

RESTRUCTURING & SEVEN-YEAR PLAN

South Carolina First Steps to School Readiness

Date of Submission: *March 31, 2015*

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire	Email
Agency Director	Susan DeVenny	October 1, 2003	sdevenny@scfirststeps.org
Previous Agency Director	Marie-Louise Ramsdale	June 1999	ml@ramsdalelaw.com

	Name	Phone	Email
Primary Contact:	Susan DeVenny	803-734-0391	sdevenny@scfirststeps.org
Secondary Contact:	Dan Wuori	803-734-0100	dwuori@scfirststeps.org

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))

No

I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

Current Agency Director
(Sign/Date):

[Redacted Signature]

(Type/Print Name): Susan W. DeVenny

If applicable,
Board/Commission
Chair
(Sign/Date):

[Redacted Signature]

(Type/Print Name): Ken Wingate

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Insert the appropriate page numbers once the agency has completed the report.

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EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

1. Please complete the Historical Perspective Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Historical Perspective." In this chart the Committee is asking the agency to provide a bullet style list of any major changes in the agency's purpose or mission and any restructuring that occurred (i.e., combining with or taking on other agency responsibilities, etc.) during the last ten years.

B. Purpose, Mission and Vision

1. Please complete the Purpose/Mission/Vision Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Purpose, Mission." The other specifics are included in the template.

C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).

Conducted by Compass Evaluation and Research of Durham, NC. First Steps' most recent external evaluation is summarized in the report abstract quoted below:

"Compass Evaluation and Research was contracted by the SC First Steps Board of Trustees pursuant to South Carolina Section 59-125-160 to "assess the extent to which First steps has been successful in meeting its five legislative goals and articulate the relative "value add" (or lack thereof) of SC's maintenance of a statewide early childhood coordination and service delivery structure." The evaluation team finds that:

- 1. First Steps' public-private structure and model of shared governance generate a high degree of value-added at both the state and local levels.***
- 2. First Steps is finding and serving the state's most high-need clients.***
- 3. First Steps is meeting legislated goals.***
- 4. First Steps has a statewide fiscal and programmatic accountability structure in place to guide and provide oversight to local partnerships. This structure supports the translation of state-level priorities into practice.***
- 5. At the state and local levels, First Steps serves as the "battery" powering many of the state's key early childhood conversations and practices."***

- *Report on the Evaluation of South Carolina First Steps (Abstract), page ii.*
Compass Evaluation and Research, March 2015

ORGANIZATIONAL PROFILE

II. Organizational Profile

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
 - a. Complete the Key Deliverables Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Deliverables."
2. The agency's key customers and their requirements and expectations;
 - a. Complete the Key Customers Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Customers;"
3. The agency's key stakeholders (other than customers);
 - a. Complete the Key Stakeholders Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Stakeholders;"
4. Other state agencies which have the biggest impact on the agency's mission success;
 - a. Complete the Key Partner Agency Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Partner Agencies."
5. The agency's performance improvement system(s); First Steps is subject to ongoing fiscal, programmatic and operational review and monitoring, including:
 - a. Legislative Audit Council Review of BabyNet (2011)
 - b. Legislative Audit Council Review of First Steps (2013)
 - c. Annual Audited Financial Statements and Partnership Audits (Annual)
 - d. EOC 4K Report (Annual)
 - e. BabyNet Annual Performance Report (Annual)
 - f. Reauthorization Panel and Work Teams (2012-2013)
 - g. First Steps Study Committee (Current)
 - h. SC House Legislative Oversight Committee (Current)

Each of these reviews has served as an opportunity for internal performance improvement planning, resulting in multiple changes to internal functioning and First Steps' enabling legislation as part of Act 287 of 2014.

6. The agency's organizational structure in flow chart format – See attached organizational charts.
7. Details about the body to whom the Agency Head reports;

 - a. Complete the Overseeing Body Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Overseeing Body-General" and "Overseeing Body-Individual Member."
8. Please complete the Major Program Areas Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Major Program Areas."
9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

The SC First Steps to School Readiness Board of Trustees was restructured under Act 287 of 2014. The Board, which now includes voting representation by the State Superintendent of Education and the directors of DSS, DHEC, DHHS, DDSN, the Children's Trust and Head Start Collaboration Office, is currently in the early stages of an systemwide interagency strategic planning process anticipated for completion by December 2015.

Additionally, First Steps will require legislative reauthorization in 2016.

ORGANIZATIONAL PROFILE

III. Laws (Statutes, Regulations, Provisos)

This section asks for state and federal statutes, regulations and provisos (“Laws”) which apply to the agency.

1. Please complete the Legal Standards Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Legal Standards.” In this Chart, please list all state and federal statutes, regulations and provisos that apply to the agency (“Laws”). The other specifics are included in the template.

IV. Reports and Reviews

This section asks for information about reports the agency is required to submit to a legislative entity and the agency’s internal review process.

1. Please complete the Agency Reporting Requirements Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Agency Reporting Requirements.” In this Chart, please list all reports, if any, the agency is required to make to a legislative entity. The specifics as to each report are included in the template.
2. Please complete the Internal Audit Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Internal Audits.”

RESTRUCTURING REPORT

V. Key Performance Measurement Processes

A. Results of Agency's Key Performance Measurements

Mission Effectiveness

1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things))?

South Carolina First Steps to School Readiness is required by statute (59-152-160) to contract every five years for an evaluation of “the progress on the initiative’s goals and purpose” by an independent, external evaluator under contract with the First Steps to School Readiness Board of Trustees. The purpose of this evaluation “will be to gauge First Steps’ progress in meeting the goals established in Section 59-152-20 and 59-152-30.”

First Steps' most recent external evaluation – covering FY11-FY14 - was conducted by Compass Evaluation and Research of Durham, NC and published in March 2015. The full report can be accessed on the First Steps website at:
<http://scfirststeps.org/compass-evaluation-and-research-report>

The evaluation team found that:

1. **First Steps' public-private structure and model of shared governance generate a high degree of value-added at both the state and local levels.**

Compass cites multiple examples of value-added by the First Steps initiative, including:

- Systems efficiencies such as non-duplication of services,
- Leveraging of available resources to support community needs, and
- Benefits that accrue to multiple family members.

2. **First Steps is finding and serving the state's most high-need clients.**

Echoing previous evaluations, Compass notes First Steps' considerable success “in finding and serving the state's most high-risk children and families, with evidence suggesting a large percentage of current clients possess two or more readiness risk factors.”

3. First Steps is meeting legislated goals.

First Steps is investing “in multiple efficient and evidence-based strategies for ensuring children have reduced risk for major physical, developmental, and learning problems and can enter school healthy and ready to succeed. For example, children’s pre-literacy skills are being addressed through family strengthening programs and available data suggest progress in child and family outcomes.”

