support and cross-promote ex | | | | | | | |
| | S | | 1.3 | | Increase participation in the First Steps 4K program among both pr | | | | | | | |
| | M | | 1.3.1 | | Expand the number of private preschool providers participating in the F | 205 | 215 (5% increase) | 217 | 2019-2020 school year | ChildPlus | Number of participating providers and associated classrooms | Measure of success in expanding provider network |
| | M | | 1.3.2 | | Expand student enrollment within the First Steps 4K program | 2,895 | 2952 (2% increase) | 3,045 | Total Students Served During 2019-2020 School Year | ChildPlus | Number of students enrolled | Measure of success in expanding student enrollment. |
| | S | | 1.4 | | Pursue opportunities designed to expand access to high-quality ea | | | | | | | |
| Education, Training, and Human Development | G | | 2 | | Enhance/expand comprehensive services to children 0-5 and the famil | | | | | | | |
| | S | | 2.1 | | Increase grant allocations to local partnerships designed to expans | | | | | | | |
| Education, Training, and Human Development | G | | 3 | | Increase understanding of school readiness domains and assessment a | | | | | | | |
| | S | | 3.1 | | Increase understanding of school readiness domains, assessment, i | | | | | | | |
| Government and Citizens | G | | 4 | | Build state and local capacity by strengthening interagency collaborati | | | | | | | |
| | S | | 4.1 | | Establish state-local teams, designed to ensure clear communicati | | | | | | | |
| | S | | 4.2 | | Establish an Executive Director Council, mirroring the state board s | | | | | | | |
| | S | | 4.3 | | First Steps will create - in collaboration with agency partners - enh | | | | | | | |
| | S | | 4.4 | | Identify collective impact goals and best practices related to intera | | | | | | | |
| | S | | 4.5 | | Develop - or actively participate in an existing - interagency strate | | | | | | | |
| Government and Citizens | G | | 5 | | Enhance systems of support for local partnerships, BabyNet providers, | | | | | | | |
| | S | | 5.1 | | Add technical assistance resources in areas of identified partnershi | | | | | | | |
| | S | | 5.2 | | Develop, distribute and provide on-site support for tools to build c | | | | | | | |
| | S | | 5.3 | | Support increased professional development on issues of equity ar | | | | | | | |
| | S | | 5.4 | | Support increased technical assistance to 4K providers. | | | | | | | |
| | M | | 5.4.1 | | 4K classroom staff attending 4-day First Steps 4K Teacher Academy for I | 385 | 395 (2.6% increase) | 344 | 2019 Academy | SC First Steps | Attendance count | Number of teachers provided with intensive, multi-day professional development specific to 4K. |
| | M | | 5.4.2 | | 4K administrators attending 2-day First Steps 4K Leadership Academy fc | 229 | 235 (2.6% increase) | 241 | 2019 Academy | SC First Steps | Attendance count | Number of administrators provided with intensive, multi-day professional development specific to 4K. |
| Education, Training, and Human Development | G | | 6 | | Examine and strengthen early childhood transitions for children among | | | | | | | |
| | S | | 6.1 | | Collaborate with key interagency partners in an effort to strengthe | | | | | | | |
| Government and Citizens | G | | 7 | | Develop a system of shared, interagency accountability (state and loca | | | | | | | |
| | S | | 7.1 | | Complete an inventory of statewide children's services, to include | | | | | | | |
| | S | | 7.2 | | Task the interagency collaboration committee with studying the fe | | | | | | | |
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Strategic Planning and Performance Measurement Template

