

AGENCY NAME:	South Carolina First Steps to School Readiness		
AGENCY CODE:	H.62 (Education)	SECTION:	First Steps

Fiscal Year 2015-16 Accountability Report

SUBMISSION FORM

AGENCY MISSION	Collaborating with other entities, First Steps helps South Carolina families and caregivers prepare their children for school success by maximizing public and private community resources to deliver, enhance and expand high-quality early childhood services. (First Steps Board of Trustees, Vision 2020 Strategic Plan)
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AGENCY VISION	Every South Carolina child will be prepared for success in school. (First Steps Board of Trustees, Vision 2020 Strategic Plan)
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Please state yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

RESTRUCTURING RECOMMENDATIONS:	Yes
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Julia-Ellen Davis, Interim Director	803-734-0391	jezdavis@scfirststeps.org
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AGENCY NAME:	South Carolina First Steps to School Readiness		
AGENCY CODE:	H.62 (Education)	SECTION:	First Steps

I have reviewed and approved the enclosed FY 2015-16 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	
(TYPE/PRINT NAME):	Julia-Ellen Davis

BOARD/CMSN CHAIR (SIGN AND DATE):	
(TYPE/PRINT NAME):	Ken Wingate

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AGENCY CODE:	H.62 (Education)	SECTION:	First Steps

AGENCY’S DISCUSSION AND ANALYSIS

FY16 was an important year for the state’s comprehensive school readiness initiative, as SC First Steps oversaw the further expansion of private four-year-old kindergarten, the improved performance of the federal BabyNet early intervention program, participated in the House Legislative Oversight process, and was awarded \$18.5 million in federal Early Head Start grant funding. Below readers will find brief summaries of each of First Steps’ major programs, along with a discussion of reauthorization, “Risk Assessment and Mitigation Strategies,” and restructuring recommendations proposed by the House Legislative Oversight Committee in May of 2016.

Local First Steps Partnerships:

First Steps 46 independent, non-profit grantee partnerships are the heart of the First Steps initiative, meeting local school readiness needs statewide using both public and private funding to expand services in the areas of Health, Family Strengthening, Early Intervention, Child Care, Early Childhood Education and School Transition. Citizens are invited to view details of their local partnerships in the agency’s 2015 Annual Report, located at <http://scfirststeps.com/annual-reports> and in the agency’s e-Spotlight Newsletter, located at <http://scfirststeps.com/first-steps-e-spotlight-2>.

During the 2016 legislative session, lawmakers took important steps toward strengthening their support of these local partnerships – *particularly in the Abbeville plaintiff communities* - allocating \$1.4 million to raise base funding from \$138K to \$200K per partnership and appropriating the funds necessary to provide new technical assistance resources from the state office.

First Steps 4K:

With ten years of success expanding publicly-funded prekindergarten in private, faith- and community-based settings, the First Steps 4K program continues to thrive, serving more than 2,400 children in 200+ private classrooms during FY16.

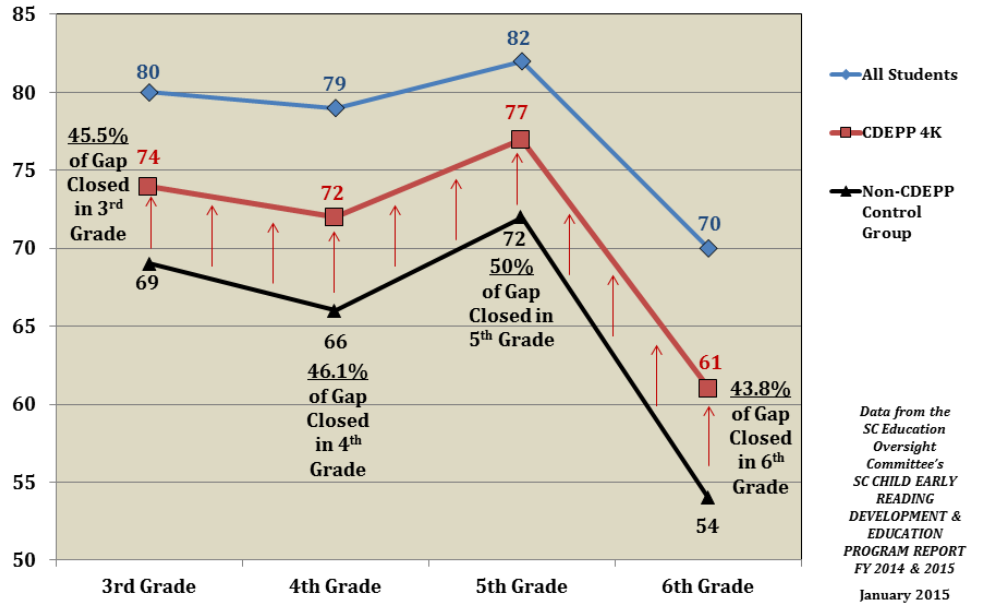
According to a recent analysis by the SC Education Oversight Committee, students participating in the state’s publicly-funded prekindergarten programs are demonstrating improved academic outcomes as late as middle school. When matched against a comparison group of non-participant children in participating school districts, 4K students outperformed their matched peers in English Language Arts at every grade level, closing 43.8% of the achievement gap (between non-participant students and all students) at 6th grade. Similar results were noted in mathematics, with 4K students closing 38.4% of the 6th grade achievement gap.

