



## Meeting of the Board of Trustees

June 18, 2020, immediately following the ECAC meeting

<https://zoom.us/j/98151204375?pwd=cFhQZTd1Snk4YW5GV0NPUVBQZndJQT09>

### AGENDA

I. Call to Order and Approve Agenda (David Morley)

**Motion:** To adopt the agenda as submitted

**Motion:** To adopt the April 23, 2020 minutes as submitted

II. Public Comment Period

The public is invited to provide comments relevant to the SC Early Childhood Advisory Council and/or South Carolina First Steps during this period. Members of the public wishing to speak must either email [ajones@scfirststeps.org](mailto:ajones@scfirststeps.org) or notate their interest in speaking in the comment box on Zoom *prior* to the start of the meeting. Comments should be limited to no more than three minutes per speaker.

III. Executive Committee (David Morley)

**Attachments:** Executive Committee Report, Executive Committee Meeting Minutes

IV. Consent Agenda: **Motions Recommended by Committees** (David Morley)

- a. To approve Local Partnership budgets for state funds as proposed in their grant applications and summarized in the attached report. (Program and Grants Committee recommends)
- b. To approve the revised Partnership and Program Accountability Standards as presented. (Program and Grants Committee recommends)
- c. To adopt a flexible evaluation schedule for the next five years. (Strategic Planning and Evaluation Committee recommends)

V. Executive Director's Report (Georgia Mjartan)

**Attachments:** Executive Director's Report, Profile of the Ready Kindergartner, "Every Child Ready" First Steps Strategic Plan

VI. Strategic Planning and Evaluation Committee (Dr. Amy Williams)

**Attachments:** Strategic Planning and Evaluation Committee Report, Strategic Planning and Evaluation Committee Meeting Minutes, First Steps Five Year Evaluation Timeline, Data Request documents

VII. Local Partnership Program and Grants Committee (Jennifer McConnell)

**Attachments:** Local Partnership Program and Grants Committee Report, Local Partnership Program and Grants Committee Meeting Minutes, Projected Local Partnership Budget FY2021, Budget Reallocation Requests June 2020, FY21 First Steps Partnership and Program Accountability Standards-clarifying revisions

VIII. Finance and Administration Committee (Walter Fleming)

**Attachments:** Finance and Administration Report, Finance and Administration Committee Meeting Minutes, 2018-2019 Form 990, FY2020 Financial Status Report as of May 31, 2020, FY2020



Donations Report as of May 31, 2020

- IX. Legislative Committee (Sen. Gerald Malloy)
- X. **Motion:** To adjourn the meeting of the SC First Steps Board of Trustees



## Board of Trustees Meeting

April 23, 2020 2 P.M.

<https://zoom.us/j/99394138157?pwd=WWVleE9ZTmZNY0hRVm1DcStaYnlnUT09>

### Draft Minutes

#### **Members Present (18):**

Dave Morley, Chair  
Julie Hussey, Vice Chair  
Senator Greg Hembree  
Representative Rita Allison  
Dr. Shelley Canright  
Dr. David Mathis  
Walter Fleming Jr.  
Tim Holt  
Mike Leach  
Roger Pryor Jr.  
Mary Lynne Diggs  
Angel Johnson-Brebner

Sue Williams  
Mary Poole  
David Mathis  
Dr. Amy Williams  
Alexia Newman  
Jennifer McConnell

#### **Members Absent (4):**

Senator Gerald Malloy  
Josh Baker  
Dr. Rick Toomey  
Representative Jerry Govan

#### **Others Present (49):**

Georgia Mjartan  
Samantha Ingram  
Avian Jones  
Zack Catoe  
Debbie Robertson  
Mark Barnes  
Betty Gardiner  
Beth Moore  
Cassie Barber  
Chelsea Richards  
Rosemarie West  
Sally Cauthen  
Crystal Campbell  
Amy Breault  
Sarah Eargle  
Micha Rea  
Jon Artz  
Betty Washington  
Carletta Israel  
Cindy Riley  
Kathy Sanders  
Pierce McNair  
Alicia Turner  
Angela Pruitt

Janie Quinn  
Janice Kilburn  
Gina Beebe  
Leslie Terry  
Herk Huggins  
Bridgett Shealy  
Lynn Kuykendall  
Tierra Thomas  
Shayla Pettigrew  
Angela Compton  
Kate Roach  
Samantha Janicki  
Michael Gaskin  
Albean Hanna  
Valencia Johnson  
Dione Brabham  
Tracy Jackson  
Sherry Gilliam  
Debra Sanders  
Kim Archung  
Delores Rock  
Alexis Pipkin Sr.  
Kristine Jenkins  
Dorothy Priester

Felicia Patrick



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

Mr. Dave Morley called the meeting to order at 2:01 p.m.

The meeting opened with acknowledgment of Local Partnership Executive Directors being present and thanking them for their continued efforts.

Mr. Morley acknowledged that meeting minutes could not be moved to the consent agenda because they were not approved by a committee. Dr. Shelley Canright asked for a motion to approve the February 20, 2020 meeting minutes. Ms. Jennifer McConnell provided a second and the motion was unanimously approved.

Mr. Morley allowed for an opportunity for public comment. No members of the public who were present requested to speak.

Mr. Morley presented on the Executive Committee.

Mr. Morley congratulated Mr. Michael Leach on the \$11 million Preschool Development Grant that South Carolina was awarded and acknowledged that these funds will allow SC First Steps to fully implement the Zero to Three Strategy.

Mr. Morley thanked Dr. David Mathis for his work in securing the State Longitudinal Data System grant that will allow SC First Steps to track the impact of early childhood efforts.

Mr. Morley stated the Executive Committee discusses COVID-19 Responses, the Strategic Plan, and the state of daycare systems in the state both during lockdown and coming out of lockdown.

Mr. Morley moved on to the consent agenda items. They were unanimously approved.

Ms. Mjartan thanked the SC First steps staff and reported on the entire staff not having to utilize the emergency leave provisions that were provided by state government, thus allowing families to continue to be served.

Ms. Mjartan reported that all Local Partnerships have remained open and are serving their communities.

Ms. Mjartan reported that SC First Steps has physically closed their state office and that local partnerships are practicing social distancing while continuing to serve families that they visit through phone and videoconferencing.

Ms. Mjartan reminded the board about the Start with A Book campaign. The funds raised from the campaign will be used to setup \$1,000 grants for each of the local partnerships to purchase books that will be shipped directly to their local communities and delivered to families who are at home with children during the COVID crisis.

Ms. Mjartan discussed the support that Parent Educators are now providing support to all families to help reduce stress, trauma, and potential neglect and abuse.

Ms. Mjartan thanked DSS for their role in supporting child-care throughout this pandemic.

Ms. Mjartan stated that SC First Steps has continued to pay their 4K providers regardless if they remained opened or decided to close.



Mr. Leach stated that Phase One of the \$63 million that was provided will be used to fund childcare assistance for parents that are working at essential businesses. Phase Two will be guided towards ongoing cleaning and sanitation of childcare facilities. Phase Three will be thought through as to how to provide larger grants to facilities to deal with financial instability at this time.

Mr. Roger Pryor discussed the cash flow issues that centers are currently facing and will be facing when they do decide to reopen.

Ms. Jennifer McConnell discussed her facility's difficult decision to close, their ability to continue to pay their employees, and that they are providing eLearning materials to their students.

Ms. Mjartan addressed the fact that SC First Steps will begin the fiscal year with flat funding which poses a financial concern for the agency.

Ms. Mjartan discussed the philanthropic and foundation support and the expansion grants that will be awarded to select 4K providers. Ms. Mjartan stated that the AmeriCorps application was formally submitted.

Ms. Mjartan announced the agencies three new team members.

Dr. Amy Williams discussed the Strategic Plan for 2025.

Dr. Williams made a motion to adopt the 2025 SC First Steps Strategic Plan. Ms. Hussey provided a second. Dr. Canright raised a question in which Dr. Williams, Ms. Mjartan, and Ms. Richards provided an answer.

Mr. Morley received a unanimous vote to adopt the 2025 Strategic Plan.

Dr. Williams made a motion to adopt the 2020-2025 Overarching Measures of Success. Ms. Hussey provided a second. Mr. Tim Holt raised a question in which Dr. Williams provided an answer.

Mr. Morley received a unanimous vote to adopt the 2020-2025 Overarching Measures of Success. Mr. Morley thanked the committee for their work on both projects.

Ms. McConnell deferred the Local Partnership committee reporting to Ms. Robertson. Ms. Robertson provided the committee's report and thanked the committee.

Mr. Fleming deferred the Finance Administration committee reporting to Mr. Barnes. Mr. Barnes reported on the FY2020 Financial Status Report. Mr. Barnes discussed a possible delay in funding for the remainder of the fiscal year due to the current state of affairs. Mr. Morley asked a question and Mr. Barnes provided an answer.

Ms. Hussey followed up with a comment about the agency's ability to carryforward.

Sen. Hembree also discussed the agency's ability to carryforward along with projections of the General Assembly's decision on rewriting the state's budget in the upcoming fall.

Rep. Allison discussed the House's decision on carryforward finances and the budget.

Rep. Allison thanked SC First Steps for moving forward with the initiative to support charter schools.



Sen. Hembree provided a motion to adjourn the meeting. Ms. Hussey provided a second and the motion was unanimously approved. The meeting was adjourned by Mr. Morley.



## Executive Committee Report

### Executive Committee Meeting

The Executive Committee of the Board met on May 21, 2020. No formal actions were taken, however, the committee discussed and provided input to Director Mjartan on several COVID-19 related matters.

1. Considering COVID-19 risks, should SC First Steps and the ECAC plan to have the SC Summit on Early Childhood in December 2020? Given that this is typically a 500+ indoor event, the consensus was to postpone until December 2021. Consideration should be given to smaller “mini” events and learning opportunities over the coming months.
2. Given COVID-19 considerations, what is the comfort level and interest of the executive committee in having a Spring 2021 fundraising event (as previously discussed)? If the event were an outdoor affair, the committee agreed this is a good idea.
3. With the state government fiscal year beginning on July 1, 2020 and budgets remaining flat under a continuing resolution that pushes FY2021 budget decisions out to Fall, SC First Steps anticipates that if the 4K program were to serve the same number of children as the current year, there would be a shortfall of \$6.3 million. The committee had a lengthy discussion about scenarios and how to address this potential shortfall. All agreed that the goal should be to try to prevent First Steps from having to cut services to children.

### South Carolina First Steps' Commitment to Racial Equity

At South Carolina First Steps, we know that to accomplish our mission, we must recognize and address the disparities caused by systemic inequities, including racism. That is why equity is among our core values and part of our commitment to our colleagues, our partners, and the children and families we serve. At this critical moment, we are leaning in to these principles and recommitting ourselves to racial equity and inclusion at every level of our organization.

Our 2020 – 2025 Strategic Plan focuses our attention on closing gaps through equity, ensuring a fair chance for every child. We are listening, learning, and striving always to do better. We must ensure all people have the opportunity and resources to be successful and that all voices are solicited and heard. We know our children's futures depend on it.



## Executive Committee Meeting Minutes

The Executive Committee of South Carolina First Steps met by Zoom on May 21, 2020 from 11 am – 1 pm. Members present included: Dave Morley (Chair), Amy Williams, Jennifer McConnell, Shelley Canright, and Walt Fleming. Sen. Gerald Malloy was unable to attend due to a meeting conflict with AccelerateSC. Georgia Mjartan, Executive Director, was present as well.

No formal actions were taken by the committee, however the group discussed and provided feedback on the following key matters:

1. Considering COVID-19 risks, should SC First Steps and the ECAC plan to have the SC Summit on Early Childhood in December 2020? Given that this is typically a 500+ indoor event, the consensus was to postpone until December 2021. Consideration should be given to smaller “mini” events and learning opportunities over the coming months.
2. Given COVID-19 considerations, what is the comfort level and interest of the executive committee in having a Spring 2021 fundraising event (as previously discussed)? If the event were an outdoor affair, the committee agreed this is a good idea.
3. With the state government fiscal year beginning on July 1, 2020 and budgets remaining flat under a continuing resolution that pushes FY2021 budget decisions out to Fall, SC First Steps anticipates that if the 4K program were to serve the same number of children as the current year, there would be a shortfall of \$6.3 million. The committee had a lengthy discussion about scenarios and how to address this potential shortfall. All agreed that the goal should be to try to prevent First Steps from having to cut services to children.
4. The committee discussed the role of SC First Steps in fundraising efforts and supported the idea of a process where local partnerships would be given the *option* to participate in fundraising efforts and systems (i.e. Raiser’s Edge) but not necessarily *require* them to do so. The members also expressed support for the concept that First Steps should coordinate communication with and outreach to major donors rather than having a number of small, uncoordinated “asks” from multiple local partners. “Share the shine” and “project that we are one” were comments made by members to express their viewpoints on how fundraising should be approached.

In addition to these discussions, the committee received updates on state office, local partnership and 4K COVID-19 responses and plans; the launch of the Early Childhood Advisory Council website and Council Briefs newsletter, Ms. Mjartan’s participation as a presenter at the Aspen Institute’s Roundtable on Strong Early Childhood Systems, Palmetto PreK and First Five SC. Ms. Mjartan also provided updates on grants awarded and on the Agency Director review process.





To: SC First Steps Board of Trustees  
From: Georgia Mjartan  
Date: June 18, 2020

**Re: Executive Director's Report**

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COVID-19 Implications and Agency Response

- First Steps 4K
- Local Partnerships
- State Office

First Steps 4K

- Capacity
- Budget Implications
- Enrollment Factors

Profile of the Ready Kindergartner

- Printed Copies Available for Distribution

Grants

- \$4,456,191 in grants to SC First Steps
- Grant Outcomes
- 5 new fully grant-funded positions
- Blue Cross Blue Shield
- AmeriCorps

Start with a Book

- 13 Counties awarded \$1,000 Book Grants

New Team Members

- BJ Tucker, Information Resource Manager



To: SC First Steps Board of Trustees  
From: Dr. Amy Williams, Chair  
Date: June 18, 2020

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

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Chairwoman's Report

The Strategic Planning and Evaluation Committee met on March 18, 2020 via Zoom. All committee members were in attendance.

**Five Year Evaluation Plan**

As of a 2014 revision in legislation, First Steps must commission an external evaluation of each prevalent program (defined as "a program administered by a partnership and funded with state grant money, which accounts for at least ten percent of total programmatic spending in First Steps") and the agency holistically. At our May meeting, the Strategic Planning and Evaluation Committee voted unanimously "to adopt a flexible evaluation schedule for the next five years."

Currently, Parents as Teachers is our largest program investment with local partnership formula funding by far (Table 1).

**Table 1. Prevalent Programs: Local Partnership Expenses from State Formula Funding**

Program	FY19	FY17-19 Three Year Average
201: Parents as Teachers	\$3,785,151.99 (28.4%)	\$3,396,843.55 (25.7%)
703: Child care scholarships	\$1,575,931.28 (11.8%)	\$1,472,956.04 (11.1%)
601: Child care quality enhancement	\$1,384,478.07 (10.4%)	\$1,437,703.12 (10.9%)

Based on this information, as well as the timeline for meeting the legislative deadline, the Committee also voted unanimously "to evaluate Parents as Teachers in FY21-22 (due November 1, 2021)." An internal staff workgroup will be formed soon to begin this process.

There is more detail included on the background and history of legislated evaluations in the attachments to the meeting minutes.