| Statewide Enterprise Strategic Objective | Type | Item # | | | Description | 2020-21 | | | Time Applicable | Data Source and Availability | Calculation Method | Meaningful Use of Measure |
|--|------|--------|----------|---------|---|---------|----------------------------------|--------|---------------------------------------|--|---|--|
| | | Goal | Strategy | Measure | | Base | Target | Actual | | | | |
| Healthy and Safe Families | G | 1 | | | Families are supported as their child's first and most important teachers. | | | | | | | |
| | S | 1.1 | | | Provide parents with access to support and resources that strengthen their families; build their confidence, knowledge and skills; and promote the optimal development of their children. | | | | | | | |
| | M | | 1.1.1 | | By 2025, family client feedback will be collected in a standardized way for 100% of high intensity programs delivered by local partnerships and First Steps 4K and used for program improvement. | - | 1 program | | July 1 - June 30 | Surveys done through SurveyMonkey | Number of programs | Increase use of feedback loops and standardized way of gathering client feedback |
| | M | | 1.1.2 | | Across high-intensity parenting programs, all clients will improve in parent-child interaction. | - | 10% gain for adults and children | | July 1 - June 30 | First Steps Data Collection System | ACIRI results across all parenting programs per fiscal year | Increase in parent-child interaction across parenting programs |
| | S | 1.2 | | | Increase the number of families participating in evidence-based and evidence-informed parenting programs. | | | | | | | |
| | M | | 1.2.1 | | By 2025, the percentage of children in need who are directly served by First Steps will increase to 20%. | 17% | 19% | | Base: July 1, 2018 - June 30, 2019 | First Steps Data Collection System + ChildPlus | Numerator: Estimated number of children served directly, excluding those served in quality enhancement, training, community education, and convener from Local Partnership matrix, plus 4K; Denominator: Children under age 6 <185% FPL from American Community Survey 5-year estimates | Increase the reach of First Steps services |
| | M | | 1.2.2 | | By 2025, the percentage of children directly served by First Steps enrolled in high intensity programs will increase to 40%. | 28% | 31% | | Base: July 1, 2018 - June 30, 2019 | First Steps Data Collection System + ChildPlus | Numerator: Estimated number of children served directly in high intensity programs from Local Partnership matrix, plus 4K; Denominator: Estimated number of children served directly, excluding those served in quality enhancement, training, community education, and convener from Local Partnership matrix, plus 4K | Increase the number of children enrolled in high intensity programs funded by First Steps |
| | S | 1.3 | | | Maximize parent and family knowledge, choice and engagement in their child's early learning and development. Engage in public information campaigns and parent outreach efforts to promote and educate about available options. | | | | | | | |
| | M | | 1.3.1 | | Annually distribute 20,000 copies of the Profile of the Ready Kindergartner across early childhood settings (child care centers, schools, libraries, local First Steps partnerships, etc.). | - | 20,000 | | July 1 - June 30 | Number of copies in storage | Number of copies distributed | Increased parent knowledge of kindergarten readiness |
| | M | | 1.3.2 | | Increase SC First Steps, Palmetto Pre-K, and ECAC social media followers by 5% annually. | 6,317 | 5% increase (6,632) | | Base as of September 15, 2020 | Facebook (https://www.facebook.com/scfirststeps; https://www.facebook.com/palmettoprek), Twitter (https://twitter.com/SCFirstSteps), Instagram (https://www.instagram.com/SCFIRSTSTEPS/) | Cumulative number of followers across platforms | Increased public awareness will increase public understanding and support for the state's investment in early childhood programs |
| | M | | 1.3.3 | | Increase leads generated from Palmetto Pre-K by 5% annually. | 4,736 | 5% increase (4,973) | | Base: January 1, 2020 - June 30, 2020 | Number of leads | Number of leads reported by GoogleAnalytics | Increased access to publicly funded pre-school programs for eligible families |

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Strategic Planning and Performance Measurement Template