The graphs below depict this performance in both subjects, with participating students noted in red and their matched peers in black.

Closing the Achievement Gap - English Language Arts

CDEPP Cohort One (4K in 2006-2007)

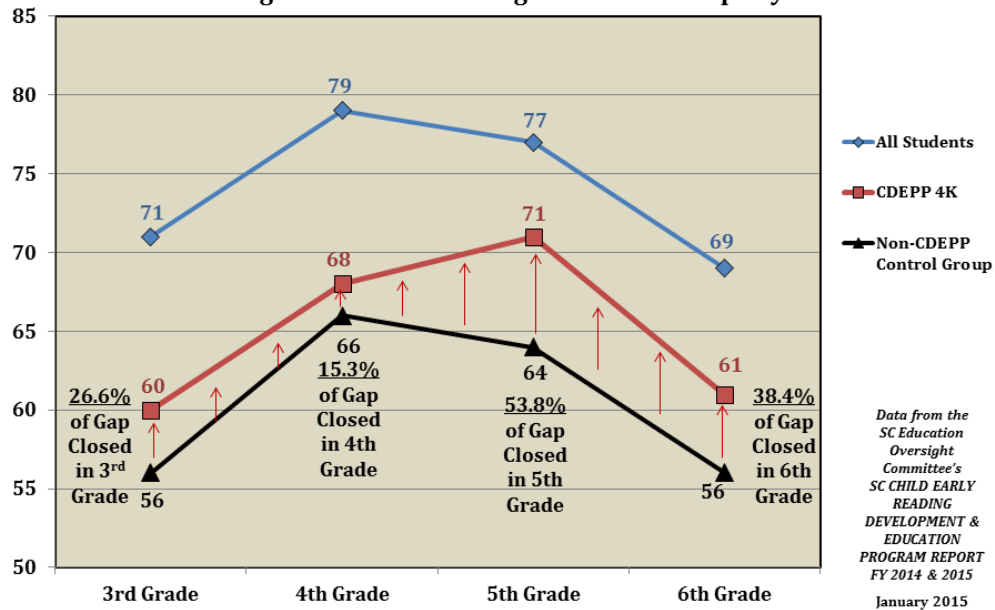
Percentage of Students Scoring "Met" or "Exemplary"



Closing the Achievement Gap - Mathematics

CDEPP Cohort One (4K in 2006-2007)

Percentage of Students Scoring "Met" or "Exemplary"



AGENCY NAME:	South Carolina First Steps to School Readiness		
AGENCY CODE:	H.62 (Education)	SECTION:	First Steps

BabyNet:

BabyNet is South Carolina’s interagency, early intervention program for infants and toddlers with disabilities and developmental delays. Enabled under Part C of the federal Individuals with Disabilities Education Act, BabyNet provides early childhood special education services to the families of eligible children, designed to prepare each for school success.

The program is funded with a combination of state appropriations and federal grant funds, with current partners including SC First Steps (which serves as the state’s designated “lead agency” and oversees local system point of entry offices), the SC Department of Disabilities and Special Needs, the SC School for the Deaf and the Blind, the SC Department of Health and Human Services, and hundreds of contracted service providers across the state.

Since the program’s inception under the SC Department of Health and Environmental Control in 1991, South Carolina’s BabyNet program has struggled to comply with strict federal guidelines around the program’s operation, becoming the first state in the nation to enter into a federal compliance agreement with the United States Department of Education in 2003. Citing the program’s challenged performance and inappropriate placement (BabyNet continues to be misidentified as a health program by many SC stakeholders), Governor Mark Sanford designated SC First Steps to School Readiness as the program’s new lead agency in January of 2010.

At the time of its transfer, the program was insolvent (relying on one time federal funds from the American Recovery and Reinvestment Act to pay its rapidly rising service costs) and had recently been cited by the SC State Auditor as failing to maintain a system of general supervision. As a support to the new lead agency, lawmakers requested a retrospective review by the SC Legislative Audit Council, designed to identify areas for improvement within the struggling system.

Since 2010 First Steps – working in near weekly collaboration with national technical assistance resources – has made significant strides toward bringing the BabyNet system into federal compliance, implementing the LAC’s recommendations to the agency, reestablishing the grant’s required system of general supervision, adding efficiency and accountability measures which successfully reversed the substantial fiscal deficits inherited from DHEC in both January of 2010 and July of 2011 (when all remaining front-line BabyNet employees were transferred to First Steps), improving monitoring and supervision of service providers, creating a detailed interagency financial reporting structure, and replacing the system’s outdated data system with one capable of collecting key data required by the federal government.