## **Strategic Planning and Evaluation Committee Meeting**

Monday, May 18, 2020 3-4 PM via Zoom

Members in attendance: Dr. Amy Williams (Chair), Dave Morley, Angel Johnson-Brebner, Alexia Newman

Staff in attendance: Georgia Mjartan, Chelsea Richard

## **Minutes**

The meeting began at 3:00 PM. Georgia announced that this will be her last meeting, as Chelsea will now fully take over the staff responsibilities for this committee. Chelsea reiterated that First Steps/the Early Childhood Advisory Council will receive contracts through two federal grants, which are outlined below:

- **Statewide Longitudinal Data Systems Grant**
  - Grantee: SC Department of Education
  - Grant period: 03/01/2020 – 02/29/2024
  - Total: \$3.3 million
  - What this means for
    - First Steps: local partnerships and 4K staff will now be responsible for assigning SUNS IDs (the unique IDs that follow students through grade 12) to the children we serve via access the Graduate360 system
    - ECAC: a project coordinator will be hired that reports to Chelsea that will be staff of the ECAC to develop data governance structures and establish data sharing agreements by leveraging the ECAC ICC, in particular
- **Preschool Development Grant**
  - Grantee: SC Department of Social Services
  - Year 1 (guaranteed): 04/30/2020 – 04/29/2021
  - Total: \$11 million
  - Years 2 and 3 are not guaranteed, but \$11 million each
  - First Steps is a large subcontractor on this grant – some of this funding may be used to evaluate Countdown to Kindergarten, as well as aid local partnerships in comprehensive planning and needs assessment works (contract is still being negotiated)

Chelsea also pointed to the data sharing procedure and documentation that is currently in draft form (attached). These documents are important communications and research tools for the agency.

Also included in the meeting packet was the attached five year evaluation background and history. Chelsea gave an overview of the document. Dr. Williams made a motion, “to adopt a flexible evaluation schedule for the next five years.” Dave and Angel seconded the motion, and the entire committee voted in favor. Georgia clarified the definition of “prevalent programs” from legislation, i.e. program investment >10% of the total investment via local partnership formula funding grants. Based on that, Dr. Williams made a second motion, “to evaluate Parents



as Teachers in FY21-22 (due November 1, 2021).” Dave seconded the motion, and the entire committee voted in favor.

In other discussion, Georgia shared her appreciation for the committee and the entire Board of Trustees for their approval of the 2020-2025 First Steps Strategic Plan and Overarching Measures of Success. She mentioned how staff now are working on an exercise to work through how their decisions and the work they lead contribute to the plan, which is bringing about deep discussions between supervisors and staff. She also shared that a funder recently asked us how committed we were to serving Latino families, and she was able to point to the plan and show them how committed our agency and board were.

Dave asked about the agency finances and budget in light of COVID-19. Georgia mentioned that state agencies were asked to complete a survey regarding their finances, as there may be federal money available to the state. She gave the example of the approximately \$4 million in expenditures we have that have been going to paying for tuition for 4K students even though the classrooms are closed and those children are not receiving that service. The General Assembly is slated to come back in September, and there will be no new money available for FY20-21. Georgia mentioned that we would be lucky to stay flat, particularly in the number of 4K students we are able to serve. Dave mentioned that the Strategic Plan and Overarching Measures of Success may have to be revisited because of that. Angel relayed that that’s why strategic plans are fluid because things happen. Dave mentioned that we may have to leverage the public-private partnership model of our work more than ever before in response to this.

The meeting adjourned at 3:43 PM.

#### **ATTACHMENT**

- Evaluation timeline background, prevalent programs, and history (pages 1-4)
- Data request documents
  - Internal policy and procedure (pages 5-6)
  - Research request application (pages 7-14)
  - Data sharing agreement (page 15)
  - Confidentiality agreement (page 16-17)

#### **2020 COMMITTEE MEETING DATES**

*2<sup>nd</sup> Monday in the Odd Month from 12-1PM*

July 13; September 14; November 9



## **First Steps Five Year Evaluation Timeline**

### **Background**

As of a 2014 revision in legislation, First Steps must commission an external evaluation of each prevalent program (defined as “a program administered by a partnership and funded with state grant money, which accounts for at least ten percent of total programmatic spending in First Steps”) and the agency holistically. We need to establish a “schedule for an in-depth and independent performance audit designed to measure the success of each prevalent program in regard to its success in supporting the goals of the State Board and those set forth in Section 59-152-20 and Section 59-152-30”.

### **Section 59-152-20: The Purpose of First Steps**

- To develop, promote, and assist efforts of agencies, private providers, and public and private organizations and entities, at the state level and the community level
- To collaborate and cooperate in order to focus and intensify services, assure the most efficient use of all available resources, and eliminate duplication of efforts to serve the needs of young children and their families
- Funds must not be used to supplant or replace any other funds being spent on services but must be used to expand, extend, improve, or increase access to services or to enable a community to begin to offer new or previously unavailable services in their community
- Ensure that collaborations, the existence and continued development of partnerships, and the sharing and maximizing of resources occur so that the funding of grants and services, as provided in this chapter, may continue

### **Section 59-152-30: The Goals of First Steps**

- 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 succeed; 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 succeed.



### Prevalent Programs: Local Partnership Expenses from State Formula Funding

Program	FY19	FY17-19 Three Year Average
201: Parents as Teachers	\$3,785,151.99 (28.4%)	\$3,396,843.55 (25.7%)
703: Child care scholarships	\$1,575,931.28 (11.8%)	\$1,472,956.04 (11.1%)
601: Child care quality enhancement	\$1,384,478.07 (10.4%)	\$1,437,703.12 (10.9%)

### History

Evaluation plan June 18, 2015 (approved by Strategic Planning and Evaluation Committee)

Program	To Be Evaluated During:
1. Parents as Teachers - \$3.97M	FY16-FY17
2. Child Care - \$4.43M (Quality Enhancement - \$1.89M) (Training - \$1.39M) (Scholarships – \$1.15M)	FY17-FY18
3. General System Review	FY19-FY20

### What happened

1. Parents as Teachers – evaluated by Compass (December 2017)
  - a. Timeline: 2008-2016
  - b. Readiness measured by CIRCLE (Fall 2014)
  - c. Research questions examined
    - i. What is the relationship between exposure to PAT between the ages of 0-3 years and children's Pre-K or Kindergarten readiness outcomes?
      1. How do child outcomes as measured by CIRCLE and grade retention vary when controlling for total months or years of enrollment? Total number of visits completed?
      2. If there is variation, what is the minimal level of exposure that appears to be necessary to achieve meaningful child outcomes as measured by CIRCLE scores and grade retention? Is this level consistent with PAT and SC expectations for program implementation?
      3. Are children with scores on ASQ/ASQ:SE indicating delays or potential delays more likely to receive special education services in pre-kindergarten or kindergarten?
    - ii. What is the relationship between exposure to PAT and parenting outcomes as measured by KIPS/ACIRI?
      1. How do outcomes vary when controlling for total months or years of enrollment? Total number of visits completed?
      2. What is the minimal level of exposure that appears to be necessary to achieve meaningful parenting outcomes? Is this level



- consistent with PAT and SC expectations for program implementation?
- iii. What is the relationship between parenting outcomes as measured by KIPS/ACIRI and children's Pre-K or Kindergarten readiness outcomes as measured by CIRCLE scores and grade retention?
    - 1. Does a particular threshold level (or criterion-reference) in parenting appear to be related to child outcomes?
    - 2. Are gains in parenting associated with gains in child developmental progress or outcomes?
  - iv. What is the relationship between exposure to PAT and interactive literacy as measured by KIPS/ACIRI?
  - v. Are there characteristics of children/families that moderate the impact of PAT on child or parent outcomes?
    - 1. What relations, if any, appear when data are analyzed to account for race, ethnicity, and other common demographic traits?
2. Quality enhancement, scholarships, and agency as a whole – evaluated by the Institute for Families in Society (November 2019)
- a. Readiness measured by KRA (Fall 2017)
  - b. Research questions
    - i. What is the impact of First Steps local partnership programs and services on school readiness for children entering 5K?: quantitative approach
      - 1. Outcomes
        - a. Demonstrating Readiness on the KRA
        - b. Chronic absenteeism
      - 2. Comparison groups
        - a. Special education vs. general education
        - b. Poverty index of districts (groups: high, mid-high, mid-low, low)
        - c. Sub group: those receiving scholarships vs. scholarships plus home visiting
    - ii. What is the impact of First Steps local partnership programs and services on parenting competence and confidence?: mixed methods
      - 1. Quantitative approach
        - a. FY2014-2018
        - b. Assessments used in home visiting programs
          - i. Keys to Interactive Parenting (KIPS): measures quality of parent-child relationship
          - ii. Life Skills Progression Inventory (LSP): measures individual parent and infant/toddler progress (used in Parents as Teachers)



- iii. Adult-Child Interactive Reading Inventory (ACIRI):  
measures parent-child interactive reading skills
    - c. Used effect size (Cohen's d) to measure improvement in  
assessment tools based on length of time in program –  
evaluated within fiscal year
  - 2. Qualitative approach: in-depth interviews (n=8) with parents (we  
identified a universe of 76 parents (11% response))
- iii. What is the impact of First Steps local partnership services on child care  
quality?: mixed methods
  - 1. Quantitative approach
    - a. FY2014-2018
    - b. Assessments used
      - i. Infant-Toddler Environmental Rating Scale (ITERS)
      - ii. Early Childhood Environmental Rating Scale  
(ECERS)
    - c. Used effect size (Cohen's d) to measure improvement in  
assessment tools based on length of time in program –  
evaluated within fiscal year
  - 2. Qualitative approach: in-depth interviews done with child care  
providers (n=13) who had received quality enhancement services  
(provided universe of 25 providers (52% response))
- iv. To what degree does First Steps at the state and local level serve as a  
hub for early childhood services?: quantitative approach
  - 1. Social networks analysis to understand degree and strength of  
connection between First Steps and partner organizations
  - 2. Wilder Collaboration Factors Inventory to understand the boards'  
effectiveness based on members' level of collaboration





## DATA USE POLICY AND REQUEST PROCESS INTERNAL USE ONLY

The following data sources are housed at First Steps

1. Local partnership data via the First Steps Data Collection System (data steward: Dione Brabham)
2. 4K data
  - a. Enrollment data via ChildPlus (data steward: Lisa Huff)
  - b. Assessment data via Teaching Strategies GOLD (data steward: Chelsea Richard)

Requests for aggregate level data

1. A Research Request Application does not need to be completed
2. Data stewards can fill aggregate level data requests with approval from the Program Director (approval can be verbal)
3. Cells with numbers between 1 and 4 should be suppressed
4. Rates should be calculated for indicators with at least 10 events. Exceptions must be approved by the Strategic Impact Manager
5. Aggregate data tables can be sent directly via email to the requestor from the data steward with the following people copied on the email:
  - a. Program Director
  - b. Strategic Impact Manager

Requests for de-identified record level data for specific research project

1. A Research Request Application should be completed (Chelsea)
2. IRB approval should be obtained (Chelsea will determine if necessary)
3. Negotiations will be made, and a Data Sharing Agreement will be drafted (Chelsea will then loop in Debbie and Martha depending on the data being requested)
4. A Data Sharing Agreement should be signed
  - a. Will contain agreed upon list of variables, project details, and time period/geography of interest
  - b. Signed by requestor, program director, and, if applicable, the Executive Director(s) of specific local partnership(s)
5. Fees may apply (determined by RFA)
6. Data file should be provided to requestor via secure form of transmission from RFA
7. If considerable assistance is given on any project, the SC First Steps staff should be included as a co-author for publication, when appropriate. However, an Acknowledgment for using data is always required.

Requests for geocoded data

1. Geocoded addresses cannot be provided
2. Census tract can be provided:
  - a. if replaced with a masked census tract ID number and no additional geographical information is provided at a level lower than state;
  - b. if there are at least 5 records in the census tract and with an approval from the Program Director

To ensure confidentiality of data and validity of statistics

1. Any concerns over possible risk of breaching confidentiality supersede the rules below.



2. For other data
  - a. Cells with numbers between 1 and 4 should be suppressed
  - b. Rates should be calculated for indicators with at least 10 events. Exceptions must be approved by the Program Director

Products produced with SC First Steps data (e.g. fact sheets, infographics, reports)

1. Must be reviewed and approved by Program Director, Strategic Impact Manager, and Communications Director prior to being published / disseminated.
2. Should contain proper reference/citation for the data – suggested citation: Program (years). South Carolina First Steps.



## RESEARCH REQUEST APPLICATION

### Instructions and other information

- BEFORE completing the data application, please read the application completely and carefully.
- Complete the data application. *All information is required.* You may attach additional pages as needed.
- Include all required and supporting documents as requested.
- Although your data application and accompanying materials should be as complete as possible, please consider your first data application submission a DRAFT application. Staff will review DRAFT application packets on a monthly basis for completeness, conciseness, and clarity, and provide feedback to you.
- Please allow approximately 6 weeks for the processing and review of your data application. At that time, you will receive notification of approval, approval with amendments, or a request to re-submit the application with clarifications and/or amendments (these will be specified).
- Following approval, staff will process your request for data and will prepare documentation (e.g., confidentiality or data use agreements, etc). Documentation and data set processing and distribution time varies depending on the complexity of the request (e.g., recoding, linkage), the availability of the data requested, and your place in the data request queue.

Completed applications and/or questions should be directed to:

Chelsea Richard

Strategic Impact Manager, SC First Steps

[crichard@scfirststeps.org](mailto:crichard@scfirststeps.org); 803-734-1620

Data Application Submission Date (MM/DD/YYYY):

Project Title:

Project Period (start date through end date):

**Section A: INVESTIGATOR AND INSTITUTIONAL INFORMATION**

Principal Investigator:

Agency Affiliation & Full Agency Mailing Address:

Phone: ( )

Email address:

Are you a student? (yes or no)

If yes, is this project for a thesis, dissertation, or other project?

(state which type of project, explain other)

Primary Mentor Name (list here and as Co-Investigator #1 below):

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Co-Investigator #1:

Agency Affiliation & Full Agency Mailing Address:

Phone: ( )

Email address:

-----  
Co-Investigator #2:

Agency Affiliation & Full Agency Mailing Address:

Phone: ( )

Email address:

-----  
Co-Investigator #3:

Agency Affiliation & Full Agency Mailing Address:

Phone: ( )

Email address:

**Other Personnel:** List all other students, research assistants, or other personnel (include agency affiliation) who will have access to or contact with the data (e.g., collect, view, analyze, manage, secure).

Name:  
Position:  
Agency Affiliation:

Name:  
Position:  
Agency Affiliation:

Name:  
Position:  
Agency Affiliation:

Name:  
Position:  
Agency Affiliation:

### **Section B: SPONSORING AGENCY & FUNDING INFORMATION**

1. Is this project currently funded? (yes or no)
2. Sponsoring Agency:
3. Sponsoring Agency Assignment Number (if known):

### **Section C: INSTITUTIONAL REVIEW BOARD (IRB) INFORMATION**

***\*\*A copy of all IRB reviews/approvals is REQUIRED for all applications. \*\****

1. Has this project been approved by an IRB for human subjects? (yes, no, pending –add space as needed)
2. If yes, what IRB(s)?
3. Date of approval(s) (MM/DD/YYYY):
4. Type of approval(s): (EXEMPT, EXPEDITED, OTHER (list))
5. If *pending* IRB, please describe:
6. If IRB *Continuance*, list each by IRB number and renewal dates:  
IRB# :                      Date:                      MM/DD/YYYY    to                      MM/DD/YYYY  
IRB# :                      Date:                      MM/DD/YYYY    to                      MM/DD/YYYY

### **Section D: IDENTIFIABLE DATA, DATA PROTECTION & CONFIDENTIALITY**

1. Will you be requesting any data that will allow for the potential identification of participants or providers?  
  
☐ Yes, this project will require the use of potentially identifying data.  
☐ Yes, this project will require the use of potentially identifying data, however, the final data set will be completely de-identified with no confidential or other potentially identifying data.  
☐ No, this project will not require the use of potentially identifying data.
2. List your institution's (or the study protocol's) policies and procedures for the protection of confidential data items, i.e.: Where will data be stored? How will it be kept secure? How will data be transported?
3. Provide date and method by which data will be destroyed.