| Statewide Enterprise Strategic Objective | Type | Item # | | | Description | 2020-21 | | | Time Applicable | Data Source and Availability | Calculation Method | Meaningful Use of Measure | |
|--|---------------------------|--------|----------|---|---|---|---------------------|---|--|--|---|--|--|
| | | Goal | Strategy | Measure | | Base | Target | Actual | | | | | |
| Education, Training, and Human Development | G | 2 | | | Families can access and afford high quality early care and education programs that meet the needs of their children and families | | | | | | | | |
| | S | 2.1 | | | Expand statewide the geographic reach and enrollment in state-funded, full-day 4-year-old Kindergarten available at no charge for eligible children in public schools, private schools and private child care centers | | | | | | | | |
| | M | | 2.1.1 | | On Day 45 of the school year, 60% of licensed, approved 4K slots will be filled. | 62% | 60% | | Day 45 was October 22, 2019; Base is from October 31, 2019 | ChildPlus | Numerator: students enrolled on Day 45; denominator: licensed capacity of active centers on Day 45 | Number of First Steps 4K enrolled early in the school year | |
| | M | | 2.1.2 | | Expand student enrollment within the First Steps 4K program | 3,045 | 2% increase (3,106) | | Base: School year 2019-2020 | ChildPlus | Total students served | Measure of success in expanding student enrollment. | |
| | M | | 2.1.3 | | The number of First Steps 4K classrooms will increase by 2% annually. | 243 | 2% increase (247) | | Base: School year 2019-2020 | Program records | Number of classrooms | Measure of success in expanding provider network | |
| | S | 2.2 | | | Engage early care and education programs and providers in training, quality enhancement, and coaching, equipping them with the skills and resources to promote positive child development. | | | | | | | | |
| | M | | 2.2.1 | | Increase the availability of high quality early care and education opportunities offered by First Steps: By 2025, the percentage of children under age 6 who benefit from First Steps quality enhancement and training efforts will increase to 15%. | 12% | 13% | | Base: July 1, 2018 - June 30, 2019 | Local partnership numbers served matrix/ChildPlus | Numerator: Estimated number of children in centers where quality enhancement and training have occurred from Local Partnership matrix + 4K students; Denominator: Children under age 6 for whom poverty status is known from American Community Survey 5-year estimates | Increase reach of First Steps investment in professional development and quality coaching for child care providers | |
| | M | | 2.2.2 | | Provide professional development: The number of hours of professional development for child care providers through on-site technical assistance via local partnerships and annual First Steps 4K Teacher and Leadership academies will increase by 2% annually. | 3,855 | 1% increase (3,893) | | Base: July 1, 2019 - June 30, 2020 | Local partnership numbers served matrix/4K program records | Hours of on-site technical assistance provided to child care centers participating in intensive facility quality enhancement efforts (via local partnerships); total hours of 4K leadership and teacher academies | Increase total amount of professional development hours provided to child care providers | |
| | Healthy and Safe Families | G | 3 | | | Disparities in educational, developmental, and health outcomes for children of color and from low-income families are reduced | | | | | | | |
| | | S | 3.1 | | | Expand reach by implementing a service delivery system that includes both programs that are intensive and targeted plus those that are light-touch and have a broader reach | | | | | | | |
| M | | | 3.1.1 | | Of those entities that received discretionary grant funding from SC First Steps to expand service reach in underserved communities, 80% will reach their service targets annually. | - | 80% | | July 1 - June 30 | First Steps Data Collection System/Program records | Proportion of service targets reached | Increase reach of programs funded through discretionary grant funds | |
| M | | | 3.1.2 | | Recruit 37 service-minded adults throughout targeted communities in SC to serve as AmeriCorps Members supporting local and state First Steps programs annually (through life of AmeriCorps grant). | - | 37 | | October 1 - June 30 (AmeriCorps Program Year) | Program records | Number of AmeriCorps members recruited | Fill capacity of AmeriCorps members to provide services in local communities | |
| S | | 3.2 | | | Set benchmarks using disaggregated data to track progress in reducing disparities of specific target groups | | | | | | | | |
| M | | 3.2.1 | | Reduce the racial/ethnic gap in kindergarten readiness: By 2025, the gap in the percentage of children who score at the highest level on the Kindergarten Readiness Assessment between white Kindergartners and Black/Hispanic Kindergartners will reduce by 1% each year to 15%. | 19% | 18% | | Fall 2019 Kindergarten Readiness Assessment Results | Education Oversight Committee KRA Report | (Numerator: white Kindergartners "Demonstrating Readiness"; Denominator: Total white Kindergartners assess with the Kindergarten Readiness Assessment)- (Numerator: Black and Hispanic Kindergartners "Demonstrating Readiness"; Denominator: Total Black and Hispanic Kindergartners assess with the Kindergarten Readiness Assessment) | Demonstrates reduction of racial/ethnic disparity in kindergarten readiness | | |