4. First Steps has a statewide fiscal and programmatic accountability structure in place to guide and provide oversight to local partnerships. This structure supports the translation of state-level priorities into practice.

Evaluators note that “First Steps has developed and implements processes to track expenditures and to regularly communicate with local partnerships regarding their expenditures, to ensure fiscal accountability, full expenditure of funds, and important internal control measures.” In regards to program implementation, “the team commends First Steps on the development and use of Program Accountability Standards,” which they find to be “comprehensive and aligned with best practices.”

5. At the state and local levels, First Steps serves as the “battery” powering many of the state’s key early childhood conversations and practices.

Discussing the initiative’s collaborative, state and local, public and private structure, Compass notes that “First Steps often and in many ways reaches beyond a circle of agencies and administrators to engage local community stakeholders such as parents, educators, and the Community of Faith in investing in early childhood, with investments occurring on the family, caregiver, and neighborhood level. It is these investments that often make the difference for at-risk and high-need children, as these children often require attention and support from multiple sources.”

The evaluators recommend that First Steps:

1. Review and refine its evaluation design to align with new evaluative and accountability requirements.

Given updated statutory requirements, “the nature of this recommendation is to ensure a comprehensive system of evaluation exists, with associated opportunities for technical assistance, training, and data quality reviews. These

opportunities also can be used to expand or enhance existing monitoring efforts, to ensure high quality and verified data are available for evaluation and accountability purposes.”

2. Consider discussions and strategies for ongoing systems development.

“The data collected in this evaluation might allow state and local partnerships to engage in deeper conversation regarding what it means to have an early childhood system, how such a system might be conceptualized, and the different benefits that may result from continuing strengthening and development of the system.”

In regard to the Compass evaluation (March 2015):

- a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.

The Compass evaluation was commissioned to determine whether First Steps is meeting its legislative goals (Section 59-152-30), which are to:

- (1) 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;
- (2) increase comprehensive services so children have reduced risk for major physical, developmental, and learning problems;
- (3) promote high quality preschool programs that provide a healthy environment that will promote normal growth and development;
- (4) provide services so all children receive the protection, nutrition, and health care needed to thrive in the early years of life so they arrive at school ready to learn; and
- (5) mobilize communities to focus efforts on providing enhanced services to support families and their young children so as to enable every child to reach school healthy and ready to learn.

- i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.

First Steps was the nation’s third public-private early childhood initiative. Since its inception in 1999, over 20 states have developed similar models.

Widely acknowledged as innovators in this area, along with SC First Steps, are:
North Carolina Smart Start
Arizona First Things First
California First Five.

- ii. If the agency did not use results from an entity the agency listed in response to “i” as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?

The goals of SC First Steps to School Readiness are established by state law. Because each of the state systems above funds a unique combination of strategies within a similar – but nonetheless unique – structure, it is impractical to make an “apples to apples” comparison to the performance of others. First Steps regularly consults with these state-level partners, however, in the development of policies and structures (and likewise serves as a resource to national early childhood colleagues).

- iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.

Karen Ponder, Former Director, NC Smart Start
kponder@nc.rr.com

Rhian Allvin, Former Director, Arizona First Things First
rallvin@naeyc.org

- b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.

First Steps performance reports are reviewed by the First Steps Board of Trustees, under the leadership of the Board’s Strategic Planning and Evaluation Committee (Lisa Van Riper, Chair) as well as by senior managers including Director, Susan DeVenny; Deputy Director, Dan Wuori; Chief Partnership Officer, Debbie Robertson, and Chief Finance/Operations Officer, Mark Barnes.

Local partnership performance data is continually monitored via First Steps’ web-based data collection system and technical assistance staff. Results monitoring is a key factor in the annual renewal of local partnership grants by the SC First Steps to School Readiness Board of Trustees.

- c. Trends the agency has seen and the method by which it analyzes trends in these results.

The March 2015 Compass report is the first contracted external evaluation designed to explore First Steps’ compliance with legislative goals at a state system

level. Prior reports were designed to evaluate initial implementation (Child Trends, 2003) or track outcomes at a programmatic level (High Scope, 2006 and 2009).

In 2013, the Legislative Audit Council recommended First Steps adopt a cycle of program-specific evaluations focused on each major funded strategy. Act 287 of 2014 includes this requirement, along with the requirement to conduct a systems-level evaluation of progress on goals and purpose of First Steps every five years.

Since the agency's first two external reports (Child Trends, 2003, and High Scope, 2006) through its most recent (Compass, 2015), three positive results trends have been noted:

First Steps is finding and serving SC's most at-risk children;
First Steps has fostered collaborative capacity at state and local levels;
First Steps has established a system of accountability for tracking its investments.

An addition, two recommendations for continued improvement appear in several external evaluations (Child Trends, 2003; LAC, 2013; Compass, 2015):

First Steps should continue to provide technical assistance/train local staff and boards;
First Steps should focus on program quality and early childhood system development.

- d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).

If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

Because the Compass external evaluation was designed as a systemic review of First Steps' compliance with its own legislative goals and requirements, the agency asserts reasonable control over this result.

Mission Efficiency

2. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission efficiency (i.e., a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (i.e., is the agency doing things right?)) including measures of cost containment, as appropriate?

In addition to external program evaluations such as the Compass Report discussed in Item 1 above, First Steps has been subject to an ongoing cycle of organizational/efficiency review including:

- **Legislative Audit Council Review of BabyNet (2011)**
- **Legislative Audit Council Review of First Steps (2013)**
- **Annual Audited Financial Statements and Partnership Audits (Annual)**
- **Reauthorization Panel and Work Teams (2012-2013)**
- **First Steps Study Committee (Current)**
- **SC House Legislative Oversight Committee (Current)**

Each of these reviews has presented an opportunity to review and address issues of operational efficiency and cost containment. Recent and pending efficiency improvements include:

- **Progress toward BabyNet LAC recommendations (Medicaid rate matching, collection of parental signatures attesting to the delivery of BabyNet services, system-wise BabyNet fiscal reporting, procurement and implementation of a new BabyNet data system).**
- **Incorporation of each LAC recommendation to the SC General Assembly in Act 287 of 2014 (Board restructuring, expanded evaluation requirements, definition and measurement of “school readiness.”)**
- **As a cost containment measure designed to prioritize the use of limited resources for direct partnership services, First Steps has consolidated its Regional Finance Manager system from 5 regional accounting firms to 2.**
- **Act 287 of 2014 requires the Board to contract for an external review of local administrative and overhead costs with the goal of examining current practices and recommending an appropriate cap on these costs (currently set by law at 8%).**

Quality (Customer Satisfaction)

3. **What are the agency's actual performance levels for two to four of the agency's key performance measurements for quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer is defined as an actual or potential user of the agency's products or services)) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?**

First Steps leaders are currently exploring routine measures of customer satisfaction. At present these measures are episodic, but include frequent use of an online survey tool.