### **Section E: PROJECT SUMMARY**

Using the statements and questions below, provide evidence that this research is needed to advance knowledge (justification) and that the procedures and statistical methods proposed are appropriate to conduct such a study. *Statements such as “see protocol” are not acceptable* as this section should be a brief and accurate *summary* of your protocol. Your complete protocol will be provided separately to the review committee. (Add space as needed.)

1. Please provide a **brief** overview of your project. Specifically state why or how Vital Statistics data are needed for your project.

2. Describe the significance of the planned research, i.e., how does this work add to the existing literature?

3. List *study questions, hypotheses, or study aims* (as appropriate) along with the planned *statistical analysis* and *variables* needed to evaluate or answer these questions. (Label each, add additional space as needed.)

[example] A. Study Aim #1: Describe the study population

Planned analysis: descriptive statistics (frequencies, means, proportions, etc)

Variables needed: age, race, sex

A.

B.

C.

## **Section F: DATA SET INFORMATION (inclusion & exclusion criteria, and variable list)**

### **Inclusion & Exclusion Criteria**

1. Specify type of data requested.  
(Local Partnership; 4K)
2. Time Period of requested data: MM/DD/YYYY - MM/DD/YYYY
3. Other inclusions or exclusions:

### **Variable List**

*Confidential* data refers to data items that pertain to who, where, and when, that would allow a person to be identified. This includes dates more specific than *year* and address or location information more specific than *county*. To assist in limiting the use of confidential data items, we *may* be able to calculate *time to event* variables in lieu of providing complete dates, or calculate distance variables in lieu of locations depending on the specific project and availability of resources, or suggest methods (recoding options) to provide data that will satisfy data needs while retaining the confidential aspects of the data.

**Please fill in the attached spreadsheet with the available variables.**

**Note:** Each data item requested must be shown to be relevant to your study and your analysis. For variables in the section ***Restricted Variables*** a justification must be provided explaining why you cannot conduct your investigation without these data.

**Preferred file format and type of media:** Please specify the type of file of the data set you would like to receive.



### **Section G: DATA SET LINKAGE INFORMATION**

1. Will the requested data require linkage to another dataset? (yes or no)  
If you answered yes to the question above, proceed with 2-7. If no linkage is required, proceed to next section, ADDITIONAL DOCUMENTATION & INFORMATION.
  
2. What dataset(s) will the requested data be linked to?
  
3. Describe the purpose of data linkage.
  
4. What *Restricted/Confidential* data elements will be used for the linkage?  
(check all that apply, list others)
  - ☐ First Name
  - ☐ Middle Name
  - ☐ Last Name
  - ☐ Social Security Number
  - ☐ Date of Birth
  - ☐ Date of Death
  - ☐ Other:

**Section H: ADDITIONAL DOCUMENTATION & INFORMATION**

1. Attach a Biosketch or CV for each person listed on the application.  
included ☐
  
2. Attach a copy of the IRB approval (or continuance) from home institution.  
included ☐
  
3. Attach a copy of any relevant informed consent.  
included ☐
  
4. Attach a copy of the grant proposal or study protocol.  
included ☐
  
5. Other notes, details, or other information you would like to include? (add space as needed)



## AUTHORIZATION FOR RELEASE OF DATA FOR RESEARCH PURPOSES

1. **RESEARCH INVESTIGATOR:**
2. **PROJECT/STUDY TITLE:**
3. **NATURE OF PROJECT:**
4. **RECORDS INVOLVED (INCLUDING ANY LINKAGES):**
5. **VARIABLES INVOLVED:**
6. **ACTION PLANNED:** --Describe Study/research Protocol or attached study protocol to this Agreement and state in this item "see attached study/research protocol."
7. **SPECIAL CONDITIONS:** All information which may permit identification of an individual will be held confidentially, will be used only by person(s) as stated above, and will not be released to others for any other purpose. There will be no follow-up contact with the participants or the providers. These listings may be utilized for the above authorized purpose only and will be destroyed once the printouts are no longer needed. SC First Steps is to be given written notification of the destruction of these listings. All data provided under this Release agreement shall not be duplicated in any manner and shall remain the property of SC First Steps and shall be surrendered upon demand.
8. **PUBLICATIONS/CITATIONS:** Any product developed through the analysis of these data needs to be reviewed by SC First Steps before publication. If SC First Steps staff provide substantial support, they should be included as a co-author. Suggested citation: Program (Year). SC First Steps.
9. **DATA DESTRUCTION:** Data will be destroyed by XYZ method by ABC date.

<b>Requestor</b>	<b>Program Director</b>
Signature: _____	Signature: _____
Name: _____	Name: _____
Title: _____	Title: _____
Date: _____	Date: _____



## SOUTH CAROLINA OFFICE OF FIRST STEPS CONFIDENTIALITY AGREEMENT

**WHEREAS** the South Carolina Office of First Steps (SCFS) possesses certain information, including, but not limited to, teacher, student, client, business and other confidential, sensitive, proprietary, and/or security-related information that must be held confidential for legal purposes, as well as for the protection and privacy of those served and/or employed by the SCFS (collectively, "Confidential Information");

**WHEREAS** the \_\_\_\_\_ (Individual's name) of \_\_\_\_\_ (entity sponsoring this research, agency using student level information, etc.) is willing to receive disclosure of the Confidential Information pursuant to the terms of this Agreement for the purpose of \_\_\_\_\_ (name of study, audit, evaluation);

NOW THEREFORE, in consideration for the mutual undertakings of SCFS and \_\_\_\_\_ (Individual's name) under this Agreement, the parties agree as follows:

1. will protect the confidentiality, privacy, and security of the Confidential Information maintained by SCFS from disclosure in any form to any unauthorized source;
2. will follow SCFS policies, procedures and other privacy and security requirements;
3. will not post or discuss any SCFS Confidential Information, including, but not limited to, client, student, or employee pictures or videos, or student or client information on its personal social media sites such as Facebook or Twitter;
4. will complete all required privacy and security of Confidential Information training;
5. will use confidential student and client information only as authorized by your agency for agency program evaluation purposes;
6. understands that data exchange needs will be defined and agreed to through a signed data sharing agreement in the evaluation effort for each request;
7. will safeguard all confidential client information in accordance with this agreement and agency's privacy/confidentiality regulation;
8. will re-disclose confidential student or client information only as permitted by law and with the authorization of SCFS;
9. understands that individuals who are responsible for breaches in confidentiality or who violate the terms of this confidentiality agreement may be subject to discipline up to and including dismissal by the employing agency;

Commented [RC1]: Does DTO offer this?



10. will return and/or destroy data on or prior to the agreed date and/or if the Confidentiality Agreement was terminated or cancelled;
11. will not disclose any Confidential Information, nor will retain any Confidential Information;
12. shall not discuss or communicate in any manner, any information about the SCFS's data security measures to any third party or other unauthorized persons unless such information has already been made to be public information, or if compelled to provide such information pursuant to state or federal law;
13. shall immediately notify the Strategic Impact Manager of any security breach that has occurred, intentional or unintentional or if he or she becomes aware of any security risk or potential risk to the security of Confidential Information;
14. acknowledges that any violation of the terms of this agreement may result in immediate termination of this agreement;
15. shall be liable for any damages resulting from any breach of security, which occurs as a result of failure to follow the terms of this agreement and agrees to indemnify and hold the SCFS and its employees harmless for any damages assessed as a result of such breach.

**Individual**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**Witness**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_



To: First Steps Board of Trustees  
From: Jennifer McConnell, Chair, Local Partnerships Program and Grants Committee  
Date: June 20, 2019

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

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1. The Program and Grants Committee met on June 13, 2019 to approve the proposed budgets and programs of the local partnerships for FY20 and to further discuss the Funding Formula Grant Application and review process. In addition, the committee heard a report regarding the status of the FY19 Local Partnership audits, received and update regarding corrective action plans and the grant review process for FY21, and discussed the new opportunity for home visiting expansion through grant funds from the Preschool Development Grant (PDG) received in April and an Ameri-Corps Grant received in May. The meeting minutes (attachment) reflect discussion regarding these items and the items listed below.
2. **Action Item: Review and recommendation for State Board regarding Local Partnership FY20 Formula Funding grants - \$14.4 million total to be awarded** (attachment – Projected Partnership Budgets FY21)

**Motion:** The Program and Grants Committee recommends that the State Board approve the Local Partnership budgets for state funds as proposed in their grant applications and summarized in the attached report. Upon final grant application review after the fiscal year ends, corrective action plans may be issued as part the FY21 grant award process in cases where grant qualifications for funding were not met.

3. **Action Item:** Approval of minor edits to the FY21 Partnership and Program Accountability Standards (attachment- Accountability Standards – clarifying revisions)

**Motion:** The Local Partnership Program and Grants Committee, after reviewing minor edits and clarifications to the program standards for *Raising A Reader* and *Triple P*, recommends the State Board approve the revised Partnership and Program Accountability Standards as presented in the board packet.

4. **Information Item: Presentation of Local Partnership new programs/ budget spending plan reallocations for FY20** (attachment- Local Partnership Budget Reallocation Requests)

The Program and Grants Committee brings to the State Board for information only the reallocation of state funds requiring a budget reduction of more than 15% for:

- McCormick County (transfer of \$2,420 from Countdown to Kindergarten (CTK) to Early Education, PAT and Administration)
- Saluda County (transfer of \$8,640 from CTK to Library Based Programs)

Attachments:

- Program and Grants Committee Minutes
- Projected Local Partnership Budgets FY21
- FY21 Partnership and Program Accountability Standards- clarifying revisions
- Local Partnership new programs/ budget spending plan reallocations for FY20 June



## Board of Trustees

### Local Partnership Program and Grants Committee Meeting

June 11, 2020  
12:00 to 2:00 PM  
Via Zoom  
Meeting Minutes

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

**Committee Members Absent:** none

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

Jennifer McConnell called the meeting to order at 12:00 PM. Julie Hussey joined the meeting at 12:30 PM.

#### 1. **Information Item:** FY19 Audit Reports Update

Mark Barnes provided an update regarding the FY19 Local Partnership financial audits. He explained that the audit was broader than simply looking at financial statements and incorporated items that impacted finances like verifying match documentation or considering conflict of interest. For FY19, 10 on-site audit visits were conducted to Local Partnership Offices. Although there were no material audit findings, there has been a delay in the release of final audit reports due to management concerns for some counties. Mark is anticipating that the final report will be complete by next week and results will be reported to the state board.

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

Staff reported on the progress made by those local partnerships who submitted a corrective action plan as required by their grant review. Eleven counties submitted and all are being carefully monitored. Most counties have come into compliance but there is concern that a few remaining issues may not be corrected by the time that grant applications are reviewed for the coming year due in part to the 4<sup>th</sup> quarter being impacted by the covid-19 pandemic. The committee requested that any items not resolved become corrective action plans for FY21 and that these plans, once finalized and approved by the local partnership boards, be shared with the committee for continued monitoring and follow up as needed.

Discussion took place regarding the possibility that some counties may have excessive carryforward (greater than 15% of FY20 allocation amount) due to the fact that programs, such as home visiting and child care training, were suspended since March when covid-19 social distancing measures were put in place. The committee agreed that for those counties with excessive carryforward, a plan for spending the carry forward should be submitted to the state office after approval by the local partnership board. There would be no need for a corrective action plan in these cases.



3. **Action Item:** Review and recommendation for State Board regarding Local Partnership FY21 Formula Funding grants - \$14.4 million total to be awarded (attachment- Projected Partnership Budgets FY21)

**Motion:** The Program and Grants Committee recommends that the State Board approve the Local Partnership budgets for state funds as proposed in their grant applications and summarized in the attached report. Upon final grant application review after the fiscal year ends, corrective action plans may be issued as part the FY21 grant award process in cases where grant qualifications for funding were not met.

The Program and Grants Committee reviewed detailed information prepared by staff regarding the use of state funds as proposed in the 46 Local Partnership Formula Funding grant applications. Spending patterns were summarized for programs with most investment and widest implementation. Dr. Shelley Canright moved that the committee recommend approval of the Local Partnership budgets for state funds submitted in their grant applications. Ms. Julie Hussey seconded the motion and it passed unanimously. The committee requested a report from staff regarding the decisions by 5 local partnership boards to change from implementing Parents as Teachers to Nurturing Parenting. The committee also requested more information regarding local partnership funding used to support First Steps 4K classrooms.

4. **Action Item:** Approval of minor edits to the FY21 Partnership and Program Accountability Standards (attachment- Accountability Standards – clarifying revisions)

**Motion:** The Local Partnership Program and Grants Committee, after reviewing minor edits and clarifications to the program standards for *Raising A Reader* and *Triple P*, recommends the State Board approve the revised Partnership and Program Accountability Standards as presented in the board packet.

The committee reviewed changes proposed by staff to clarify the expectation for targeting and data entry in the Raising A Reader Program and to correct the Triple P Program Standards to address only Level 4, not Level 3 and 4, as originally submitted. Dr. Shelley Canright moved that the changes be accepted as submitted. Ms. Julie Hussey seconded the motion and it passed unanimously.

5. **Information Item: Presentation of Local Partnership new programs/ budget spending plan reallocations for FY20** (attachment- Local Partnership Budget Reallocation Requests)

The Program and Grants Committee brings to the State Board for information only the reallocation of state funds requiring a budget reduction of more than 15% for:

- McCormick County (transfer of \$2,420 from Countdown to Kindergarten (CTK) to Early Education, PAT and Administration)
- Saluda County (transfer of \$8,640 from CTK to Library Based Programs)





6. **Information Item:** New funding opportunity for Local Partnerships to expand evidence- based home visiting programs

The committee was briefed on work at the state office to prepare for awarding funding to the local partnerships to expand evidence-based home visiting programs through a competitive grant process. Funding for the grants comes from the Pre-school Development Grant which includes substantial funding to support home visiting; and an Ameri-Corps Grant which includes funding for Home Instruction for Parents of Preschool Youngsters (HIPPY), a parent engagement program to be implemented in conjunction with First Steps 4K classrooms.