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Strategic Planning and Performance Measurement Template

| Statewide Enterprise Strategic Objective | Type | Item # | | | Description | Base | 2020-21 | | Time Applicable | Data Source and Availability | Calculation Method | Meaningful Use of Measure |
|--|------|--------|---|---|---|--------------|---------|-------------------------------|---|--|---|---|
| | | Goal | Strategy | Measure | | | Target | Actual | | | | |
| | M | | | 3.2.2 | More children arrive at kindergarten ready for success: By 2025, the percentage of children who score at the highest level on the Kindergarten Readiness Assessment will increase by 2% each year to 47%. | 39% | 41% | | Fall 2019 Kindergarten Readiness Assessment Results | Education Oversight Committee KRA Report | Provided in report | Demonstrates one aspect of success of the early childhood system |
| Government and Citizens | G | 4 | The early childhood state system works collaboratively, aligning resources, strategy, and focus across agencies to benefit young children and their families | | | | | | | | | |
| | S | 4.1 | Develop and implement an ongoing process for communicating across the early childhood state system | | | | | | | | | |
| | M | | 4.1.1 | Enhance communication and understanding between South Carolina First Steps, its staff, local partnerships, 4K providers, and early childhood system stakeholders. Increase email newsletter audience engagement by 10%. | - | 10% increase | | June 30 of fiscal year | Robly | | Average open rate and click rate of First Steps Newsletter, Local Partnership Weekly Wrap, 4K Connection, and ECAC Council Briefs | Enhanced communication between SCFS and its affiliates will strengthen and fully utilize the value of the public-private partnership model |
| | M | | 4.1.2 | Grow SCFS and ECAC contact lists 10% annually. | - | 10% increase | | June 30 of fiscal year | Robly, Raiser's Edge | | Number of contacts | Reaching a broader audience in our communications will contribute to a more coordinated and nationally connected early childhood state system |
| | S | 4.2 | By strengthening the Early Childhood Advisory Council and better communicating its role, position it to be a trusted source of advice for policymakers including the Governor and legislators. | | | | | | | | | |
| | M | | 4.2.1 | Create a minimum of six ECAC newsletters per year highlighting news, emerging data and other actions associated with Council members and disseminate to a broad audience. | 2 | 6 | | April 27, 2020 - June 3, 2020 | Robly | | Number of Council Briefs released | Enhanced communication between SCFS and its affiliates will strengthen and fully utilize the value of the public-private partnership model |
| | M | | 4.2.2 | Increase website traffic to scfirststeps.org and earlychildhoodsc.org by 5% annually. | - | 5% increase | | July 1 - July 30 | Google analytics | | Cumulative unique visitors | Increased public understanding about South Carolina's state-local early childhood system will increase public support for the state's investment and incentive for private contributions that leverage taxpayer funds |

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Program Template

| Program/Title | Purpose | FY 2019-20 Expenditures (Actual) | | | | | FY 2020-21 Expenditures (Projected) | | | | | Associated Measure(s) |
|---|--|----------------------------------|---------------|------------------|------------|---------------|-------------------------------------|---------------|------------------|--------------|---------------|---|
| | | General | EIA Funds | Private/Medicaid | Federal | TOTAL | General | EIA Funds | Private/Medicaid | Federal | TOTAL | |
| Early Childhood Services | Local First Steps Partnerships, Partnership Accounting and Finance Support, Audit and Technical Assistance | | \$ 16,518,164 | \$ 120,250 | | \$ 16,638,414 | | \$ 16,949,866 | \$ 327,445 | \$ 1,821,505 | \$ 19,098,816 | All measures |
| | | | | | | \$ - | | | | | \$ - | |
| First Steps 4K | Private four-year-old kindergarten expansion under 59-156-110. | \$ 6,573,418 | \$ 15,082,429 | | | \$ 21,655,847 | \$ 6,595,180 | \$ 10,426,598 | | \$ 4,415,441 | \$ 21,437,219 | 1.1.1, 1.2.1 (all), 1.3.1, 2.1 (all), 2.2 (all), 3.1 (all), 3.2 (all), 4.1.1 |
| | | | | | | | | | | | \$ - | |
| Private Grants | Fundraising to increase services, advance mission and improve the performance of SC First Steps | | | \$ 28,071 | | \$ 28,071 | | | | | | All measures |
| | | | | | | | | | | | | |
| Preschool Development Grant | Federal Grant Funds received through contract with DSS for improving the development of children prior to preschool. | | | | \$ 903,449 | \$ 903,449 | | | | | \$ - | All measures |
| | | | | | | | | | | | | |
| Early Childhood Advisory Council | Council was created through executive action to work collaboratively to help children reach their highest potential. | | | | | | | \$ 82,155 | | \$ 1,685,060 | \$ 1,767,215 | All measures |
| | | | | | | | | | | | | |
| AmeriCorps | Federal Grant developed to help communities overcome their greatest challenges using service members. | | | | | | | | \$ 5,535 | \$ 318,591 | \$ 324,126 | 1.1 (all), 1.2 (all), 1.3 (all), 2.1 (all), 2.3 (all), 3.1 (all), 3.2 (all), 4.1.1, 4.2.2 |
| | | | | | | | | | | | | |
| Policy & Accountability | Administrative, Finance and Audit, Procurement, Information Technology, Human Resources, Board of Trustees | | \$ 1,317,355 | \$ 63,496 | | \$ 1,380,851 | | \$ 2,031,073 | \$ 289,584 | \$ 329,808 | \$ 2,650,465 | All measures |
| | | | | | | | | | | | | |
| Totals | | \$ 6,573,418 | \$ 32,917,948 | \$ 211,817 | \$ 903,449 | \$ 40,606,632 | \$ 6,595,180 | \$ 29,489,692 | \$ 622,564 | \$ 8,570,405 | \$ 45,277,841 | |
| | | | | | | \$ - | | | | | \$ - | |