A recent survey of local partnership leaders, for example, indicated a desire for improved state-local communication and for additional technical assistance related to:

- 1. Grant writing, resource development, marketing**
- 2. Board member training and recruitment**
- 3. Working on needs assessment and strategic planning**
- 4. Advocacy**

- 5. Connections to 4K and BabyNet**
- 6. Support for Child Care Quality Enhancement**

As a follow up to this survey, First Steps leaders hosted an Executive Director focus group in March 2015 designed to gather additional feedback with planning underway to address needs raised.

A March 2015 survey of First Steps 4K parents indicated that:

- **95% of parents surveyed reported seeing improvement or great improvement in their children's literacy learning as a result of 4K enrollment.**
- **91% found the parent reports generated from Circle (the state's new school readiness assessment focused on early literacy) helpful in understanding their children's literacy learning needs.**

A concurrent survey of First Steps 4K teachers found that:

- **87% of teachers surveyed have found the Circle useful or extremely useful in meeting the individual literacy needs of their students.**
- **89% are doing more or much more literacy instruction as a result of the data and instructional activities provided by Circle.**
- **95% have seen improvement or significant improvement in their students literacy learning during the 2014-2015 school year.**

Workforce Engagement

4. What are the agency's actual performance levels for two to four of the agency's key performance measurements for workforce engagement, satisfaction, retention and development of the agency's workforce, including leaders, for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Other than surveys of local partner satisfaction noted above (local First Steps Executive Director survey and local 4K teacher and administrator surveys), First Steps does not currently collect data on workforce engagement, satisfaction, retention and development.

Operational/Work System Performance

5. What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

As a result of partnership feedback during First Steps' recent legislative reauthorization process (2012-2014), South Carolina First Steps to School Readiness reorganized its state office in an effort to improve effectiveness and responsiveness. These changes included creating a dedicated Chief Partnership Officer position; restructuring the local technical assistance function; filling Finance and Operations Officer (position lost in recession as the board cut state staff to keep local direct services funds in place). In a January 2015 survey of local partnership directors, nearly half (48%) of those surveyed described the result as improved or greatly improved. Others described the changes as beneficial while offering supplemental feedback on their current areas of need. Changes designed to address these needs include an expanded set of online resources and a planned Executive Director directory including areas of specific strength (to promote peer-to-peer support and mentoring).

4K billing is another area of increased operational efficiency during 2014-2015. 4K providers invoice First Steps for services rendered every two weeks. By supporting the increased automation of this process, First Steps has expedited its payment process and reduced the paperwork burden placed on 4K providers.

Finally, upgrading the BabyNet data system (2013-2015) has allowed First Steps and SC BabyNet system partners to begin building data bridges in order to streamline supports to families. Added accountability measures and new systemwide finance reports have enabled better tracking of statewide Part C expenditures.

RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?

Pursuant to Act 287 of 2014, First Steps has recently expanded its performance measurement/evaluation efforts to include an overall review of the initiative's success in meeting its legislative goals and an independent evaluation of each major strategy on a cyclical basis. In addition, the BabyNet system receives an annual determination by the US Department of Education. First Steps 4K is subject to annual review by the SC Education Oversight Committee.

C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.

First Steps Data Collection System (FSDC) – web

BRIDGES BabyNet Data System – web

UMS Finance System + eThority – web/finance

First Steps 4K data collection – internal

D. Recommended Restructuring

Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report ("Process").

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services?
 - a. If yes, please provide the agency's suggestions.

Not at this time. First Steps has just completed a two year reform and reauthorization process which has resulted in significant organizational and governance changes. The newly reconfigured SC First Steps to School Readiness Board of Trustees is currently engaged in a systemic strategic planning process, which may result in future recommendations.

SEVEN-YEAR PLAN

VI. Seven-Year Plan

A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state's citizens?

If yes, go to Current/Recommended Actions Section.

If no, skip Current/Recommended Actions Section and go to Additional Questions.

Not at this time, though Act 287 requires an examination of the local partnership overhead allowance by July 1, 2017. Cost savings are expected as a result of the state board's strategic planning process currently underway.

B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.

The SC First Steps to School Readiness Board of Trustees was streamlined and reconfigured by Act 287 of 2014, which reduced the Board from 37 members (voting and non-voting) to 25 members (all voting). The reconfigured board also includes the directors of each of SC's major child-serving agencies. The new board met for the first time in October 2014. The board has recently launched an interagency strategic planning process designed to reduce fragmentation and improve the efficiency of services to SC's young children and families across the system, with a focus on leveraging public and private resources for children and families (target completion date: December 2015).

2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?

Cost savings and additional efficiencies are anticipated and will be detailed as part of First Steps' pending strategic planning process.

3. Is legislative action required to allow the department/agency to implement the current or recommended actions?

First Steps will require reauthorization in 2016. Legislative recommendations will be provided to the Committee, pending completion of the 2015 strategic planning process.

4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.

Pending completion of the 2015 strategic planning process.

5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.

Pending completion of the 2015 strategic planning process.

6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

Pending completion of the 2015 strategic planning process.

Now go to Additional Questions.

SEVEN-YEAR PLAN

VI. Seven-Year Plan (cont.)

C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?

As described above, the SC First Steps to School Readiness Board of Trustees is currently in the midst of a comprehensive, interagency strategic planning process. Updated responses will be provided to the Committee as this process proceeds.

2. What are the fundamentals required to accomplish the objectives?

Pending completion of the 2015 strategic planning process.

3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?

The First Steps website offers a wealth of information about First Steps mission, programs, evaluations and governance. <http://scfirststeps.org>

4. Is there any additional information the agency would like to provide the Committee or public?

For more information and regular updates from SC First Steps, readers are invited to "like" SC First Steps to School Readiness on Facebook and follow @scfirststeps on Twitter. For email updates, visit <http://scfirststeps.org/join-the-first-steps-mailing-list>

5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:

- a. Complete the Process: Because the development of the Board's strategic plan is ongoing this question cannot be answered at this time.
- b. Complete this Report: 40 hours of combined staff effort

6. Please complete the Personnel Involved Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Personnel Involved." Please list the

name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in the Restructuring and Seven-Year Plan Report and their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.).