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

Attachments:

- Projected Local Partnership Budgets FY21
- FY21 Partnership and Program Accountability Standards- clarifying revisions
- Local Partnership new programs/ budget spending plan reallocations for FY20 June



**Projected  
Local Partnership Budget  
FY2021**



## Fiscal year 2020-2021 by the Numbers

**\$6,735,322**

Total Investment of State Funds in High Intensity Programs\*^

**3,894**

Projected clients served in high-intensity programs^

**\$32,370,412**

Total investment leveraged through state funds, federal dollars, private funds, and in-kind donations by our 46 Local Partnerships

**15,840**

Parents, students, and families that are projected to be served by First Steps Local Partnerships

**21**

Partnerships projecting an increase in total budget from FY20 to FY21

**\$14,435,228**

Total Investment in state funds to First Steps Local Partnerships through allocation

Percentage of State Funds spent on High Intensity Programs^

**47%**

\*Indicates projected funds from state dollars specified as fund 55 on partnership BSP's

^High intensity programs as defined by the SCFS Strategic Impact Manager—high intensity programs may be reevaluated periodically



## Analysis of Projected Numbers Served

### Top Programs by Projected Numbers Served

Imagination Library	7,395
Training and Professional Development	2,376
Library Based Programs	1,160
Parents as Teachers	936
Countdown to Kindergarten	909

### Top High Intensity Programs by Projected Numbers Served<sup>^</sup>

Parents as Teachers	936
Countdown to Kindergarten	909
Early Head Start	667
Nurse Family Partnership	597
Nurturing Parenting	294

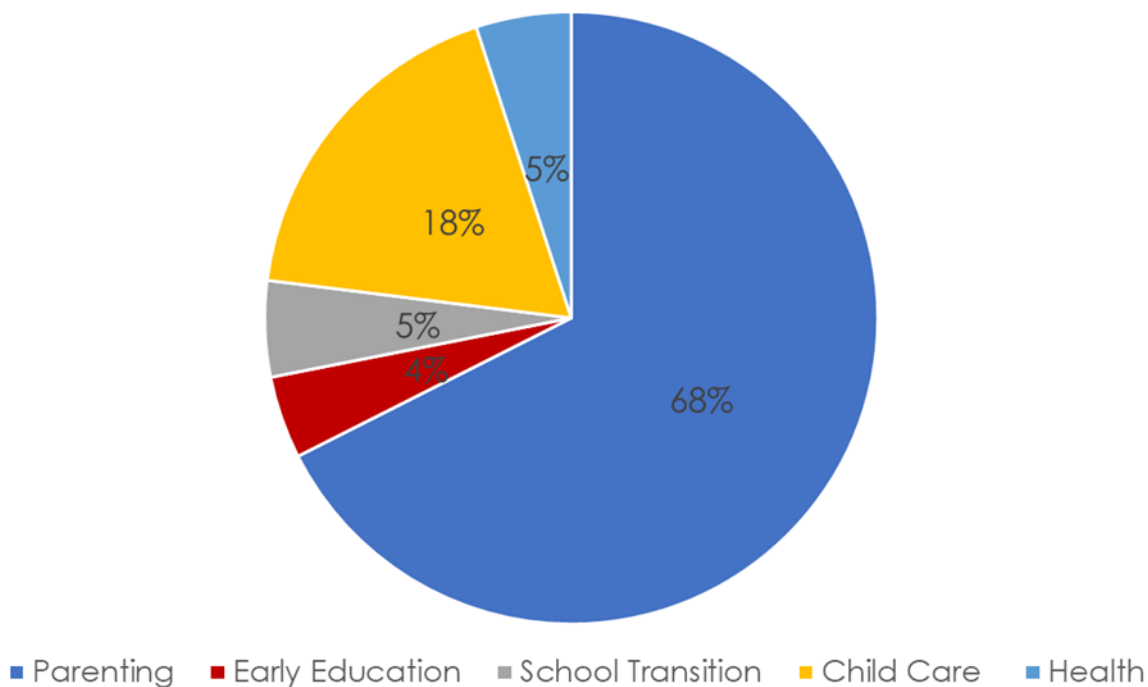
### Top Counties by Projected Numbers Served

Cherokee	2,740
Lancaster	1,892
Pickens	1,250
Union	975
Newberry	900

### Top Counties Delivering High Intensity Programs by Projected Numbers Served<sup>^</sup>

Spartanburg	458
Greenville	350
Lexington	298
York	245
Anderson	228

Distribution of Projected Numbers Served by Category



\*Indicates projected funds from state dollars specified as fund 55 on partnership BSP's

<sup>^</sup>High intensity programs as defined by the SCFS Strategic Impact Manager—high intensity programs may be reevaluated periodically

## Analysis of Projected FY21 Budgets

### Top Programs by Projected FY21 Budget\*

Parents as Teachers	\$3,712,616.09
Quality Enhancement	\$1,630,267.09
Scholarship Initiatives	\$1,330,024.91
Training and Professional Development	\$1,286,026.33
Nurturing Parenting	\$719,716.00



Parents as Teachers®

### Top Programs by County Investment\*

Training and Professional Development	36
Parents as Teachers	28
Scholarship Initiatives	23
Countdown to Kindergarten	22
Quality Enhancement	17

### Notable Changes in Program Investment from FY20 to FY21\*

Training and Professional Development	\$172,835.75	↑
Nurturing Parenting	\$299,493.00	↑
Scholarship Initiatives	\$(231,049.90)	↓
Parents as Teachers	\$(355,113.85)	↓
Child Care Resource and Referral	\$(139,263.00)	↓

\*Indicates projected funds from state dollars specified as fund 55 on partnership BSP's

^High intensity programs as defined by the SCFS Strategic Impact Manager—high intensity programs may be reevaluated periodically



## Analysis of Projected FY21 Budgets

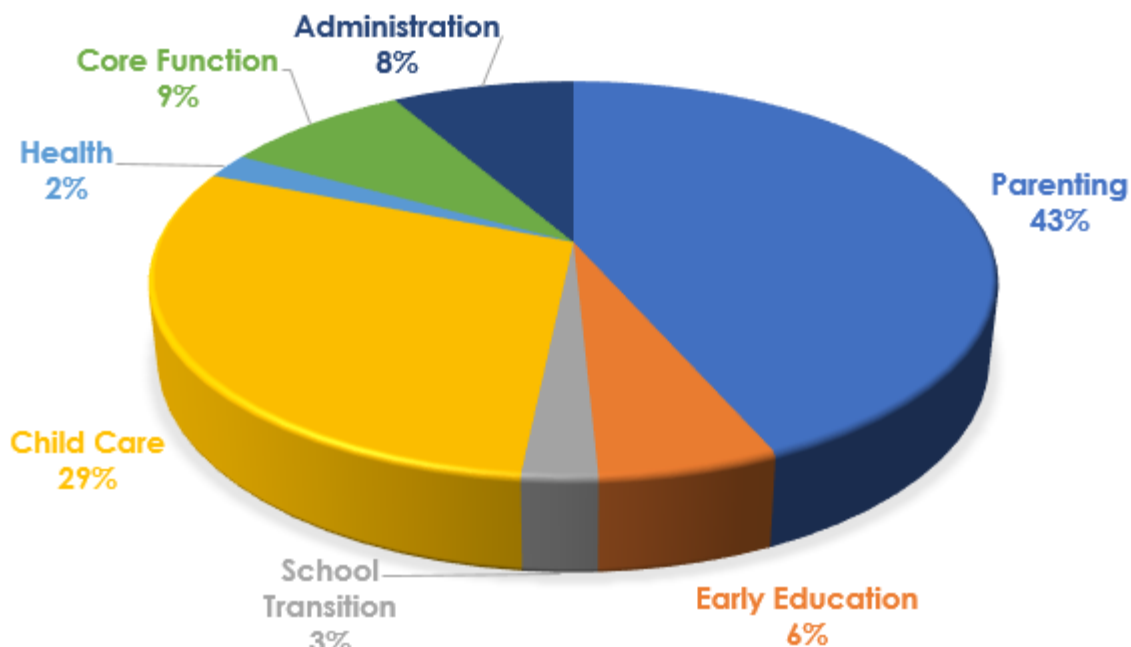
### Top County (by percent of state allocation) \* Investment in High Intensity Programs^

Anderson	87%
Abbeville	79%
Union	77%
Calhoun	76%
Chesterfield	73%
State Average 48%	

### FY21 Investment by Program Type

Category	Investment	% of Total State Allocation
Parenting	\$6,264,626.83	43%
Early Education	\$839,875.13	6%
School Transition	\$351,565.20	2%
Child Care	\$4,248,269.88	29%
Health	\$296,162.63	2%
Core Function	\$1,231,987.27	9%
Administration	\$1,202,739.83	8%

### LOCAL PARTNERSHIP FY21 FUNDING BY CATEGORY



\*Indicates projected funds from state dollars specified as fund 55 on partnership BSP's

^High intensity programs as defined by the SCFS Strategic Impact Manager—high intensity programs may be reevaluated periodically

SC First Steps FY2021 Program Summary			
Category	Program**	Program Code	Total Partnerships*
Parenting	Parents as Teachers (PAT)	201	28
	Mother Read / Father Read	202	1
	Parent Training	203	1
	Other Family Literacy	204	3
	Parent Child Home	206	1
	Healthy Families	207	1
	Fatherhood Initiatives	208	0
	Library Based Programs	209	4
	Family Literacy Model	211	3
	Imagination Library	212	14
	Early Steps	213	2
	Nurse Family Partnership	214	7
	Incredible Years	215	1
	Raising a Reader	217	5
	Raising a Reader (Enhanced)	218	7
	Reach Out and Read	219	2
	Strengthening Families	220	2
	Triple P	222	3
	Nurturing Parenting	223	10
	Parent Training - Lena/Talk to Me	224	1
Early Ed.	Full Day 4-K	314	1
	Half Day 4-K	316	1
	Extended Day 4-K	317	0
	Early Education For Under 4	318	2
	Enhanced Early Education	320	3
	Head Start Programming	321	4
School Trans.	Summer Program	402	0
	Countdown to Kindergarten	406	22
	Reading Rocks (CTK 3K)	407	1
	Boost	408	1
	Transportation Other	503	0
Child Care	Quality Enhancement	601	17
	Training and Prof. Dev.	605	36
	Substitute Payments	607	0
	Child Care Resource and Referral	701	3
	Scholarship Initiatives^	703	23
Health	Community Mobilization	801	0
	Community Awareness	802	0
	Health Based Services	901	0
	Non-Home Based Svcs.	902	1
	Nutrition Program (Backpack)	903	2
	Home Based Services	905	0
	HHS Services Coordination	907	1
	Early ID and Referral	909	9
*Number of partnerships planning to deliver a particular program as of June 11, 2020 as determined by projected numbers served			
**Non-highlighted rows are not "evidence based" as approved by the SC First Steps Board			
^Scholarships are only evidence based when linked with an evidence based program			



## Summary of Projected FY21 Budget\* by County

### Abbeville County First Steps

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$297,210.00

**Anticipated Match:** 48.6%

**Administrative (13% Max):**

\$4,631.00                      2.3%

**Core Functions (12% Max):**

\$18,037.00                  9.0%

**Total Non-Programmatic Funds (25% Max):**

\$22,668.00                  11.3%

**Programs:**

Nurturing Parenting

\$157,817.00

Childcare Training and Professional Development

\$19,515.00

**Total Programmatic Funds^:**

\$177,332.00                  88.7%

**Total Projected Numbers Served:**

55

### Aiken County First Steps

**Allocated Amount FY21:** \$425,127.00

**Total Budget:** \$543,627.00

**Anticipated Match:** 27.9%

**Administrative (13% Max):**

\$16,387.00                      3.9%

**Core Functions (12% Max):**

\$18,441.00                  4.3%

**Total Non-Programmatic Funds (25% Max):**

\$34,828.00                  8.2%

**Programs:**

Parents as Teachers

\$89,950.00

Dolly Parton Imagination Library

\$15,110.00

Countdown to Kindergarten

\$27,902.00

Childcare Quality Enhancements

\$79,743.00

Childcare Training and Professional Development

\$28,082.00

Scholarship Initiatives

\$149,512.00

**Total Programmatic Funds^:**

\$390,299.00                  91.8%

**Total Projected Numbers Served:**

656

### Allendale County First Steps

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$251,626.00

**Anticipated Match:** 25.8%

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources





**Administrative (13% Max):**  
\$16,608.00 8.3%

**Core Functions (12% Max):**  
\$15,670.00 7.8%

**Total Non-Programmatic Funds (25% Max):** \$32,278.00 16.1%

**Programs:**

Nurturing Parenting	\$108,278.00	
Child Care Training & Professional Development	\$14,030.00	
Child Care Scholarships	\$45,414.00	
<b>Total Programmatic Funds^:</b>	\$167,722.00	83.9%
<b>Total Projected Numbers Served:</b>	52	

**Anderson County First Steps**

**Allocated Amount FY21:** \$446,884.00

**Total Budget:** \$568,538.00

**Anticipated Match:** 26.2%

**Administrative (13% Max):**  
\$20,516.00 4.6%

**Core Functions (12% Max):**  
\$15,585.00 3.5%

**Total Non-Programmatic Funds (25% Max):** \$36,101.00 8.1%

**Programs:**

Triple P	\$235,276.00	
Raising a Reader (Enhanced)	\$24,058.00	
Early Education for Under 4	\$64,916.00	
Half Day 4K	\$68,154.00	
Countdown to Kindergarten	\$11,853.00	
Nurse Family Partnership	\$6,526.00	
<b>Total Programmatic Funds^:</b>	\$410,783.00	91.9%
<b>Total Projected Numbers Served:</b>	248	

**Bamberg County First Steps**

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$327,530.00

**Anticipated Match:** 63.8%

**Administrative (13% Max):**  
\$16,711.00 8.4%

**Core Functions (12% Max):**  
\$22,339.00 11.2%

**Total Non-Programmatic Funds (25% Max):** \$39,050.00 19.5%

**Programs:**

Parents as Teachers	\$105,047.00
Child Care Training & Professional Development	\$28,389.00
Child Care Scholarships	\$27,514.00

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources



<b>Total Programmatic Funds^:</b>	\$160,950.00	80.5%
<b>Total Projected Numbers Served:</b>	51	

### **Barnwell County First Steps**

<b>Allocated Amount FY21:</b>	\$200,000.00	<b>Total Budget:</b>	\$386,977.00
<b>Anticipated Match:</b>	93.5%		

<b>Administrative (13% Max):</b>		<b>Core Functions (12% Max):</b>	
\$14,151.00	7.1%	\$9,791.00	4.9%

<b>Total Non-Programmatic Funds (25% Max):</b>	\$23,942.00	12.0%
--	-------------	-------

#### **Programs:**

Parents as Teachers	\$56,384.00	
Countdown to Kindergarten	\$18,587.00	
Childcare Quality Enhancement	\$16,774.00	
Childcare Training and Professional Development	\$13,064.00	
Scholarship Initiatives	\$71,249.00	
<b>Total Programmatic Funds^:</b>	\$176,058.00	88.0%
<b>Total Projected Numbers Served:</b>	127	

### **Beaufort County First Steps**

<b>Allocated Amount FY21:</b>	\$389,491.00	<b>Total Budget:</b>	\$509,209.00
<b>Anticipated Match:</b>	30.7%		

<b>Administrative (13% Max):</b>		<b>Core Functions (12% Max):</b>	
\$26,705.00	6.9%	\$36,895.00	9.5%

<b>Total Non-Programmatic Funds (25% Max):</b>	\$63,600.00	16.3%
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#### **Programs:**

Parents as Teachers	\$112,137.00	
Count Down to Kindergarten	\$4,900.00	
Child Care Quality Enhancement	\$125,852.00	
Child Care Training & Professional Development	\$49,535.00	
Early Intervention and Referral	\$33,467.00	
<b>Total Programmatic Funds^:</b>	\$325,891.00	83.7%
<b>Total Projected Numbers Served:</b>	342	

### **Berkeley County First Steps**

<b>Allocated Amount FY21:</b>	\$494,064.00	<b>Total Budget:</b>	\$640,661.00
<b>Anticipated Match:</b>	22.1%		

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources



**Administrative (13% Max):**  
\$43,655.00 8.8%

**Core Functions (12% Max):**  
\$53,541.00 10.8%

**Total Non-Programmatic Funds (25% Max):** \$97,196.00 19.7%

**Programs:**

Parents as Teachers	\$249,923.00	
Countdown to Kindergarten	\$7,183.00	
Child Care Quality Enhancement	\$34,098.00	
Child Care Training & Professional Dev	\$24,352.00	
Scholarship Initiatives	\$16,337.00	
Early Identification and Referral	\$64,975.00	
<b>Total Programmatic Funds^:</b>	\$393,868.00	80.3%
<b>Total Projected Numbers Served:</b>	218	