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Legal Standards Template

| Item # | Law Number | Jurisdiction | Type of Law | Statutory Requirement and/or Authority Granted | Does this law specify who your agency must or may serve? (Y/N) | Does the law specify a product or service your agency must or may provide? | If yes, what type of service or product? | If other service or product, please specify what service or product. |
|--------|--|--------------|-------------|---|--|--|--|--|
| 1 | 59-156-110 | State | Statute | Statute spells out the responsibilities for the State Department of Education and SC First Steps to School Readiness for the Child Early Reading Development and Education Program, or the states 4 year old kindergarten program. The statute restates much of the content in provisos included in the SFY 2015 appropriations act. Statute was updated in 2014 and in 2018. | Yes | Yes | Other service or product our agency must/may provide | High-quality early childhood development and education service |
| 2 | Provisos 1.56 and 1A.29 (SDE: Full Day 4K) | State | Proviso | Companion provisos (General Fund and EIA) set the funding and geographical parameters of the SC Early Reading and Child Development Program per Act 284 which included Read to Succeed. | Yes | Yes | Distribute funding to another entity | High-quality early childhood development and education service |
| 3 | Proviso 1.65 (SDE: First Steps 4K Technology) | State | Proviso | Proviso allows for unspent funds from the previous state fiscal year in the 4K Program to be used for specified information technology needs. | Yes | Yes | Other service or product our agency must/may provide | High-quality early childhood development and education service |
| 4 | Provisos 1.68 and 1A.56 (SDE: CDEPP Unexpended Funds) | State | Proviso | Companion provisos (General Fund and EIA) permit First Steps to retain and utilize up to \$1M in unexpended 4K funding from the prior fiscal year for the purpose of improving classroom quality. Establishes the option of delivering extended-day, extended-year and summer programs in the event of available carry forward. | No | Yes | Other service or product our agency must/may provide | High-quality early childhood development and education service |
| 5 | Proviso 1.73 (SDE: Military Child Care Centers) | State | Proviso | Proviso allows SC First Steps to deliver CERDEP 4K program in military child care centers monitored by the US Department of Defense. | Yes | Yes | Other service or product our agency must/may provide | High-quality early childhood development and education service |
| 6 | Proviso 1.74 (SDE: First Steps 4K Underserved Communities) | State | Proviso | Proviso authorizes First Steps to create a pilot program through which grants of up to \$30,000 may be awarded for the purpose of creating new 4K classroom enrollment capacity in underserved communities. In addition, it allows up to \$1 million in grant funds for Public Private Partnerships that serve multi counties and multi districts for building renovations and designs to increase student enrollment. | Yes | Yes | Distribute funding to another entity | |
| 7 | Proviso 1A.9 | State | Proviso | Proviso directs payment of teacher supply funds to individuals, including teachers serving in private First Steps 4K classrooms. | No | Yes | Distribute funding to another entity | |
| 8 | Proviso 1A.50 (SDE-EIA: CDEPP Student Information and Reporting) | State | Proviso | State Department of Education and SC First Steps to School Readiness required to acquire unique No student numbers and report that. SDE and First Steps required to provide information to Education Oversight Committee. | No | Yes | Report our agency must/may provide | |
| 9 | Title 12-6-5060 | State | Statute | Creates tax check off donation to the First Steps to School Readiness Fund. | No | No | | |
| 10 | PL 110-134 | Federal | Statute | Federal Head Start Act, governing operations of Early Head Start Program | Yes | Yes | Other service or product our agency must/may provide | High-quality early childhood development and education service |
| 11 | 59-152-10 through 59-152-160 | State | Statute | The South Carolina First Steps to School Readiness is a comprehensive, results-oriented initiative for improving early childhood development by providing, through local partnerships, public and private funds, and support for high-quality early childhood development and education services for children by providing support for their families' efforts toward enabling their children to reach school ready to succeed. The organization was created as a tax exempt organization under section 501 (c)(3) with Act 99 in 1999. Statute was updated in 2014 and again in 2018 with several changes. Modifications included a long range plan requirement, changes to the membership of the Board of Trustees, and direction in relation to allocation funding for local partnerships and others. Statute allows all funds received by SC First Steps to carry forward if unspent. | Yes | Yes | Other service or product our agency must/may provide | High-quality early childhood development and education service |