CHARTS APPENDIX

VII. Excel Charts

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

Similar Information Requested Chart	N/A
Historical Perspective Chart	19
Purpose, Mission Chart	20
Key Partner Agencies Chart	21
Key Deliverables Chart	22
Key Customers Chart	23
Key Stakeholders Chart	24
Overseeing Body Chart (General and Individual Member)	25/26
Major Program Areas Chart	27
Legal Standards Chart	28
Agency Reporting Requirements Chart	29
Internal Audits Chart	30
Personnel Involved Chart	31

Historical Perspective Chart

INSTRUCTIONS: Please provide information about any restructuring or major changes in the agency's purpose or mission during the last ten years. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
NOTE: There have been no changes to First Steps' purpose or mission over the past ten years, which added due to its alignment with the agency's existing purpose/mision.			
SC First Steps to School Readiness	2006	<p>Creation of the SC Child Development Education Pilot Program. This four-year-old kindergarten expansion program, created in response to a December 2005 Circuit Court ruling in the state's school equity funding lawsuit (Abbeville County School District et. al. vs. South Carolina) delivers 4K programming in both the public and private sectors, with First Steps charged with responsibility for overseeing private sector providers.</p>	<p>The responsibility is consistent with First Steps' existing mission (59-152-30) to "promote high quality preschool programs that provide a healthy environment that will promote normal growth and development," and to "provide services so all children receive the protection, nutrition, and health care needed to thrive in the early years of life so they arrive at school ready to learn."</p>
SC First Steps to School Readiness	2009	<p>Transfer of the BabyNet lead agency designation from DHEC to First Steps via Executive Order 2009-12. BabyNet is South Carolina's interagency, early childhood special education system for infants and toddlers.</p>	<p>The responsibility is consistent with First Steps' existing mission (59-152-30) to "increase comprehensive services so children have reduced risk for major physical, developmental, and learning problems."</p>
SC First Steps to School Readiness	2010	<p>Designation of SC First Steps Board of Trustees as South Carolina's Early Childhood Advisory Council via Executive Order 2010-06.</p>	<p>The responsibility is consistent with the First Steps Board of Trustees' composition and charge (63-11-1730) to, "assess and develop recommendations; for ensuring coordination and collaboration among service providers at both the state and county level, for increasing the efficiency and effectiveness of state programs and funding and other programs and funding sources, as allowable, as necessary to carry out the First Steps to School Readiness initiative, including additional fiscal strategies, redeployment of state resources, and development of new programs."</p>

Purpose/Mission/Vision Chart

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in parenthesis. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisions listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
SC First Steps to School Readiness	31-Mar-15	SECTION 59-152-20. The purpose of the First Steps Initiative is 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. First Steps 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. The South Carolina First Steps to School Readiness Board of Trustees, Office of First Steps to School Readiness, and the County First Steps Partnerships shall assure that collaboration, the development of partnerships, and the sharing and maximizing of resources are occurring before funding for the implementation/management grants, as provided for in this chapter, are made available.	<p>SECTION 59-152-20. The goals for South Carolina First Steps to School Readiness are:</p> <ul style="list-style-type: none"> (1) 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; (2) increase comprehensive services so children have reduced risk for major physical, developmental, and learning problems; (3) promote high quality preschool programs that provide a healthy environment that will promote normal growth and development; (4) provide services so all children receive the protection, nutrition, and health care needed to thrive in the early years of life so they arrive at school ready to learn; and (5) mobilize communities to focus efforts on providing enhanced services to support families and their young children so as to enable every child to reach school healthy and ready to learn. 	<p>Vision 2013 Strategic Plan: Connect South Carolina's high-risk children to coordinated, individualized interventions designed to improve their educational and developmental trajectories. (NOTE: The First Steps Board of Trustees is in the midst of a new strategic planning process. The Board will provide updated language as applicable.)</p>	<p>Purpose: SECTION 59-152-20 Mission: SECTION 59-152-20 Vision: Board of Trustees Strategic Plan (Vision 2013)</p>

INSTRUCTIONS: List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area. In the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
SC First Steps to School Readiness	SC Department of Education	First Steps exists to improve the educational achievement of South Carolina children. The SC Department of Education is a key partner from both a mission and administrative perspective. Since 1989, First Steps funding has flown through the SCDE in an administrative partnership in which the two entities share a limited set of administrative functions. First Steps and SCDE co-administer the state's public-private 4K expansion, routinely coordinating efforts.	The State Superintendent of Education is an ex-officio, voting member of the First Steps Board of Trustees. The agencies work together closely in areas of shared interest including prekindergarten and parenting/family literacy, sharing performance measures related to school readiness, in particular.	First Steps, CDEPP Private 4K
SC First Steps to School Readiness	SC Department of Disabilities and Special Needs	First Steps is the designated lead agency for the BabyNet early intervention program. In this capacity, First Steps oversees the program at a system-level, contracting with a network of hundreds of private therapy vendors statewide and is responsible for intake and eligibility determinations for 10,000 children annually. The Department of Disabilities and Special Needs and SC School for the Deaf and the Blind are key partners in this effort, providing service coordination and instruction to BabyNet eligible children.	The BabyNet partner agencies are involved in monthly collaboration around the performance of the BabyNet system, including the state's federal Annual Performance Report (APR). The Director of DDSN is an ex-officio, voting member of the First Steps Board of Trustees.	BabyNet
SC First Steps to School Readiness	SC School for the Deaf and the Blind	First Steps is the designated lead agency for the BabyNet early intervention program. In this capacity, First Steps oversees the program at a system-level, contracting with a network of hundreds of private therapy vendors statewide and is responsible for intake and eligibility determinations for 10,000 children annually. The Department of Disabilities and Special Needs and SC School for the Deaf and the Blind are key partners in this effort, providing service coordination and instruction to BabyNet eligible children.	The BabyNet partner agencies are involved in monthly collaboration around the performance of the BabyNet system, including the state's federal Annual Performance Report (APR).	BabyNet
SC First Steps to School Readiness	SC Department of Social Services	As the administrator of the state's federal Child Care Block Grant and the regulatory entity overseeing the state's child care providers, First Steps and DSS work closely together in areas of common interest, including the development of voluntary preschool standards and the expansion of Early Head Start.	The Director of DSS is an ex-officio, voting member of the First Steps Board of Trustees and the agencies work closely to both the state and local levels. DSS regulatory staff regularly meet with First Steps' child care technical assistants to share programmatic and regulatory data. Within the 4K program, First Steps and DSS share client data for the purposes of recruitment and to ensure that students participating in the state's 4K program are not being simultaneously funded by the ABC voucher program (except to provide permissible, wrap-around care).	First Steps, Local Partnerships, CDEPP Private 4K