**Calhoun County First Steps**

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$281,475.00

**Anticipated Match:** 32.5%

**Administrative (13% Max):**  
\$23,921.00 12.0%

**Core Functions (12% Max):**  
\$22,335.00 11.2%

**Total Non-Programmatic Funds (25% Max):** \$46,256.00 23.1%

**Programs:**

Parents as Teachers	\$130,870.00	
Imagination Library	\$2,122.00	
Countdown to Kindergarten	\$20,752.00	
<b>Total Programmatic Funds^:</b>	\$153,744.00	76.9%
<b>Total Projected Numbers Served:</b>	300	

**Charleston County First Steps**

**Allocated Amount FY21:** \$727,862.00

**Total Budget:** \$2,489,758.78

**Anticipated Match:** 23.5%

**Administrative (13% Max):**  
\$94,593.05 13.0%

**Core Functions (12% Max):**  
\$86,121.96 11.8%

**Total Non-Programmatic Funds (25% Max):** \$180,715.01 24.8%

**Programs:**

Parents as Teachers	\$370,481.42
Other Literacy (Trident Literacy & Raising a Reader)	\$65,052.84
Child Care Quality Enhancement Grants	\$84,138.25
Child Care Training & Professional Development	\$31,474.32

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources



<b>Total Programmatic Funds^:</b>	\$547,146.84	75.2%
<b>Total Projected Numbers Served:</b>	293	

### **Cherokee County First Steps**

<b>Allocated Amount FY21:</b> \$200,000.00	<b>Total Budget:</b> \$518,650.00
<b>Anticipated Match:</b> 159.3%	

<b>Administrative (13% Max):</b>	<b>Core Functions (12% Max):</b>
\$17,050.00      8.5%	\$18,503.00      9.3%

<b>Total Non-Programmatic Funds (25% Max):</b>	\$35,553.00	17.8%
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#### **Programs:**

Imagination Library	\$24,000.00	
Parent Training – Lena/Talk to Me	\$79,148.00	
Child Care Training & Professional Dev.	\$61,299.00	
<b>Total Programmatic Funds^:</b>	\$164,447.00	82.5%
<b>Total Projected Numbers Served:</b>	2,740	

### **Chester County First Steps**

<b>Allocated Amount FY21:</b> \$200,000.00	<b>Total Budget:</b> \$239,468.00
<b>Anticipated Match:</b> 19.7%	

<b>Administrative (13% Max):</b>	<b>Core Functions (12% Max):</b>
\$19,731.00      9.9%	\$19,013.00      9.5%

<b>Total Non-Programmatic Funds (25% Max):</b>	\$38,744.00	19.4%
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#### **Programs:**

Nurturing Parenting	\$110,158.00	
Childcare Training & Professional Development	\$51,098.00	
<b>Total Programmatic Funds^:</b>	\$161,256.00	80.6%
<b>Total Projected Numbers Served:</b>	70	

### **Chesterfield County First Steps**

<b>Allocated Amount FY21:</b> \$200,000.00	<b>Total Budget:</b> \$483,807.00
<b>Anticipated Match:</b> 142.4%	

<b>Administrative (13% Max):</b>	<b>Core Functions (12% Max):</b>
\$17,852.00      8.9%	\$21,724.00      10.9%

<b>Total Non-Programmatic Funds (25% Max):</b>	\$39,576.00	19.8%
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\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources



**Programs:**

Full Day 4K	\$139,147.00	
Imagination Library (Dolly Parton)	\$2,578.00	
Nurse Family Partnership	\$6,751.00	
Nutrition Program	\$9,564.00	
Raising a Reader (Enhanced)	\$2,384.00	
<b>Total Programmatic Funds^:</b>	<b>\$160,424.00</b>	<b>80.2%</b>
<b>Total Projected Numbers Served:</b>	<b>165</b>	

**Clarendon County First Steps**

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$310,275.00

**Anticipated Match:** 53.2%

**Administrative (13% Max):**

\$19,069.00      9.5%

**Core Functions (12% Max):**

\$21,636.00      10.8%

**Total Non-Programmatic Funds (25% Max):**

\$40,705.00      20.4%

**Programs:**

Parents as Teachers	\$117,902.00	
Imagination Library	\$2,512.00	
Countdown to Kindergarten	\$20,569.00	
Childcare Training & Professional Development	\$18,312.00	
<b>Total Programmatic Funds^:</b>	<b>\$159,295.00</b>	<b>79.6%</b>
<b>Total Projected Numbers Served:</b>	<b>221</b>	

**Colleton County First Steps**

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$283,813.00

**Anticipated Match:** 39.1%

**Administrative (13% Max):**

\$10,533.00      5.3%

**Core Functions (12% Max):**

\$8,271.00      4.1%

**Total Non-Programmatic Funds (25% Max):**

\$18,804.00      9.4%

**Programs:**

Parents as Teachers	\$125,132.00	
Countdown to Kindergarten	\$415.00	
Childcare Training	\$13,607.00	
Scholarship Initiatives	\$42,042.00	
<b>Total Programmatic Funds^:</b>	<b>\$181,196.00</b>	<b>90.6%</b>
<b>Total Projected Numbers Served:</b>	<b>171</b>	

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources



**Allocated Amount FY21:** \$216,451.00

**Total Budget:** \$296,446.40

**Anticipated Match:** 35.34%

**Administrative (13% Max):**

\$26,351.00 12.2%

**Core Functions (12% Max):**

\$25,228.00 11.7%

**Total Non-Programmatic Funds (25% Max):**

\$51,579.00 23.8%

**Programs:**

Parents As Teachers \$93,839.00

Mother Read/Father Read \$8,660.00

Men's Health \$19,357.00

Reach Out and Read \$20,430.00

Strengthening Families \$1,050.00

CTK \$13,966.20

Choosewell \$7,570.00

**Total Programmatic Funds^:** \$164,872.00 76.2%

**Total Projected Numbers Served:** 485

**Dillon County First Steps**

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$229,921.00

**Anticipated Match:** 15.0%

**Administrative (13% Max):**

\$19,881.00 9.9%

**Core Functions (12% Max):**

\$17,291.00 8.6%

**Total Non-Programmatic Funds (25% Max):**

\$37,172.00 18.6%

**Programs:**

Nurturing Parenting \$54,853.00

Raising a Reader \$25,868.00

Quality Enhancement \$56,309.00

Child Care Training and Professional Development \$25,798.00

**Total Programmatic Funds^:** \$162,828.00 81.4%

**Total Projected Numbers Served:** 121

**Dorchester County First Steps**

**Allocated Amount FY21:** \$307,058.00

**Total Budget:** \$370,721.00

**Anticipated Match:** 20.7%

**Administrative (13% Max):**

\$18,261.00 5.9%

**Core Functions (12% Max):**

\$37,695.00 12.3%

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources



**Total Non-Programmatic Funds (25% Max):** \$55,956.00 18.2%

**Programs:**

Parents as Teachers	\$109,144.00	
Nurturing Parenting	\$26,808.00	
Quality Enhancement	\$47,246.00	
Child Care Training & Prof. Dev.	\$28,000.00	
Scholarships	\$27,077.00	
Early Identification and Referral	\$12,827.00	
<b>Total Programmatic Funds^:</b>	<b>\$251,102.00</b>	<b>81.8%</b>
<b>Total Projected Numbers Served:</b>	<b>209</b>	

**Edgefield County First Steps**

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$338,001.00

**Anticipated Match:** 57.2%

**Administrative (13% Max):**

\$20,646.00 10.3%

**Core Functions (12% Max):**

\$13,274.00 6.6%

**Total Non-Programmatic Funds (25% Max):** \$33,920.00 17.0%

**Programs:**

Family Literacy	\$2,274.00	
Imagination Library	\$3,137.00	
Nurse Family Partnership	\$26,137.00	
Nurturing Parenting	\$5,274.00	
Early Childhood Education	\$39,000.00	
Child Care Quality Enhancement	\$20,548.00	
Child Care Training & Professional Development	\$14,025.00	
Child Care Scholarships	\$55,685.00	
<b>Total Programmatic Funds^:</b>	<b>\$166,080.00</b>	<b>83.0%</b>
<b>Total Projected Numbers Served:</b>	<b>287</b>	

**Fairfield County First Steps**

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$295,743.00

**Anticipated Match:** 39.9%

**Administrative (13% Max):**

\$20,619.00 10.3%

**Core Functions (12% Max):**

\$13,121.00 6.6%

**Total Non-Programmatic Funds (25% Max):** \$33,740.00 16.9%

**Programs:**

Parents as Teachers	\$69,055.00
Other Family Literacy (1000 Books Before Kindergarten)	\$9,722.00

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

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Imagination Library	\$7,101.00	
Countdown to Kindergarten	\$14,064.00	
Scholarship Initiatives	\$66,318.00	
<b>Total Programmatic Funds^:</b>	<b>\$166,260.00</b>	<b>83.1%</b>
<b>Total Projected Numbers Served:</b>	<b>520</b>	

### **Florence County First Steps**

**Allocated Amount FY21:** \$390,550.00 **Total Budget:** \$574,994.25

**Anticipated Match:** 47.2%

<b>Administrative (13% Max):</b>	<b>Core Functions (12% Max):</b>
\$25,901.22      6.6%	\$44,922.08      11.5%

**Total Non-Programmatic Funds (25% Max):** \$71,400.00      18.1%

#### **Programs:**

Parents as Teachers	\$15,000.00	
Parent Child - Home	\$60,000.00	
Childcare Quality Enhancements	\$79,127.16	
Childcare Training and Professional Dev.	\$74,838.91	
Scholarship Initiative	\$88,809.31	
Endowed Scholarships Initiatives	\$1,951.56	
<b>Total Programmatic Funds^:</b>	<b>\$319,726.94</b>	<b>81.9%</b>
<b>Total Projected Numbers Served:</b>	<b>100</b>	

### **Georgetown County First Steps**

**Allocated Amount FY21:** \$200,000.00 **Total Budget:** \$256,734.00

**Anticipated Match:** 28.4%

<b>Administrative (13% Max):</b>	<b>Core Functions (12% Max):</b>
\$15,494.00      7.7%	\$14,760.00      7.4%

**Total Non-Programmatic Funds (25% Max):** \$30,254.00      15.1%

#### **Programs:**

Parents and Teachers	\$52,000.00	
Child Care Training & Professional Development	\$21,000.00	
Child Care Scholarships	\$96,746.00	
<b>Total Programmatic Funds^:</b>	<b>\$169,746.00</b>	<b>84.9%</b>
<b>Total Projected Numbers Served:</b>	<b>62</b>	

### **Greenville County First Steps**

**Allocated Amount FY21:** \$1,031,417.00 **Total Budget:** \$2,597,644.00

**Anticipated Match:** 151.9%

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources





**Administrative (13% Max):**

\$103,341.00 10.0%

**Core Functions (12% Max):**

\$78,794.00 7.6%

**Total Non-Programmatic Funds (25% Max):**

\$182,135.00 17.7%

**Programs:**

Nurse Family Partnership

\$200,000.00

Raising a Reader

\$69,740.00

Nurturing Parenting

\$50,000.00

3k Enhancement

\$30,000.00

Child Care Training & Prof. Dev.

\$286,234.00

Triple P

\$213,308.00

**Total Programmatic Funds^:**

\$849,282.00 82.3%

**Total Projected Numbers Served:**

602

**Greenwood County First Steps**

**Allocated Amount FY21:** \$233,913.00

**Total Budget:** \$307,094.00

**Anticipated Match:** 30.3%

**Administrative (13% Max):**

\$14,318.00 6.1%

**Core Functions (12% Max):**

\$11,157.00 4.8%

**Total Non-Programmatic Funds (25% Max):**

\$25,475.00 10.9%

**Programs:**

Nurturing Parenting

\$146,073.00

Child Care Training & Professional Development

\$62,365.00

**Total Programmatic Funds^:**

\$208,438.00 89.1%

**Total Projected Numbers Served:**

105

**Hampton County First Steps**

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$242,995.00

**Anticipated Match:** 18.7%

**Administrative (13% Max):**

\$19,644.00 9.8%

**Core Functions (12% Max):**

\$16,071.00 8.0%

**Total Non-Programmatic Funds (25% Max):**

\$35,715.00 17.9%

**Programs:**

Parents as Teachers

\$99,033.00

Imagination Library - Dolly Parton

\$5,480.00

Countdown to Kindergarten

\$918.00

Child Care Training & Professional Development

\$17,526.00

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

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Scholarship Initiatives	\$41,328.00	
<b>Total Programmatic Funds^:</b>	<b>\$164,285.00</b>	<b>82.1%</b>
<b>Total Projected Numbers Served:</b>	<b>76</b>	

### **Horry County First Steps**

**Allocated Amount FY21:** \$ \$655,190.00 **Total Budget:** \$715,964.00  
**Anticipated Match:** 15.2%

<b>Administrative (13% Max):</b>	<b>Core Functions (12% Max):</b>
\$52,274.00                      7.9%	\$66,993.00                      10.1%

**Total Non-Programmatic Funds (25% Max):** \$119,267.00    18.2%

#### **Programs:**

Parents as Teachers	\$245,946.00	
Other Family Literacy/Literacy Education	\$12,000.00	
Family Literacy	\$9,545.00	
Raising A Reader	\$27,395.00	
Early Education Art Program	\$7,035.00	
Child Care Quality Enhancement	\$166,079.00	
Child Care Training & Professional Development	\$23,040.00	
PASOS	\$44,883.00	
<b>Total Programmatic Funds^:</b>	<b>\$535,923.00</b>	<b>81.8%</b>
<b>Total Projected Numbers Served:</b>	<b>380</b>	

### **Jasper County First Steps**

**Allocated Amount FY21:** \$200,000.00 **Total Budget:** \$318,513.00  
**Anticipated Match:** 59.3%

<b>Administrative (13% Max):</b>	<b>Core Functions (12% Max):</b>
\$11,650.00                      5.8%	\$8,642.00                      4.3%

**Total Non-Programmatic Funds (25% Max):** \$20,292.00    10.1%

#### **Programs:**

Parents as Teachers	\$124,784.00	
Countdown to Kindergarten	\$4,540.00	
Child Care Training & Professional Development	\$11,406.00	
Scholarship Initiatives	\$9,205.00	
Early Identification and Referral	\$29,773.00	
<b>Total Programmatic Funds^:</b>	<b>\$179,708.00</b>	<b>89.9%</b>
<b>Total Projected Numbers Served:</b>	<b>501</b>	