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Partner Template

| Name of Partner Entity | Type of Partner Entity | Description of Partnership | Associated Goal(s) |
|---|-------------------------------|--|--|
| Local First Steps Partnerships | Non-Governmental Organization | First Steps' local partnership grantees deliver needed early childhood education services in each of the state's 46 counties. | 1.1.1, 1.1.2, 1.2 (all), 2.2 (all), 3.1 (all), 3.2 (all) |
| Private 4K Service Providers | Private Business Organization | Currently 217 private preschool providers partner with SC First Steps to ensure the delivery of high-quality four-year-old kindergarten in 64 SC school districts. | 1.1.1, 1.2.1 (all), 2.1 (all), 2.2 (all), 3.2 (all) |
| Department of Disabilities and Special Needs (DDSN) | State Government | DDSN is a valued partner and service provider within the interagency BabyNet system. Agency Director Mary Poole sits on the SC First Steps Board of Trustees. | 2.3 (all), 3.2 (all), 4.1 (all), 4.2 (all) |
| SC Department of Social Services | State Government | DSS is a valued partner in the areas of child care and child welfare. Agency Director Michael Leach sits on the SC First Steps Board of Trustees. | 2.3 (all), 3.2 (all), 4.1 (all), 4.2 (all) |
| SC Department of Health and Environmental Control | State Government | DHEC is a valued partner in the area of maternal-child health. Acting Agency Director Marshall Taylor sits on the SC First Steps Board of Trustees. | 2.3 (all), 3.2 (all), 4.1 (all), 4.2 (all) |
| SC Department of Health and Human Services | State Government | As the state's Medicaid agency, DHHS is a valued partner. Agency Director Joshua Baker sits on the SC First Steps Board of Trustees. | 2.3 (all), 3.2 (all), 4.1 (all), 4.2 (all) |
| The Children's Trust of SC | State Government | As the state's Maternal Infant Early Childhood Home Visiting grantee and an active partner in the prevention of child abuse and neglect, The Children's Trust of SC is a valued agency partner. Agency Director Sue Williams sits on the SC First Steps Board of Trustees. | 2.3 (all), 3.2 (all), 4.1 (all), 4.2 (all) |
| Head Start Collaboration Office | State Government | As the federal government's liaison between Head Start and local grantees, the Head Start Collaboration Office is a valued partner. SC Collaboration Director Mary Lynne Diggs sits on the SC First Steps Board of Trustees. | 2.3 (all), 3.2 (all), 4.1 (all), 4.2 (all) |
| SC Department of Education | State Government | As a co-administrator of the state's four-old-kindergarten program and the representative of public school districts statewide, the SC Department of education is a valued partner. Dr. David Mathis represents State Superintendent Molly Spearman as a member of the SC First Steps Board of Trustees. | 2.3 (all), 3.2 (all), 4.1 (all), 4.2 (all) |
| United Way Association of South Carolina | Non-Governmental Organization | As the state's administrative agent for South Carolina's AmeriCorps program, the United Way Association of SC is a valued partner for the success of our AmeriCorps program. | 3.1.2 |