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e., products or services); primary methods by which these are delivered; and, if applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Deliverable (i.e., product or service)	Primary Method of Delivery	Three Most Significant (#1, #2, #3)	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e., preventive measures before the citizen or agency needs to come to the agency)	If deliverable is identified as one of the three greatest, what would allow the agency to focus on it more?	Major Program Reference
SC First Steps to School Readiness	1	Healthy Start Services (Nurses-Family Partnership)	SC First Steps is the state's sponsor agency for Nurses-Family Partnership, an evidence-based nurse home visitation program that links low-income mothers. High-risk expectant mothers are identified before the end of the second trimester of pregnancy and provided home visits until the child's second birthday.	Reduction in high-risk pregnancies, improved economic well-being and education.	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e., preventive measures before the citizen or agency needs to come to the agency)	If deliverable is identified as one of the three greatest, what would allow the agency to focus on it more?	Annie Cross References
SC First Steps to School Readiness	2	Early Intervention Services (BabyNet)	2 BabyNet is the state's early intervention (special education) program for disabled and developmentally delayed infants and toddlers. Services are provided by First Steps, DSSN, the SC School for the Deaf and the Blind and a network of hundreds of private therapy providers within the child's natural environment (home, child care, etc.)	Reduction in high-risk pregnancies, improvement of birth outcomes, improved utilization of prenatal care.	The purpose of early intervention is to reduce the subsequent need for special education and other forms of educational remediation. Ongoing parent education, maternal health, improved utilization of prenatal care and regular pediatric well-visits all hold the potential to reduce the need for BabyNet services. Including those of families who may return to the system with subsequent children.	Implementation of the retraining (structural) recommendations of the Legislative Audit Council and the infusion of critical resources would improve the state's ability to maintain federal compliance.	BabyNet, Local Partnerships
SC First Steps to School Readiness	3	Family Strengthening Services (Parents as Teachers, Parent-Child Home, Early Steps to School Success)	1 First Steps' evidence-based parent education services are provided primarily in the home and designed to support two-generations of clients – supporting both the needs of high-risk parents and their children.	Reduction in high-risk pregnancies, improved economic well-being and education.	Ideally parents participating in evidence-based home visitation programs should reduce or eliminate the need to return for these services with subsequent children. Overall improvements in birth outcomes, education and economic well-being will further reduce the need for return services.	Additional resources directed to First Steps' local partnerships for this purpose would enable both greater focus and expanded service delivery within this important strategy area. While the recent expansion of four-year-old Head Start has been an important support to high-risk children, data suggests that the achievement gap is already well established before age four, with research suggesting that low-income children are exposed to an average of 30 million fewer words by age three.	Local Partnerships, First Steps
SC First Steps to School Readiness	4	Quality Child Care Services (Child care quality enhancement, scholarships, early childhood workforce development/training)	First Steps' child care services include three major strategy efforts: QUALITY ENHANCEMENT, in which trained technical specialists work onsite with child care providers to support Improved Health, safety and Instructional practices; SCHOLARSHIP INITIATIVES, in which high-risk children are enrolled in early education settings according state minimum standards, and WORKFORCE PROFESSIONAL DEVELOPMENT, in which child care professionals are supported with high-quality training.	The sustainable improvement of child care quality hinges upon a dedicated, professional workforce that provides high-quality services. Many centers (nationally) struggle to balance the significant costs of quality alignment (market-based tuition rates).	Improving the compensation and benefits available to the state's early childhood workforce is key to the sustainability of quality improvement and professional development efforts. With many working for minimum wage and without benefits	Local Partnerships, First Steps	
SC First Steps to School Readiness	5	Early Childhood Education Services (#K, Early Head Start)	3 First Steps' Head Start services are provided primarily within private preschool settings, with additional supports offered by local partnerships.	Reduction in high-risk pregnancies, improved economic well-being and education.	Reduction in high-risk pregnancies, improved economic well-being and education.	Long-term revitalization of the First Steps Initiative.	First Steps, Local Partnerships
SC First Steps to School Readiness	6	School Transition Services (Countdown to Kindergarten)	First Steps' Countdown to Kindergarten Program is a six-week summer home visitation program designed to link the families of high-risk, rising five-year-old kindergarteners with their child's future kindergarten teacher during the transition to Kindergarten.	Reduction in high-risk pregnancies, improved economic well-being and education.	Ideally, parents participating in Countdown to Kindergarten will establish links to their elementary schools that will prevent the need to return for this service with additional children.	Local Partnerships, First Steps	

Key Customers Chart

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item # Customer Segments	Requirements/Expectations	Deliverables Cross References
SC First Steps to School Readiness	1	Nurse Family Partnership clients are first-time, low income mothers identified before the end of the second trimester of pregnancy.	Healthy Start
SC First Steps to School Readiness	2	BabyNet clients are disabled and developmentally delayed infants and toddlers and their families.	Early Intervention/BabyNet
SC First Steps to School Readiness	3	Family Strengthening clients are children with two or more identified school readiness risk factors and their families.	Family Strengthening
SC First Steps to School Readiness	4	Child Care clients are: child care centers serving a high percentage of at-risk preschoolers, at-risk children benefiting from scholarship assistance and early childhood educators receiving training/professional development.	Child Care
SC First Steps to School Readiness	5	Early Childhood Education clients are primarily enrolled in either 4K or Early Head Start. 4K clients are 4-year-old children residing in eligible districts and qualifying for free/reduced price lunch and/or Medicaid.	5 Early Childhood day a week, 180 day school year. EHS clients have Education (4K and similar classroom expectations, plus participation in EHS)
SC First Steps to School Readiness	6	School Transition/Countdown to Kindergarten clients are high-risk rising kindergartners and their families.	6 School Transition/Countdown to Kindergarten

Key Stakeholder Chart

INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
SC First Steps to School Readiness	1	Parents of young children	The parents of client children stand to benefit from both direct services (such as 4K and BabyNet) and indirect services (child care quality enhancement, teacher training).	All
SC First Steps to School Readiness	2	Early childhood education providers	The services and policy recommendations of SC First Steps have a direct bearing on the state's early education providers, particularly those in the private sector.	Early Childhood Education
SC First Steps to School Readiness	3	Local Partnership Boards	As the primary funder and oversight body for First Steps network of local partnerships, the State Board's policies and practices have a direct bearing on the work and operation of these local non-profit boards.	Local Partnerships
SC First Steps to School Readiness	4	BabyNet Service Providers	As the lead agency for BabyNet, First Steps contract with a network of hundreds of small businesses involved in the delivery of specific BabyNet therapies (speech, physical therapy, etc.)	BabyNet

Overseeing Body - General Chart

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges Imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
SC First Steps to School Readiness	Board of Trustees	6	25	The members of our Board of Trustees are appointed and ex officio.	The terms of the trustees are for four (4) years and until their successors are appointed and qualify.	A trustee may not serve more than two (2) terms or eight (8) years, whichever is longer.	A trustee may not serve more than two (2) terms or eight (8) years, whichever is longer.	Board was streamlined from 37 to 25 members via Act 287 of 2014. All members now voting.	Board members also serve by Executive Order as SC Early Childhood advisory Council.