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources



**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$229,984.00

**Anticipated Match:** 15.0%

**Administrative (13% Max):**

\$25,758.00      12.9%

**Core Functions (12% Max):**

\$21,981.00      11.0%

**Total Non-Programmatic Funds (25% Max):**

\$47,739.00      23.9%

**Programs:**

Parents as Teachers      \$71,408.00

Child Care Quality Enhancement      \$30,874.00

Countdown to Kindergarten      \$13,779.00

Raising a Reader      \$36,200.00

**Total Programmatic Funds^:**      \$152,261.00      76.1%

**Total Projected Numbers Served:**      42

**Lancaster County First Steps**

**Allocated Amount FY21:** \$207,432.00

**Total Budget:** \$2,195,420.31

**Anticipated Match:** 958.4%

**Administrative (13% Max):**

\$14,404.50      6.9%

**Core Functions (12% Max):**

\$10,288.00      5.0%

**Total Non-Programmatic Funds (25% Max):**

\$24,692.50      11.9%

**Programs:**

Imagination Library (Dolly Parton)      \$18,249.03

Incredible Years Parenting      \$32,786.96

Early Head Start-Child Care Partnership      \$25,561.00

Countdown to Kindergarten      \$25,833.00

Nutrition Programs (Backpack Feeding)      \$16,462.80

Early Identification and Referral      \$63,846.83

**Total Programmatic Funds^:**      \$182,739.61      88.1%

**Total Projected Numbers Served:**      1,892

**Laurens County First Steps**

**Allocated Amount FY21:** \$204,719.00

**Total Budget:** \$252,809.00

**Anticipated Match:** 22.0%

**Administrative (13% Max):**

\$10,222.00      5.0%

**Core Functions (12% Max):**

\$5,097.00      2.5%

**Total Non-Programmatic Funds (25% Max):**

\$15,319.00      7.5%

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources



**Programs:**

Parents as Teachers	\$80,068.00	
Childcare Training & Professional Dev.	\$13,109.00	
Scholarship Initiatives	\$96,223.00	
<b>Total Programmatic Funds^:</b>	<b>\$189,400.00</b>	<b>92.5%</b>
<b>Total Projected Numbers Served:</b>	<b>126</b>	

**Lee County First Steps**

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$868,465.99

**Anticipated Match:** 209.2%

**Administrative (13% Max):**

\$10,559.00      5.3%

**Core Functions (12% Max):**

\$20,156.24      10.1%

**Total Non-Programmatic Funds (25% Max):**      \$30,715.24      15.4%

**Programs:**

Early Steps	\$69,804.10	
Parent Training (Blue Print Parent Café)	\$3,786.81	
Countdown to Kindergarten	\$8,221.00	
Childcare Training & Professional Dev.	\$16,047.00	
Scholarship Initiatives	\$62,671.00	
Strengthening Families	\$8,755.00	
<b>Total Programmatic Funds^:</b>	<b>\$169,284.91</b>	<b>84.6%</b>
<b>Total Projected Numbers Served:</b>	<b>213</b>	

**Lexington County First Steps**

**Allocated Amount FY21:** \$593,32800

**Total Budget:** \$1,072,236.00

**Match:** 70.0%

**Administrative (13% Max):**

\$38,400.00      6.5%

**Core Functions (12% Max):**

\$64,551.00      10.9%

**Total Non-Programmatic Funds (25% Max):**      \$102,951.00      17.4%

**Programs:**

Parents as Teachers	\$398,520.00	
Countdown to Kindergarten	\$30,348.00	
BOOST	\$34,689.00	
Childcare Training and Professional Dev.	\$26,819.00	
<b>Total Programmatic Funds^:</b>	<b>\$490,376.00</b>	<b>82.6%</b>
<b>Total Projected Numbers Served:</b>	<b>490</b>	

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources



**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$252,571.59

**Anticipated Match:** 24.8%

**Administrative (13% Max):**

\$8,996.80 4.5%

**Core Functions (12% Max):**

\$23,896.40 11.9%

**Total Non-Programmatic Funds (25% Max):**

\$32,893.20 16.4%

**Programs:**

Literacy Program \$19,132.00

Raising a Reader \$22,632.00

Childcare Quality Enhancement Grants \$28,197.60

Childcare Training & Prof. Dev. \$14,947.60

Scholarship Initiatives \$82,197.60

**Total Programmatic Funds^:** \$167,106.80 83.6%

**Total Projected Numbers Served:** 824

**Marlboro County First Steps**

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$274,577.00

**Anticipated Match:** 37.3%

**Administrative (13% Max):**

\$6,409.00 3.2%

**Core Functions (12% Max):**

\$13,637.00 6.8%

**Total Non-Programmatic Funds (25% Max):**

\$20,046.00 10.0%

**Programs:**

Parents as Teachers \$81,682.00

Child Care Training & Professional Development \$32,206.00

Child Care Scholarships SC DSS \$66,066.00

**Total Programmatic Funds^:** \$179,954.00 90.0%

**Total Projected Numbers Served:** 58

**McCormick County First Steps**

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$319,216.00

**Anticipated Match:** 59.6%

**Administrative (13% Max):**

\$15,388.00 7.7%

**Core Functions (12% Max):**

\$8,031.00 4.0%

**Total Non-Programmatic Funds (25% Max):**

\$23,419.00 11.7%

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources



**Programs:**

Library Based Literacy	\$3,778.00	
Dolly Parton Imagination Library	\$5,978.00	
Nurturing Parenting	\$38,696.00	
Early Education Children Under 4	\$82,524.00	
Countdown to Kindergarten	\$4,898.00	
Scholarships Initiatives	\$40,707.00	
<b>Total Programmatic Funds^:</b>	<b>\$176,581.00</b>	<b>89.8%</b>
<b>Total Projected Numbers Served:</b>	<b>183</b>	

**Newberry County First Steps**

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$262,214.00

**Anticipated Match:** 31.1%

**Administrative (13% Max):**

\$21,705.00 10.9%

**Core Functions (12% Max):**

\$22,945.00 11.5%

**Total Non-Programmatic Funds (25% Max):**

\$44,650.00 22.3%

**Programs:**

Parents As Teachers	\$79,560.00	
Library Based Programs	\$18,257.00	
Reach Out and Read	\$7,744.00	
Countdown to Kindergarten	\$15,913.00	
Childcare Quality Enhancement	\$18,913.00	
Childcare Training & Prof. Dev. (In-House)	\$14,963.00	
<b>Total Programmatic Funds^:</b>	<b>\$155,350.00</b>	<b>77.7%</b>
<b>Total Projected Numbers Served:</b>	<b>900</b>	

**Oconee County First Steps**

**Allocated Amount FY21:** \$200,680.00

**Total Budget:** \$254,595.00

**Anticipated Match:** 26.9%

**Administrative (13% Max):**

\$24,487.00 12.2%

**Core Functions (12% Max):**

\$16,103.00 8.0%

**Total Non-Programmatic Funds (25% Max):**

\$40,590.00 20.2%

**Programs:**

Healthy Families	\$53,789.00	
Triple P	\$17,542.00	
Child Care Training & Professional Development	\$16,588.00	
Scholarship Initiatives	\$72,171.00	
<b>Total Programmatic Funds^:</b>	<b>\$160,090.00</b>	<b>79.8%</b>
<b>Total Projected Numbers Served</b>	<b>130</b>	

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources



### Orangeburg County First Steps

**Allocated Amount FY21:** \$291,116.00

**Total Budget:** \$410,465.00

**Anticipated Match:** 42.2%

**Administrative (13% Max):**

\$34,106.00

11.7%

**Core Functions (12% Max):**

\$28,038.00

9.6%

**Total Non-Programmatic Funds (25% Max):**

\$62,144.00

21.3%

**Programs:**

Imagination Library (Dolly Parton)

\$12,686.00

Early Steps

\$94,090.00

Countdown to Kindergarten

\$14,440.00

Reading Rocks

\$10,665.00

Childcare Quality Enhancements

\$35,971.00

Childcare Training Prof. Dev

\$34,206.00

Scholarship Initiatives

\$26,913.00

**Total Programmatic Funds^:**

\$228,971.00

78.7%

**Total Projected Numbers Served:**

179

### Pickens County First Steps

**Allocated Amount FY21:** \$230,944.00

**Total Budget:** \$305,955.00

**Anticipated Match:** 34.6%

**Administrative (13% Max):**

\$22,912.00

9.9%

**Core Functions (12% Max):**

\$23,495.00

10.2%

**Total Non-Programmatic Funds (25% Max):**

\$46,407.00

20.1%

**Programs:**

Parents as Teachers

\$104,026.00

Raising A Reader-enhanced

\$19,327.00

Book Flood

\$18,103.00

Raising A Reader

\$6,869.00

Child Care Scholarships

\$23,418.00

Early Steps Identification

\$12,794.00

**Total Programmatic Funds^:**

\$184,537.00

79.9%

**Total Projected Numbers Served:**

1,250

### Richland County First Steps

**Allocated Amount FY21:** \$837,189.00

**Total Budget:** \$3,213,870.86

**Anticipated Match:** 283.9%

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources



**Administrative (13% Max):**  
\$81,728.58 9.8%

**Core Functions (12% Max):**  
\$47,508.44 5.7%

**Total Non-Programmatic Funds (25% Max):** \$129,237.02 15.4%

**Programs:**

Parents as Teachers	\$184,705.13	
Early Head Start	\$216,216.08	
Childcare Quality Enhancements	\$270,457.90	
Childcare Training and Professional Dev.	\$36,572.50	
<b>Total Programmatic Funds^:</b>	\$707,951.61	84.6%
<b>Total Projected Numbers Served:</b>	375	

**Saluda County First Steps**

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$267,576.00

**Anticipated Match:** 27.4%

**Administrative (13% Max):**  
\$20,755.00 10.4%

**Core Functions (12% Max):**  
\$21,665.00 10.8%

**Total Non-Programmatic Funds (25% Max):** \$42,420.00 21.2%

**Programs:**

Nurturing Parenting	\$21,759.00	
Enhanced Early Education	\$56,840.00	
Child Care Training and Professional Development	\$24,823.00	
Nurse Family Partnership	\$35,000.00	
Library Based Programs	\$19,158.00	
<b>Total Programmatic Funds^:</b>	\$157,580.00	78.8%
<b>Total Projected Numbers Served:</b>	91	

**Spartanburg County First Steps**

**Allocated Amount FY21:** \$709,840.00

**Total Budget:** \$5,241,871.76

**Anticipated Match:** 484.0%

**Administrative (13% Max):**  
\$73,648.67 10.4%

**Core Functions (12% Max):**  
\$79,752.68 11.2%

**Total Non-Programmatic Funds (25% Max):** \$153,401.35 21.6%

**Programs:**

EHS Programming	\$110,482.04	
Child Care Quality Enhancement	\$445,957.17	
<b>Total Programmatic Funds^:</b>	\$556,439.21	78.4%
<b>Total Projected Numbers Served:</b>	458	

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources





### Sumter County First Steps

**Allocated Amount FY21:** \$356,245.00

**Total Budget:** \$476,010.00

**Anticipated Match:** 25.5%

**Administrative (13% Max):**

\$19,670.00

5.5%

**Core Functions (12% Max):**

\$23,102.00

6.5%

**Total Non-Programmatic Funds (25% Max):**

\$42,772.00

12.0%

**Programs:**

Parents as Teachers

\$160,222.00

Imagination Library

\$14,531.00

Childcare Training and Prof Dev.

\$48,684.00

Scholarship Initiatives

\$90,036.00

**Total Programmatic Funds^:**

\$313,473.00

88.0%

**Total Projected Numbers Served**

352

### Union County First Steps

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$275,263.00

**Anticipated Match:** 38.6%

**Administrative (13% Max):**

\$18,453.00

9.2%

**Core Functions (12% Max):**

\$20,567.00

10.3%

**Total Non-Programmatic Funds (25% Max):**

\$39,020.00

19.5%

**Programs:**

Imagination Library

\$1,451.00

Parents as Teachers

\$153,667.00

Countdown to Kindergarten

\$279.00

Child Care Training and Professional Dev.

\$5,583.00

**Total Programmatic Funds^:**

\$160,980.00

80.5%

**Total Projected Numbers Served:**

975

### Williamsburg County First Steps

**Allocated Amount FY21:** \$200,000.00

**Total Budget:** \$317,095.67

**Anticipated Match:** 39.0%

**Administrative (13% Max):**

\$13,326.00

6.7%

**Core Functions (12% Max):**

\$14,665.46

7.3%

**Total Non-Programmatic Funds (25% Max):**

\$27,991.46

14.0%

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources



**Programs:**

Imagination Library	\$9,253.00	
Parents as Teachers	\$98,666.54	
Raising a Reader (enhanced)	\$520.00	
Countdown to Kindergarten	\$21,194.00	
Child Care Training and Professional Dev.	\$42,375.00	
<b>Total Programmatic Funds^:</b>	<b>\$172,008.54</b>	<b>86.0%</b>
<b>Total Projected Numbers Served:</b>	<b>654</b>	

**York County First Steps**

**Allocated Amount FY21:** \$485,728.00

**Total Budget:** \$1,207,843.00

**Anticipated Match:** 148.0%

**Administrative (13% Max):**

\$31,318.00      6.4%

**Core Functions (12% Max):**

\$30,657.00      6.3%

**Total Non-Programmatic Funds (25% Max):**      \$61,975.00      12.8%

**Programs:**

Parents as Teachers	\$133,464.00	
Childcare Quality Enhancements	\$89,982.00	
Childcare Training & Professional Dev.	\$42,113.00	
Scholarship Initiatives	\$32,386.00	
Countdown to Kindergarten	\$25,657.00	
Nurse Family Partnership	\$100,151.00	
<b>Total Programmatic Funds^:</b>	<b>\$423,753.00</b>	<b>87.2%</b>
<b>Total Projected Numbers Served:</b>	<b>551</b>	

\*Predictions based on state Fund 55 for FY21 and do not include the budgeting of carry-forward funds

^All programmatic fund totals and programs expressed by county are solely based on state funds and do not reflect totals or programs supported by additional funding sources



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

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

COUNTY PARTNERSHIP	FUNDING SOURCE	FROM PROGRAMS AND AMOUNTS	TO PROGRAMS AND AMOUNTS	JUSTIFICATION
<b>RE-ALLOCATIONS ( <u>Information Only</u> )</b>				
McCormick	55	Countdown to Kindergarten (CTK) (406-2) \$2,420	Early Education (316-1) \$1,722 PAT (201-2) \$431 Administrative Costs (101-2) \$267	Suspension of CTK program for this summer - moving funds to support PAT and Early Education program staff stipend costs for extra work to meet family needs during the covid 19 pandemic.
Saluda	55	Countdown to Kindergarten (CTK) (406-2) \$8,640	Library Based Program (209-1) \$8,640	Suspension CTK program for this summer-moving funds to Library program for support of virtual presenters for programming during covid 19 pandemic.
<b>NEW ALLOCATION OF PENDING FUNDS ( <u>P&amp;G Committee Approval Required</u> )</b>				
<b>NEW STRATEGIES ( <u>B.O.T. Approval Required</u> )</b>				
<b>NEW STRATEGIES ( <u>Information Only</u> )</b>				

# FIRST STEPS PROGRAM ACCOUNTABILITY STANDARDS RAISING A READER-ENHANCED (218)

## REQUIREMENTS FOR FY21:

### SCFSBOT Designation: Evidence-Based

#### **SUMMARY:**

The mission of Raising a Reader – Enhanced (RAR-E) is to engage families in a routine of daily “book-cuddling” with their children to foster healthy brain development, parent-child bonding, and early literacy skills critical for school success. It has been shown to be effective in increasing children’s oral language and print knowledge when implemented in conjunction with parent literacy training. Its intended audience is young children and their caregivers and early childhood educators. Its central organizing components are informal professional development for early childhood educators, a weekly book rotation, parent engagement, child-driven literacy experiences, and library connections. RAR-E is intended to be implemented as a family literacy supplement to a center- or home-based early learning and development program such as Head Start/Early Head Start, child care, home visitation, or family literacy.

#### **1) Client Targeting**

With the understanding that RAR-E enrollment is open to all age-eligible children (birth to 8 years), partnerships are encouraged to target RAR-E enrollment to children 3 and under.

#### **b) Client Retention and Exit**

Raising a Reader-Enhanced is ongoing with no specific time frame for center involvement; families are involved in RAR-E for as long as their child(ren) are enrolled in the host program.