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Report and External Review Template

| Item | Is this a Report, Review, or both? | Report or Review Name | Name of Entity Requesting the Report or Conducting Review | Type of Entity | Reporting Frequency | Current Fiscal Year: Submission Date or Review Timeline (MM/DD/YYYY) | Summary of Information Requested in the Report or Reviewed | Method to Access the Report or Information from the Review |
|------|------------------------------------|---|--|----------------------|---------------------|--|---|---|
| 1 | External Review and Report | Audited Financial Statement for the year ending June 30, 2019. | State Auditor | State | Annually | FY20 Issue October 2020) | Audited financial statement. | https://osa.sc.gov/wp-content/uploads/2019/10/H6319-First-Steps.pdf |
| 2 | External Review and Report | Education Oversight Committee Review of 4K | Education Oversight Committee | State | Annually | FY20 (Issue January 2021) | Annual statutory review of the Child Early Reading Development and Education Program (CERDEP) | https://eoc.sc.gov/sites/default/files/Documents/4K/REVISED-FY2018-19%20FY2019-20%20State-Funded%20Full%20Day%204K%20Report%20As%20of%20021120.pdf |
| 3 | External Review and Report | External Evaluation of First Steps Local Partnerships (FY14-FY18) | Institute for Families in Society | Outside Organization | Other | Issued November 2019 | External evaluation of local partnerships | https://scfirststeps.org/wp-content/uploads/2019/11/Evaluation-of-South-Carolina-First-Steps-to-School-Readiness-Local-Partnerships-from-2013-2014-to-2017-2018-FINAL.pdf |
| 4 | External Review and Report | Education Improvement Act (EIA) | Education Oversight Committee | State | Annually | September 30, 2020 | EIA Program Report activities and expenditures | www.eoc.sc.gov |
| 5 | Internal Review and Report | First Steps 4K Technology | State Budget Proviso 1.65 | State | Annually | January 15, 2020 | Updated List of Expenditures for fiscal year. | http://scstatehouse.gov/reports/reports.php |
| 6 | Internal Review and Report | CDEPP Unexpended Funds | State Budget Proviso 1.68 | State | Annually | April 1, 2020 | Expenditures for Quality Improvement and Professional Development | http://scstatehouse.gov/reports/reports.php |
| 7 | Internal Review and Report | 4K Underserved Communities | State Budget Proviso 1.74 | State | Annually | March 15, 2020 | Process, expenditures and expanded enrollment for needs grants. | http://scstatehouse.gov/reports/reports.php |
| 8 | Internal Review and Report | Annual Report | State Statute 59-152-50 | State | Annually | December 1, 2020 | Report on the agency's activities, strategic plan, progress on initiatives, financial information, as well as a number of other items for the most recent year. | http://scstatehouse.gov/reports/reports.php |
| 9 | Internal Review and Report | Accountability Report | 1-1-810 Agency Accountability Report: Proviso Base Budget Analysis | State | Annually | September 15, 2020 | Report on the agency's mission, objectives to accomplish the mission, and performance measures to show the degree to which objectives are being met. | http://scstatehouse.gov/reports/reports.php |
| 10 | Internal Review and Report | IT Data Collection Plan | Department of Administration - Division of Technology and Operations | State | Annually | August 10, 2020 | Summary of the agencies IT Needs and Plans for the next year. | https://www.admin.sc.gov/files/SC%20Dept%20of%20Admin_Statewide%20Strategic%20IT%20Plan_Final%20Version_121708_New%20Fo.pdf |
| 11 | External Review and Report | Education Oversight Committee Review of Kindergarten Readiness Assessment | Education Oversight Committee | State | Annually | Issued June 15, 2020 | Annual statutory review of the Kindergarten Readiness Assessment | https://eoc.sc.gov/sites/default/files/Documents/KRA/KRA%202020_reduced.pdf |