INSTRUCTIONS: Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart. In which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
SC First Steps to School Readiness	Kenneth Wingate Molly Speaman Sen. Mike Fair	kbw@scyouthview.com mspeaman@ed.sc.gov mikefair@scstate.gov	Attorney, Symetry, Wingate & Barrow Superintendent of Education	9/3/2014 Current 1/14/2015 Current		0	All	
Rep. Rita Allison Sen. Gerald Malloy	ritaallison@schouse.gov geraldmalloy@scsenate.gov		SC House of Representatives Member	3/2/2005 Current		9	Senate	
Rep. Jerry N. Givens			SC State Senator	12/6/2009 Current		6	House	
Tracy Lamb Reece C. Yendie Evelyn Patterson	nelsonovana@att.net ltharrison@uniserves.com leeceyendie@gmail.com spatterson@dcaca.net		SC House of Representatives Member	3/23/2015 Current		0	Senate	
Lisa Van Riper		lvanriper@mu.edu	Executive Assistant, American Services, Inc and Adjunct Professor, Clemson University Retired Consultant	1/22/2013 Current		2	House	
Roger Pryor		ronen@ebnemontessori.com	Community Action Partnership Community Action Agency and Professor and Director of Honors and Public Affairs, North Greenville University	8/14/2014 Current 2/15/2008 Current		0	All	
Walter Fleming		wfleming@onneed.org	Executive Director, Pee Dee Community Action Partnership	3/1/2010 Current		8	All	
Julie Hassay		lchesssey@citiccommunications.com	Owner, Civic Communications Chief Executive Officer, Richland County First Steps	12/1/2010 Current		4	All	
Rick Noble		rick@noblesbelas.com	County First Steps Chairman, Brookland Academy Child Development Center Executive Director, Carolina Pregnancy Center Parent and Community Volunteer	10/8/2013 Current		12	All	
Jennifer McConnell		imconnell@brookland.cc	Education Management Consultant Survey Underwriter, T.S. Hot Company, LLC	2/20/2014 Current		0	All	
Alexis Newman		alexis@carolinaregency.org	Executive Director, Carolinas Pregnancy Center Education Management Consultant Survey Underwriter, T.S. Hot Company, LLC	9/15/2014 Current 5/18/2007 Current		1	All	
Judith Aughtney		jaughney@atmail.com kinbcr521@aol.com	Executive Director, Carolinas Pregnancy Center Education Management Consultant Survey Underwriter, T.S. Hot Company, LLC	1/1/2004 Current		0	All	
Timothy Holt		tsholt@charter.net	Director, SC Head Start Collaboration Office	10/8/2014 Current		7	All	
Mary Lynn Diggs		mary.diggs@des.sc.gov	Director, The Children's Trust of South Carolina	6/18/2014 Current		0	All	
Sue Williams		s.williams@scchildren.org	Director, SC Department of Social Services Acting Director, SC Department of Health and Environmental Control Director, SC Department of Health and Human Services Director, SC Department of Disabilities and Special Needs	6/18/2014 Current 2/12/2015 Current 6/18/2014 Current 3/5/2015 Current 6/18/2014 Current		0	All	
Susan Alford		linda.stillinger@des.sc.gov				0	All	
Marshall Taylor		htigani@dhcc.sc.gov				0	All	
Christien Soura		polathy@scdhs.sc.gov				0	All	
Beverly Bluestone		bbbluesemi@orden.sc.gov				0	All	

INSTRUCTIONS: Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Expenditures. If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.

The "Associated Objective(s)" column in the Program Template of the FY 2013-14 Accountability Report, Section II, number 11, should be changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (Ex. Chart 5.2-a or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisions listed in the Laws Section of this report, which they satisfy. Included below is an example, with a parallel list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, legal standards cross references or remainder of expenditures; however, the agency must complete these columns when submitting this chart in final form. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Note:
-Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report.
-Legal Standards Cross References Column links major programs to the statutes, regulations and provisions they satisfy which are listed in the Laws Section of the Restructuring Report.

Agency Submitting Report	Program/TITLE	Purpose	FY 2013-14 Expenditures			Key Performance Measures Cross References	Legal Standards Cross References
			General	Federal	TOTAL		
SC First Steps to School Readiness	County (Local) Partnerships	Public and Private Partnership throughout the state that converts patients to improve the school readiness of children in each community.	\$12,045,895	\$4,688	\$12,046,123	\$13,945,030 % of Total Budget: 100%	\$13,945,030 % of Total Budget: 100% % of Total Budget: 100% % of Total Budget: 100%
SC First Steps to School Readiness	CDEPP (Private 4 K)	SCDE publically funded program for private 4 year old kindergarten for low income families.	\$2,713,527		\$2,713,527	\$7,638,892 % of Total Budget: 100% % of Total Budget: 100% % of Total Budget: 100%	\$7,638,892 % of Total Budget: 100% % of Total Budget: 100% % of Total Budget: 100%
SC First Steps to School Readiness	BabyNet	BabyNet is South Carolina's Infants and Toddlers under three years of age and their caregivers, including parents or who have custody, and associated with developmental disabilities. Feeding Formula with State and Federal Project IDEA funds.	\$2,280,821	\$886,483	\$886,483 % of Total Budget: 7.6%	\$8,192,709 % of Total Budget: 67.7%	\$8,192,709 % of Total Budget: 67.7% % of Total Budget: 100% % of Total Budget: 100%
SC First Steps to School Readiness	First Steps	SC First Steps to School Readiness is responsible for improving the school readiness for children in SC.	\$1,084,488	\$421,896	\$84,878 % of Total Budget: 69.2%	\$1,581,202 % of Total Budget: 100%	\$1,785,659 % of Total Budget: 67.7% % of Total Budget: 100% % of Total Budget: 12.4%

Remainder of Programs: List any programs not included above and show the remainder of expenditures by source of funds.