#### **2) SERVICE DELIVERY:**

##### **Fidelity to a published, research-based model**

In order to ensure the delivery of high-quality services and the validity of agency-wide evaluation efforts, vendors shall ensure that each First Steps-funded strategy is implemented with fidelity to its published, research-based model. “Fidelity” is defined as complying with model specifications relating to:

##### **a) Intensity and Delivery:**

- Obtain and maintain affiliate status with the program model.
- Service is to be delivered following program standards and including the parent literacy training component, described below
- Delivery of the book rotation and classroom activities take place in the host program, for example, child care centers, Head Start, preschools. Parent literacy training can occur in a setting that is feasible for activities (see below). The Raising a Reader curriculum must be used to plan, deliver, follow up and monitor program activities
- As per the RAR Affiliate Agreement, RAR red book bags with 3 – 4 books (depending on the age of the child) each rotate to children’s homes every week.
- Trained RAR implementers report to the RAR coordinator and maintain responsibility for: 1) regular bag rotation, 2) being the primary contact with the parents, 3) assuring that children and families have meaningful contact with libraries 4) parent literacy trainings being conducted as described below, and 5) collecting data under the supervision of the RAR coordinator
- Data on program activities shall be entered into the FSDC client database system within 30 days of completion. In the event that the Partnership has identified an individual responsible for all client data entry, vendors shall formally submit this information to the Partnership within this same 30 day window for subsequent entry.

##### **b) Group Connections or Other Supporting Activities:**

- The parent literacy component of RAR-E consists of parent instruction in shared reading techniques and time for parents to practice the new techniques with their own children
- Minimum of 5 parent sessions per year which includes 30 min of didactic and demonstrative instruction and 30 minutes for parents to practice reading to their children using the new shared reading techniques learned in training.

Include any supplemental activities of the program that are in addition to the program's core service, if applicable (example: group connections for PAT). Do not include screenings, referrals, or assessments as they are included elsewhere in the standards.

**c) Screenings and Referrals:**

- Client screenings and referrals based on screening results shall be entered into the FSDC within 30 days of the event.
- In addition, the Vendor will recommend activities to assist with the areas of possible concern, continue monitoring the child's development, and rescreen the child within 90 days post completion of referred intervention

**d) Integrated Service Delivery and Connections to Resources:**

- The RAR coordinator assures that families are meaningfully connected to the library by ensuring that parents receive information about the library and a library card application and are invited to attend a library event.
- Blue book bags (for carrying library books and gentle reminders for families to continue borrowing books and maintain book sharing routines) are introduced and provided to each child once during his/her participation in RAR-E.
- As part of the local First Steps partnership's core function as a local portal, program staff shall utilize client risk factors, as well as screening/assessment results and results of client interactions, to refer and connect clients to services they may need or want in order to strengthen their families and provide optimal development for their preschool children.
- Given the risk factor profile of clients/families served by First Steps, it is expected that a **majority of clients** will be connected to services in addition to this program. Pre-existing connections made prior to the client's involvement with First Steps may count toward this standard.

**e) Staff Qualifications and Training:**

- As per the RAR Affiliate Agreement, all RAR coordinators must attend an RAR National Coordinator Training. All implementers must attend two trainings conducted by a coordinator. These trainings must include a kickoff orientation and implementer skill building training as outlined in the RAR Affiliate Agreement. All implementers must receive onsite coaching at least once a year as part of a coordinator site visit.
- Appropriate personnel should also be trained in any screenings or assessments used by the program.

**f) Ongoing Program Quality Improvement and Professional Development**

- The RAR Online Affiliate Network is available to Affiliates via a password-protected area of Raising A Reader's web site. This network enables Affiliates to share best practices, access Raising A Reader tools and templates, view newsletters and sustainability archives, and see the most up-to-date RAR calendar.,
- All coordinators will conduct two trainings for implementers each program year. As per the RAR Affiliate Agreement, the trainings are Kickoff Orientation and Program and Skill Building Training.
- All RAR implementers are to receive onsite coaching at least once a year as part of a coordinator site visit. The RAR parent survey, site rubric and/or other tools can be used to assess implementation of the RAR program.

**3) ASSESSMENT:**

- First Steps programs shall administer client satisfaction surveys at least annually, and use data collected for program improvement.
- Host programs in which RAR-E is being implemented should measure pre-to-post change in language and literacy outcomes, per the goals of the program model. The RAR Affiliate Agreement lists the following assessments as appropriate for use with the model: DIBELS, PPVT, Creative Curriculum, and PALS. Other assessments may be used as indicated by the host program's curriculum. Programs are also encouraged to use the Adult-Child Interactive Reading Inventory (ACIRI) as a means of assessing both parent and child changes in literacy behaviors.
- RAR Parent Surveys (baseline and follow-up or retrospective surveys) are to be administered to determine behavior change in parents and children.
- Client assessments shall be entered in the FSDC within 30 days of administration.

**4) DATA SUBMISSION:**

RAR-E strategies shall enter monthly outputs data into the FSDC. Partnerships shall keep an electronic record of RAR-E families with, at minimum, the child's full name and birthdate, the family's contact information, and beginning and ending dates of program participation and make this electronic information available to SCFS for evaluation purposes upon request. It is recommended that partnerships also administer a survey or other instrument to track changes in home literacy practices. It is recommended that this instrument be administered, at minimum, upon enrolling in RAR-E and upon aging out or exiting the program.

# FIRST STEPS PROGRAM ACCOUNTABILITY STANDARDS POSITIVE PARENTING PROGRAM (TRIPLE P) ~~TRIPLE P~~ LEVEL 4 S 3 & 4 (222)

## REQUIREMENTS FOR FY2021:

### SCFSBOT Designation: Evidence-Based

#### **SUMMARY:**

Triple P-Positive Parenting Program is a system of parent training programs designed for parents of children ages birth to 12 years. The evidence-based Level ~~is Level 3 and 4~~. ~~Level 3 (brief intervention) Triple P is narrow focus parenting skills training for parents of a child with mild behavioral challenges. Its purpose is to teach parents to manage discreet chi problem behavior. Level 4 (It is an intensive intervention and consists of a ) Triple P is a~~ broad-based parent training skills curriculum for families whose children have multiple behavior challenges that are interfering with the child's functioning across multiple settings. Level 4 can be delivered for individual families or in group sessions. Level 4 Triple P (~~intensive~~) is the acceptable version of the model for the purposes of offering evidence-based parent education as part of a four-part Family Literacy program.

#### **1) TARGETING:**

##### **a) Targeting Clients At-Risk Of Early School Failure**

At least 60% of clients (80% if integrated with Family Literacy) shall be identified on the basis of two (2) or more of the readiness risk factors below (with 100% of client families possessing at least one risk factor at the time of enrollment):  
Readiness Risk Factors:

- A preschool-aged child has been abused
  - A preschool-aged child has been neglected
  - A preschool-aged child has been placed in foster care
  - Eligibility for the Supplemental Nutrition Assistance Program (SNAP, e.g. Food Stamps) or Free School Lunches (130% of federal poverty level or below – with first priority given to TANF-eligible clients whose annual family income levels fall at 50% of federal poverty level or below)
  - Eligibility for services under the Individuals with Disabilities Education Act, Parts B (Preschool Special Education, ages 3-5) or C (BabyNet, ages 0-3)
  - A preschool aged child with a developmental delay as documented by a physician or standardized assessment (~~not screening tool~~)
  - Teenage mother/primary caregiver ~~at or under the age of 20~~ (at the time of the focus child's birth)
  - Low maternal/primary caregiver education (less than high school graduation at the time of focus child's birth)
  - A preschool-aged child has been exposed to the substance abuse of a caregiver
  - A preschool-aged child has been exposed to parental/caregiver depression
  - A preschool-aged child has been exposed to parental/caregiver mental illness
  - A preschool-aged child has been exposed to parental/caregiver intellectual disability
  - A preschool-aged child has been exposed to domestic violence within the home
  - Low birth weight (under 5.5 lbs.) in association with serious medical complications.
  - English is not the primary language spoken in the home
  - Single parent household and has need of other services
  - Transient/numerous family relocations and/or homeless
  - Incarcerated Parent(s) (parent(s) is incarcerated in federal or state prison or local jail or was released from incarceration within the past year)
  - Death in the Immediate Family (death of a parent/caregiver or sibling)
  - Military Deployment (Parent/guardian is currently deployed or is within 2 years of returning from a deployment as an active duty member of the armed forces. Deployment is defined as any current or past event or activity that relates to duty in the armed forces that involves an operation, location, command or duty that is different from his/her normal duty assignment.)
- Recent Immigrant or Refugee Family - One or both parents are foreign-born and entered the country within the past 5 years.

The following condition, while not considered part of SC First Steps' targeting criteria, is an additional characteristic that can put children at potentially higher risk for early school failure.

**Additional high-risk characteristic tracked by First Steps-funded programs:**

- Child was removed for behavioral reasons from one or more child care, Head Start or preschool settings.

**b) Client Retention and Exit**

~~Level 3 Triple P is targeted counseling for parents that consists of a brief program (about 80 minutes over four sessions).~~ Level 4 Triple P is delivered in 10 sessions for an individual family, or in group-based sessions over an 8-week period.

**2) SERVICE DELIVERY:**

**Fidelity to a published, research-based model**

In order to ensure the delivery of high quality services and the validity of agency-wide evaluation efforts, vendors shall ensure that each First Steps-funded strategy is implemented with fidelity to its published, research-based model. "Fidelity" is defined as complying with model specifications relating to:

**a) Intensity and Delivery:**

- Obtain Triple P accreditation; the training and accreditation takes 6 to 8 weeks.
- ~~Level 3 Triple P generally consists of four 20 or 30 minute sessions over 1–2 months or a single session 2-hour group discussion.~~ Level 4 is ten individualized 1-hour weekly sessions or five 2 hour group sessions plus three 20 minute individual telephone consultations.
- The Triple P curriculum will be implemented as outlined in the Triple P Practitioner's Manual
- Data on program activities (other than home visits) shall be entered into the FSDC client database system within 30 days of completion. Home visits shall be entered within 14 days. In the event that the Partnership has identified an individual responsible for all client data entry, vendors shall formally submit this information to the Partnership within this same 30 day window for subsequent entry (14 days for home visits).
- ~~Level 3 group sessions should not exceed 10 parents.~~ Level 4 group sessions should not exceed 12 parents.

**b) Screenings and Referrals:**

- Client screenings and referrals based on screening results shall be entered into the FSDC within 30 days of the event.
- In addition, the Vendor will recommend activities to assist with the areas of possible concern, continue monitoring the child's development, and rescreen the child within 90 60 days post completion of referred intervention

**c) Integrated Service Delivery and Connections to Resources:**

- Intake forms (provided with the Triple P manual) must be completed with the parent (and, as appropriate, with the child, teacher, etc.) prior to the implementation of Triple P.
- As part of the local First Steps partnership's core function as a local portal, program staff shall utilize client risk factors, as well as screening/assessment results and results of client interactions, to refer and connect clients to services they may need or want in order to strengthen their families and provide optimal development for their preschool children.
- Given the risk factor profile of clients/families served by First Steps, it is expected that a **majority of clients** will be connected to services in addition to this program. Pre-existing connections made prior to the client's involvement with First Steps may count toward this standard.
- Attempted and successful connections (interventions and referrals), shall be entered into the FSDC within 30 days of the connection. Pre-existing connections should be entered within 30 days of client entry into the program.

**d) Staff Qualifications and Training:**

- To deliver Triple P Interventions, providers must have a background in child development or family functioning, and have completed both training and accreditation ~~for Level 4. in the program they wish to deliver (i.e. Level 3 or 4).~~ All training and materials to deliver the program to parents must be obtained through Triple P America, the organization responsible for training and dissemination of Triple P in the United States. Minimum education requirement for staff is a high school diploma or equivalency with two



years of relevant supervised work experience. If AmeriCorps member is recruited, a minimum education requirement is a high school diploma or equivalency with two of relevant supervised work experience along with all identified Triple P training aligned with staff training expectations.

### **3) ASSESSMENT:**

- First Steps programs shall administer client satisfaction surveys at least annually, and use data collected for program improvement.
- Self-report measures are provided within the Triple P model. They are to be administered prior to Session 1 (Family Background Questionnaire and Assessment Booklet One) and immediately following termination (Assessment Booklet Two). Both Assessment Booklets include measures of child behavior and adjustment, parenting style and confidence, conflict over parenting and relationship functioning (for two-parent families), parent's personal adjustment, and family functioning.
- Home visitation strategies shall use the Keys to Interactive Parenting Scale (KIPS) and the Adult-Child Interactive Reading Inventory (ACIRI) in accordance with First Steps Program Standards.
- ~~aaaaa~~ To request an exemption of this requirement, contact SC First Steps. Family Literacy programs shall comply with the model's assessment requirements, per the First Steps Program Standards.
- Client assessments shall be entered in the FSDC within 30 days of administration. Three Triple P self-report measures are available for entry in the FSDC: Parenting Scale, Depression/Anxiety/Stress Scale, and Parenting Tasks Checklist.

### **4) DATA SUBMISSION:**

- Cases data in the FSDC is expected. Contact SC First Steps to create a data submission plan for this program, including data to be entered in the First Steps Data Collection system (FSDC). Data submission requirements may be modified based on the program's integration with other strategies and the program model's activities, screenings and assessments vs. the data entry fields available in the FSDC.



To: SC First Steps Board of Trustees

From: Walter Fleming, Chairman, Finance and Administration Committee

Date: May 27, 2020

**RE: Finance and Administration Report**

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The Finance and Administration Committee met via Zoom Call on May 27, 2020 to receive updates from staff. Detailed meeting minutes are attached. The committee brings forward no action items, but does provide the following updates.

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

##### **COVID19 Situation Update**

Mr. Barnes presented an update to the Committee on operations and implications of the pandemic. Most staff are telecommuting, but we are starting to phase in staff coming back to the office. He mentioned that the agency had expended approximately \$4.2 million in direct COVID 19 costs. We have requested reimbursement from federal funds received by SC for these purposes. The majority of these funds, almost \$4.1 million, went to keep our 4K centers from permanently closing during the pandemic. He discussed some of the impacts to the organization and how we are working through the challenges.

##### **Financial Report & State Budget Update**

The YTD financial report and donation report to date is attached, updated as of May 31, 2020. The agency is on track through the end of April with the budget and expenses (May is reported and we are also on track to date). Staff discussed the Continuing Resolution passed by the General Assembly, and the implications of the recurring cost of the 4K program, which will show a significant deficit of almost \$5.3 million at this point, as well as the potential economic impact on the state budget and associated impact on First Steps.

##### **Local Partnerships**

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

The new Financial Management System is currently being used by all Local Partnerships. Additional training is ongoing. Agency staff have started the implementation of Raisers Edge, the Donor software purchased as part of the Blackbaud system.

##### **Local Partnership Financial Audit Update**

Mr. Barnes updated the Committee members on the status of the financial audits.

##### **4K Program**

The staff gave an update on the 4K Program and payments during the current shutdown and mentioned that there have been several 4K facility grants and Public Private Partnership grants awarded.



### **Preschool Development Grant**

New PDG Grant was received which will provide over \$3 million per year to SC First Steps and it's Local Partnerships. There have been several other large grants that the agency has receive in the last few months.

### **NEW Information Resource Manager**

SC First Steps welcomes William (BJ) Tucker as it's first dedicated Information Resource Manager. He was the prior Chief Information Officer for a credit union, in rural Pennsylvania. He will be responsible for all information technology needs for the agency.



## **Minutes from Finance and Administration Committee Meeting**

**May 27, 2022**

Members present: Walter Fleming, Chairman, Tim Holt, Dave Morley

Members not present: N/A

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

Zoom Video Meeting was called to order by Walter Fleming at 10:06 am.