Land and Buildings	N/A
Tot Operations	N/A

Remainder of Expenditure:	% of Total Budget				

INSTRUCTIONS: List all state and federal statutes, regulations and provisions that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular "Key Word". Indicated below is an example, which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be read again on a separate line for each year there was an amendment to it. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have bolded around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/Order	State or Federal	Summary of Statutory Requirement and/or Authority Granted
SC First Steps to School Readiness	1	59-152-10 thru 59-152-160	State	The South Carolina First Steps to School Readiness is a comprehensive, results-oriented initiative for improving early childhood development, through local partnerships, public and private funds, and support for high-quality early childhood development and education services for children by providing support for their efforts toward enabling their children to enter school ready to succeed. The organization was created as a tax exempt organization under section 501 (c)(3) with Act 95 in 1995.
SC First Steps to School Readiness	2	59-152-10 thru 59-152-160	State	Statute was updated in 2014 with a number of changes to the statute. Modifications included a long range plan in requirement, changes in membership of the Board of Directors, direction in relation to allocation of funding for local partnerships, and others.
SC First Steps to School Readiness	3	53-11-1710 thru 1750	State	Statute creates the First Steps to School Readiness Board of Trustees whose purpose is to oversee the South Carolina First Steps to School Readiness Initiative, a broad range of innovative early childhood development and education, family support, health services, and prevention efforts to meet critical needs of South Carolina children through the awarding of grants to partnerships at the county level as provided for in section 53-152-30. Statute was created in Act 38 in 2008. Act also creates the SC Advisory Council. This council is formed to fulfill the responsibilities under 42 U.S.C. Section 9837(b)(1)(Y)(ii) of the Improving Head Start for School Readiness Act of 2007.
SC First Steps to School Readiness	4	53-11-1770 thru	State	Act was modified in 2014 with a number of modifications. They include the addition of the Early Childhood Advisory Council responsibilities and additional BabyNet responsibilities.
SC First Steps to School Readiness	5	59-158-110	State	Statute spells out the responsibilities for the State Department of Education and SC First Steps to School Readiness for the Child Early Reading Development and Education Program, or the state's 4 year old kindergarten program. The statute relates much of the content in provides include in the SFY 2015 Appropriations act. Statute was created in 2014 with Act 284.
SC First Steps to School Readiness	6	State Appropriation Bill for SFY 2015.	State	SC First Steps to School Readiness 2014 contains the budget for state appropriations for SFY 2015. Indicated in that are a number of provisions that affect SC First Steps to School Readiness. (They are listed below)
SC First Steps to School Readiness	7	Proviso 1.62 (SDE: First Steps)	State	First Steps Board of Trustees will incorporate findings of the LAC report into the next external evaluation.
SC First Steps to School Readiness	8	Proviso 1.66 (SDE: Child Development Education Pilot Program)	State	Provide creates the SC Child Development and School Readiness. Creates the state's public 4 year old kindergarten program for SDE and its private program for SC First Steps. Most of the content was included in Act 284 from 2014.
SC First Steps to School Readiness	9	Proviso 1.71 (SDE: First Steps CDEPP Carry Forward and Other Funds)	State	Provide allows for unspent funds from the previous state fiscal year in the 4K Program to be used for specified information technology needs.
SC First Steps to School Readiness	10	Proviso 1A.31 (SDE: EIA: Child Development Education Pilot Program)	State	Provide copies proviso 1.68 for the use of EIA funds for the 4 year old kindergarten program for both the State Department of Education and SC First Steps to School Readiness.
SC First Steps to School Readiness	11	Proviso 1A.66 (SDE: EIA: CDEPP Student Information and Reporting)	State	State Department of Education and SC First Steps to School Readiness required to acquire unique student numbers and report that. SDE and First Steps required to provide information to Education Oversight Committee.
SC First Steps to School Readiness	12	Proviso 1A.67 (SDE: EIA: BabyNet and Kindergarten Assessment)	State	Requires Readiness assessment for prekindergarten and kindergarten students funded with public funds within 45 days of the start of the school year. EOC is required to develop a solicitation for the assessment.
SC First Steps to School Readiness	13	Proviso 1A.68 (SDE: EIA: BabyNet Early Intervention Autism Therapy)	State	Requires \$437,076 in autism funds to be used to pay the autism therapy. Provides \$13,56 per hour and \$10 per hour to individual life therapists. Requires SC First Steps to School Readiness to submit a report on these expenditures as well as Medicaid revenue and expenses.
SC First Steps to School Readiness	14	Proviso 117.99 (GP:First Steps - BabyNet)	State	Establishes requirements for SC First Steps to School Readiness to implement the BabyNet program. Requires SC First Steps to comply with the Legislative Audit Council's recommendations and report on progress. Requires consolidated financial reporting.
SC First Steps to School Readiness	15	Proviso 117.103 (GP: First Steps Reauthorization)	State	Requires SC First Steps to School Readiness through SFY 2015.
SC First Steps to School Readiness	16	44-7-2510 thru 44-7-2610	State	Article 21 of Title 44, section 7, Infants and Toddlers with Disabilities Act. Identify the responsibilities of the lead agency for the BabyNet Program. Create Interagency Coordination Council, payment for services, and other specificities of the lead agency.
SC First Steps to School Readiness	17	Title 12-6-5050	State	Creates tax check off donation to the First Steps to School Readiness Fund.
SC First Steps to School Readiness	18	Individuals with Disabilities Education Act (IDEA), Part C	Federal	Project funds the BabyNet Program for SC.
SC First Steps to School Readiness	19	Title 59 - Section 36	State	Specifies requirements for comprehensive system of special education and related services. Includes requirements associated with the Individual with Disabilities Education Act (IDEA)

Agency Reporting Requirements Chart

INSTRUCTIONS: List all reports, if any, the agency is required to submit to an legislative entity. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Started legislative intent from legislative entity, statute, regulation or other source in providing the report; e) Frequency with which the report is received (i.e., annually, monthly, etc.); f) Apparatus used to complete the report (e.g., paper, electronic, fax, email, etc.); g) Method by which the agency receives, completes and submits the report (i.e., receive via emailed word document, log into or open program, enter date and click submit, etc.); h) Included below are examples of reports the agency may have to submit. The examples does not include information in the columns under "a" or "b" that is required to complete the report; i) Method by which the agency receives, completes and submits the report; j) Amount of time to complete the report; k) Response to complete the report; l) Amount of time to complete the report; m) Number of hours around them, please list all that are applicable.

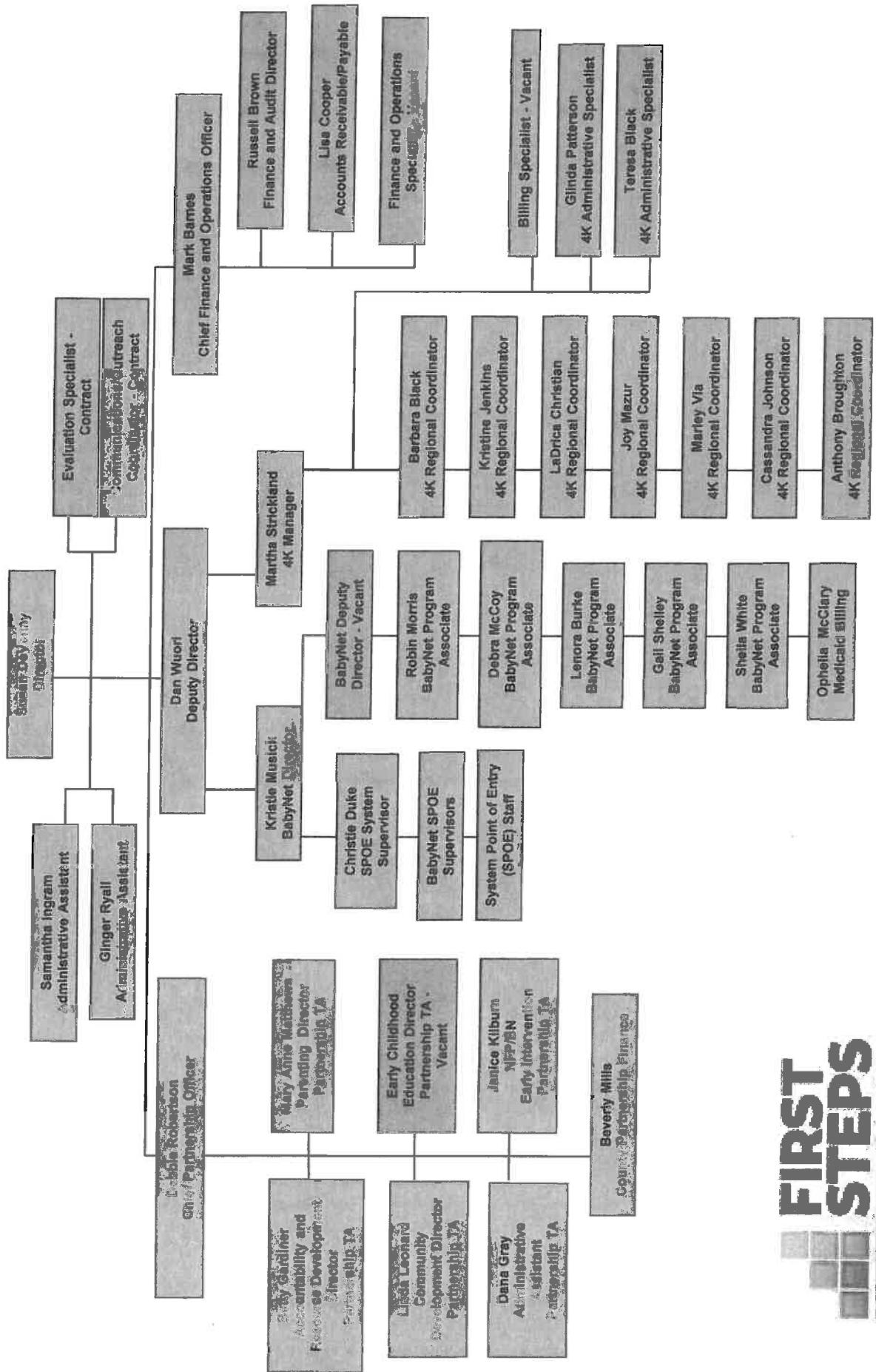
Agency Submitting Report	Item # Report Name	Legislative Entity Requesting Report	Law Requiring Report	Standard Format of Report	Year First Received to Complete Report	Reporting Freq.	# of Days in Which to Complete Report	Month Report Received in Which to Complete Report Received by Agency	Month Report Received in Which to Complete Report Received by Agency	Positive Results or Reporting	Method in Which Report is Sent to Agency	Format in Which Report is Sent to Agency	Method in Which Report is Sent to Agency	Format in Which Report is Sent to Agency
SC Flint Steps to School Readiness	1 Restructuring Report	House Legislative Oversight Committee	1-3D-10(G)(1)	Increased Efficiency	2016	Annually	30	February	March	\$1,445	TBD	Word and Excel	Email and Handcopy	Word and Excel
SC Flint Steps to School Readiness	2 Restructuring and Cost Savings Overview Report	Office of Senate Majority	2-2-5	Increased Efficiency and Cost Savings	2016	Annually	45	November	January	1	\$453	TBD	Email and Handcopy	Word and Excel
SC Flint Steps to School Readiness	3 Extreme Evaluation	General Assembly	Proviso 1-52	Accountability and Reporting	2014	Once	Not Identified	November, 2014	Not Identified	\$57,463	TBD	Word	Email and Handcopy	Word and Excel
SC Flint Steps to School Readiness	4 IT Expenses with Update	General Assembly	Proviso 1-7-1	Report on expenses and use for state	2014	Once	Not Identified	Not Identified	1-Dec-14	1	\$52	TBD	Not Identified	Word
SC Flint Steps to School Readiness	5 BabyNet Audit	General Assembly	Proviso 1A-68	Outcome in reports	2014	Quarterly	Not Identified	Not Identified	April, July, Oct., Jan	6	\$240	TBD	Not Identified	Word and PDF
SC Flint Steps to School Readiness	6 Student Safety and Success State Report	General Assembly	Provide 1A-68	Report on status or creation of Sunapee - Sault	2014	Once	Not Identified	Not Identified	30-Nov-14	2	\$0	\$2,000	TBD	Not Identified
SC Flint Steps to School Readiness	7 BabyNet System Expenditure Report	General Assembly	Provide 117-104	Quarterly and Annually	2013	Quarterly and Annually	Not Identified	Not Identified	Apr-13, July, Oct.-Jan	3	\$1,183	TBD	Not Identified	Word, Excel, PDF
SC Flint Steps to School Readiness	8 BabyNet System Report Update	General Assembly	44-7-2600	Annual Report to the State of Michigan	2010	Not Identified	Not Identified	Not Identified	1-Aug	3	40	\$2,000	TBD	Not Identified
SC Flint Steps to School Readiness	9 Annual Report	General Assembly	59-152-150	Joint Funding Plan and the Status of the BabyNet System	2014	Annually	Not Identified	Not Identified	1-Dec	5	\$0	\$8,000	TBD	Not Identified
SC Flint Steps to School Readiness	10 Program Evaluation Report	General Assembly	59-152-160	Program Evaluation and Report to be done every five years.	2015	Every 5 Years	Not Identified	Not Identified	Unknown	Unknow	TBD	Not Identified	Handcopy	Word and PDF

Note: All audits are not the result of suspicious activity or alleged improper actions. Often firms regular audits are required by state or federal regulation or an agency's standard operating procedure simply as a method of ensuring operations are running on track.

Personnel Involved Chart

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
SC First Steps to School Readiness	Susan DeVenny	803-734-0391	sdevenny@scfirststeps.org	SC First Steps	Director	ALL	Review and Approval of Final Responses
SC First Steps to School Readiness	Dan Wuori	803-734-0100	dwuori@scfirststeps.org	SC First Steps	Deputy Director	ALL (History, Structure and Programmatic)	Composition of Agency Response
SC First Steps to School Readiness	Mark Barnes	803-734-8079	mbarnes@scfirststeps.org	SC First Steps	Chief Finance and Operations Officer	ALL (Finance, Audits, Legal Standards, Major Program Areas)	Composition of Agency Response
SC First Steps to School Readiness	Russell Brown	803-734-3105	rbrown@scfirststeps.org	SC First Steps	Finance Director	Finance	Provided expense data as requested.
SC First Steps to School Readiness	Samantha Ingram	803-734-1020	singram@scfirststeps.org	SC First Steps	Administrative Assistant	Oversight Body	Provided trustee data as requested.



FIRST STEPS



SOUTH CAROLINA