### **First Steps State Office**

#### **COVID19 Situation Update**

Mr. Barnes presented an update to the Committee on operations and financial impact of the pandemic. Most staff are telecommuting, and our work is continuing. The office, per state guidance, has developed a three-phase process to transition back into the office. This will begin on June 1. Phase one will have essential staff back to open the office. Phase two will transition other staff back who are able to do so, and that will begin on July 1. We hope to have most everyone back in the office once school opens. From a financial perspective, we expended approximately \$4.2 million in funding for COVID-19 related costs. The majority of these funds, \$4.1 million, were spent to keep the 4K centers from permanently closing between March 16, and May 31 and in order to keep our 4K teachers employed. We are requesting that these funds be reimbursed from Federal COVID-19 funds that were received by the state for that purpose. Some of the other costs include technology for the agency to keep operating out of the office and for extra cleaning of the office. He discussed some of the impacts to the organization and how we are working through the challenges.

#### **Financial Report**

2019-20: The YTD financial report was reviewed by Mr. Barnes. The organization is on track with both the budget and expenditures for the year as of April 30. We have received all of our funding this year except one final payment of \$2.4 million in EIA funds. We are hoping that we will receive that in June. The biggest concern we have at this point is our starting financial position in the 4K program with the new year. At this point, we are expending approximately \$6.3 million above recurring funds for the 4K Program. If we can get reimbursed the \$4.2 million in COVID-19 expenditures, it would go a long way towards reducing our deficit for the 4K Program for next year. Other financial areas of the organization are in good shape. There will be some positive balances at the end of this year that could be used to cover deficits for next year, depending on the needs of the agency.

#### **State Budget**

The General Assembly has passed a Continuing Resolution to continue funding state government at the same level as this year. It is expected they will come back in June to make decisions about the Federal COVID-19 funds, and will come back in August to pass a state budget for the next fiscal year. The Board of Economic Advisors is working to develop good estimates on revenue for next year. When they last met, they adjusted the revenues down about \$55 million for the state, after a previous downgrade, which basically



leaves the budget flat for the new year from 2019-20, instead of the expected \$1.9 billion surplus. We will be watching these estimates closely.

## **Local Partnerships**

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

The new Blackbaud system is up and operating, and all Local Partnerships are using the system to run reports and process invoices. We are doing additional training and are working to implement the purchasing and payroll modules. In addition, we are starting the process of implementing Raisers Edge, which is the Blackbaud fundraising system that was purchased along with the Financial System. Training is starting now along with work to start the set-up of the new system. Once fully implemented it will be used by SC First Steps and all of the Local Partnerships.

### **Local Partnership Financial Audit Update**

Mr. Barnes updated the Committee members on the status of the financial audits. He mentioned that the draft reports had a number of comments that the Local Partnerships and the Auditor were working on.

## **4K Program**

Staff gave an update on the program's status. The 4K child care providers will be starting Summer School at the beginning of June. We don't know how many centers and children will be participating. It will probably be lower than the centers that had previously agreed to participate in Summer School. Several grants have been awarded to providers based on the current state budget provisos. The Public Private Partnership grants include the Town of Kershaw, and a provider in Spartanburg.

## **Preschool Development Grant**

We were informed that SC did receive, a little later than expected, the next round of the Preschool Development Grant. This should be over \$11 million annually to SC. SC First Step's and the Local Partnerships stand to receive a grant amount that should be greater than \$3 million per year. In addition, we have received a number of additional grants. They include an Americorps Grant, and a Department of Education grant for the Longitudinal Data System, among others.

## **NEW Information Resource Manager**

SC First Steps welcomes William (BJ) Tucker as it's first dedicated Information Resource Manager. He was the prior Chief Information Officer for a credit union, in rural Pennsylvania. He will be responsible for all information technology needs for the agency.

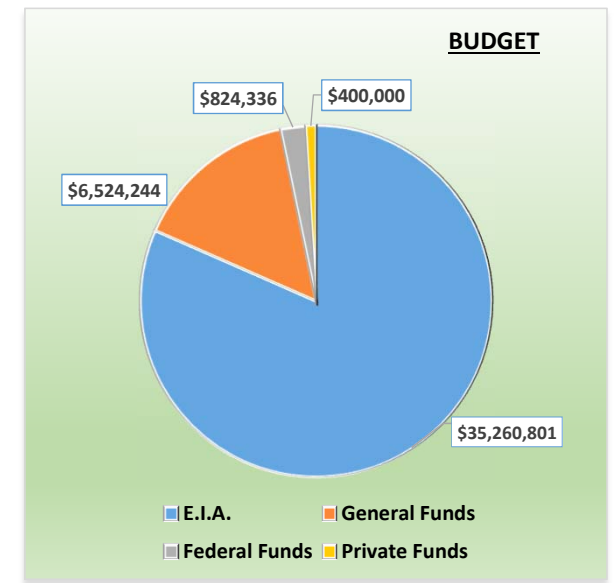
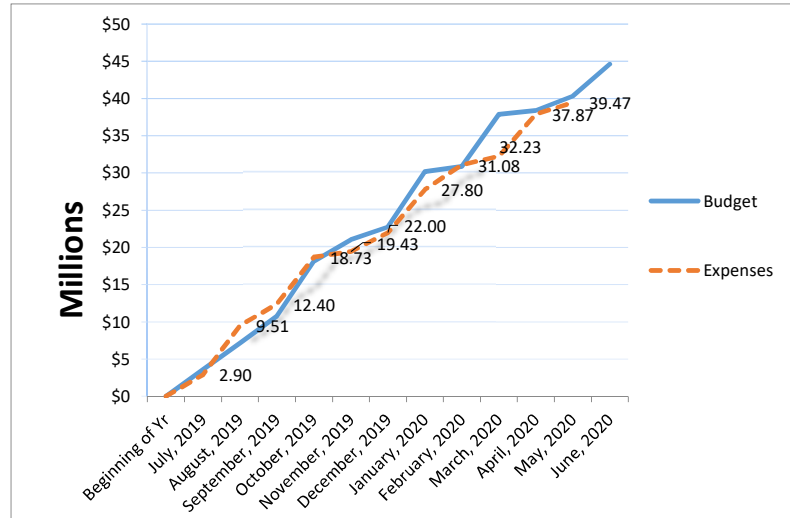
With no further business to discuss the meeting was adjourned by Walter Fleming at 10:38 AM.

# FY 2020 FINANCIAL STATUS REPORT

As of  
May 31, 2020

## Spending Rates

Projected	94%
Actual	92%



PROGRAMS / OPERATIONS	EIA APPROPRIATIONS			GENERAL FUNDS & FEDERAL GRANTS			PRIVATE FUNDS			GRAND TOTAL		
	Budget	Expenses	Balance	Budget	Expenses	Balance	Budget	Expenses	Balance	Budget	Expenses	Balance
LOCAL PARTNERSHIPS	14,657,728	14,435,228	222,500							14,657,728	14,435,228	\$ 222,500
LOCAL PARTNERSHIPS SUPPORT & TECH ASST.	2,518,440	1,741,799	776,641				272,000	120,250.00	151,750	2,790,440	1,862,049	\$ 928,391
PRIVATE 4-K	15,692,633	14,538,259	1,154,374	6,524,244	6,499,061	25,183			-	22,216,877	21,037,319	\$ 1,179,558
PRESCHOOL DEVT. GRANT				923,870	923,870	0				923,870	923,870	0
EARLY CHILDHOOD ADVISORY COUNCIL				75,000	8,945	66,055				75,000	8,945	\$ 66,055
POLICY & ACCOUNTABILITY	2,217,466	1,139,818	1,077,648				128,000	62,472	65,528	2,345,466	1,202,289	\$ 1,143,177
<b>GRAND TOTAL:</b>	<b>35,086,267</b>	<b>31,855,104</b>	<b>3,231,163</b>	<b>7,523,114</b>	<b>7,431,876</b>	<b>91,238</b>	<b>400,000</b>	<b>182,722</b>	<b>217,278</b>	<b>43,009,381</b>	<b>39,469,701</b>	<b>\$ 3,539,680</b>

## Notes:

### 1) Local Partnerships:

- Funding Sources: Education Improvement Act (EIA) Funds
- Formula allocation cash advances are disbursed on a quarterly basis.
- Expenditures reflect disbursements from SC First Steps (state-level)
- Does not include local-level actual expenses to staff and vendors

### 2) Private budgets based on income & prior year cash.

35,086,267	E.I.A.
6,524,244	General Funds
998,870	Federal Funds
400,000	Private Funds

### 3) LP Support & Technical Assistance

- Contracted accounting firm (Manley Garvin, LLC)
- Accounting Software network support & Data Housing
- Programmatic data housing & network support
- Workers' compensation insurance coverage
- External programmatic evaluation
- Financial audits-annually each LP

### 3) LP Support & Technical Assistance (cont.)

- Does not include local-level actual expenses to staff and vendors
- OFS program & finance staff (payroll, rent, contractual, supplies, travel, etc.)
- Includes LP Countdown to Kindergarten program
- 4K E.I.A. Appropriations includes proviso authorized carry over cash for quality and technology.
- 4K E.I.A. Appropriations includes \$5.9 million of Carry Forward cash.

# Donations

**FY 2020**

**As of May 31st, 2020**



DATE RECEIVED	GENERAL	DONOR/PAYOR	FUNDS	PURPOSE / COMMENTS
Aug 26, 2019	\$ 100	Executive Dir.	Restricted	SCFS 20th Anniversary Celebration
Sept. 18, 2019	\$ 100	Anonymous	Restricted	SCFS 20th Anniversary Celebration
Sept. 24, 2019	\$ 100	Staff Member	Restricted	SCFS 20th Anniversary Celebration
Nov 12, 2019	\$ 50	Front Stream	Unrestricted	
Nov 22, 2019	\$ 50	Kathleen Moore	Unrestricted	
Nov 25, 2019	\$ 100	Del Webb Tennis Club	Unrestricted	In memory of Hanna Graff
Nov 26, 2019	\$ 250	Board Member	Unrestricted	
Nov 26, 2019	\$ 250	Board Member	Unrestricted	Parents and family caregivers are a child's first and very best teachers.
Dec. 2, 2019	\$ 500	Board Member	Unrestricted	
Dec. 3, 2019	\$ 25	Board Member	Unrestricted	
Dec. 3, 2019	\$ 100	Employee	Unrestricted	Use these funds to continue the momentum from the last few years.
Dec. 3, 2019	\$ 100	Former Employee	Unrestricted	Thank you SC First Steps, you are making a difference.
Dec. 3, 2019	\$ 1,000	Employee	Unrestricted	In honor of Julie Hussey, and restricted to provide coffee and team-building for staff for which state funds cannot be used.
Dec. 3, 2019	\$ 50	Employee	Unrestricted	They are all our children.
Dec. 5, 2019	\$ 100	Board Member	Unrestricted	Putting our dollars where it will count for OUR children.
Dec. 5, 2019	\$ 50	Norma Holland	Unrestricted	
Dec. 6, 2019	\$ 20	Former Board Chair	Unrestricted	Coffee
Dec.12, 2019	\$ 100	Board Member	Unrestricted	

Dec.17, 2019	\$ 100	Board Member	Unrestricted	Unrestricted donation, gratitude from a Board Member.
Dec. 20, 2019	\$ 100	Employee	Unrestricted	I support the work of First Steps
Dec. 21, 2019	\$ 10	Employee	Unrestricted	Preparing children for school prepares them for life.
Dec. 24, 2019	\$ 500	Employee	Unrestricted	
Dec. 30, 2019	\$ 1,000	Board Member	Unrestricted	General Board Donation-Sponsorship
Dec. 30, 2019	\$ 100	Board Member	Unrestricted	General Board Donation
Dec. 30, 2019	\$ 200	Board Member	Unrestricted	General Board Donation
Jan 3, 2020	\$ 25	Board Member	Unrestricted	General Board Donation
Jan 15, 2020	\$ 10	Employee	Unrestricted	General Board Donation
Feb 5, 2020	\$ 1,000	Former Board Member	Unrestricted	General Board Donation
Mar 3, 2020	\$ 10,000	Board Member	Unrestricted	General Board Donation
April 28,2020	\$ 25	Board Member	Unrestricted	General Board Donation
April 28,2020	\$ 97	Terry Richardson	Unrestricted	General Donation
May 5, 2020	\$ 500	Board Member	Unrestricted	General Board Donation
May 5, 2020	\$ 4,000	United Way	Restricted	Start With a Book Campaign
May 29, 2020	\$ 100	Board Member	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Board Member	Unrestricted	General Board Donation
May 29, 2020	\$ 200	Board Member	Restricted	Start With a Book Campaign
May 29, 2020	\$ 50	Employee	Restricted	Start With a Book Campaign
May 29, 2020	\$ 100	Employee	Restricted	Start With a Book Campaign
May 29, 2020	\$ 250	Employee	Restricted	Start With a Book Campaign
May 29, 2020	\$ 100	Employee	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Employee	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Employee	Restricted	Start With a Book Campaign
May 29, 2020	\$ 50	Employee	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Employee	Restricted	Start With a Book Campaign
May 29, 2020	\$ 50	Katie Catalana	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Wendy Crotwell	Restricted	Start With a Book Campaign
May 29, 2020	\$ 200	Michael Medsker	Restricted	Start With a Book Campaign
May 29, 2020	\$ 50	Drew Schiavone	Restricted	Start With a Book Campaign
May 29, 2020	\$ 10	Brittan Sanders	Restricted	Start With a Book Campaign
May 29, 2020	\$ 50	Marie Fadeley	Restricted	Start With a Book Campaign
May 29, 2020	\$ 10	Cheri Shapiro	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Leah Tennille	Restricted	Start With a Book Campaign
May 29, 2020	\$ 50	Matt Posey	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Prentiss Shealey	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Brittany Arnold	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Beatrice Brown	Restricted	Start With a Book Campaign



May 29, 2020	\$ 100	Christine Baxter	Restricted	Start With a Book Campaign
May 29, 2020	\$ 10	Lauren Moore	Restricted	Start With a Book Campaign
May 29, 2020	\$ 50	Robert Morton	Restricted	Start With a Book Campaign
May 29, 2020	\$ 100	Brian Moore, Sr.	Restricted	Start With a Book Campaign
May 29, 2020	\$ 50	Shirley Schuette	Restricted	Start With a Book Campaign
May 29, 2020	\$ 50	Janice Moore	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Elizabeth Petit	Restricted	Start With a Book Campaign
May 29, 2020	\$ 100	Lee Depret-Bix	Restricted	Start With a Book Campaign
May 29, 2020	\$ 50	Ronald and Marilyn Artz	Restricted	Start With a Book Campaign
May 29, 2020	\$ 97	Michael Artz	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Paige Walll	Restricted	Start With a Book Campaign
May 29, 2020	\$ 10	Diane Smiley	Restricted	Start With a Book Campaign
May 29, 2020	\$ 10	Mari Birchmore	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Debra Sanders	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Charity Walker	Restricted	Start With a Book Campaign
May 29, 2020	\$ 15	Jacquelyn Blackley	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Tammy Vaughn	Restricted	Start With a Book Campaign
May 29, 2020	\$ 10	Davida Price	Restricted	Start With a Book Campaign
May 29, 2020	\$ 25	Sarah Eargle	Restricted	Start With a Book Campaign
May 29, 2020	\$ 100	Ginny Owens	Restricted	Start With a Book Campaign

**Sub-Totals:** \$ 23,109

**GRAND TOTAL:** \$ 23,109