One longstanding compliance challenge for the state has been the federal government’s requirement that all eligible children proceed from initial referral, through an eligibility evaluation of the child and family, to the development of a formal Individualized Family Service Plan (IFSP, the infant-toddler equivalent of the K-12 system’s Individualized Education Plan or IEP) within 45 days from initial contact. With a small frontline staff charged with processing roughly 10,000 client referrals annually, the state has been perpetually challenged in its efforts to meet this compliance deadline.

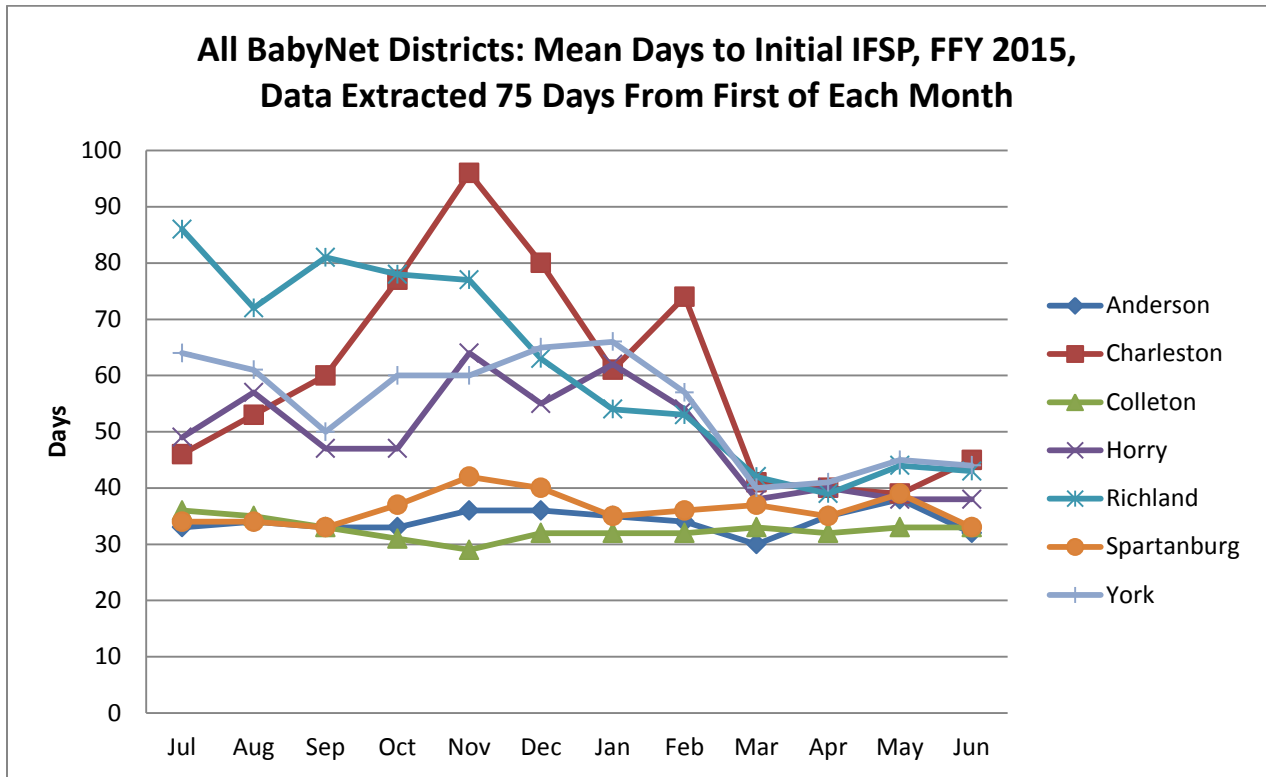
With the support of the General Assembly – which appropriated \$1.1 million and 23 new FTEs to the effort during FY16 – First Steps has deployed new staff across the state designed to address this concern. Under First Steps’ leadership the system is now averaging less than 45 days in each statewide office for the first time in the program’s 20+ year history.

Additionally, a diverse, interagency “BabyNet Think Tank” was seated during FY16 to analyze the system’s current weaknesses and address potential solutions. The group’s report to the General

AGENCY NAME:	South Carolina First Steps to School Readiness		
AGENCY CODE:	H.62 (Education)	SECTION:	First Steps

Assembly – which included a comprehensive plan for bringing the system into full federal compliance - was published in December 2015 and included funding recommendations, a number of which were acted upon by the General Assembly during the 2016 legislative session. The committee’s findings and comprehensive plan can be reviewed at: <http://bit.ly/2cNyqBD>

The chart below depicts the improved performance of BabyNet’s regional intake offices, with each averaging less than the required 45 days since March of 2016.

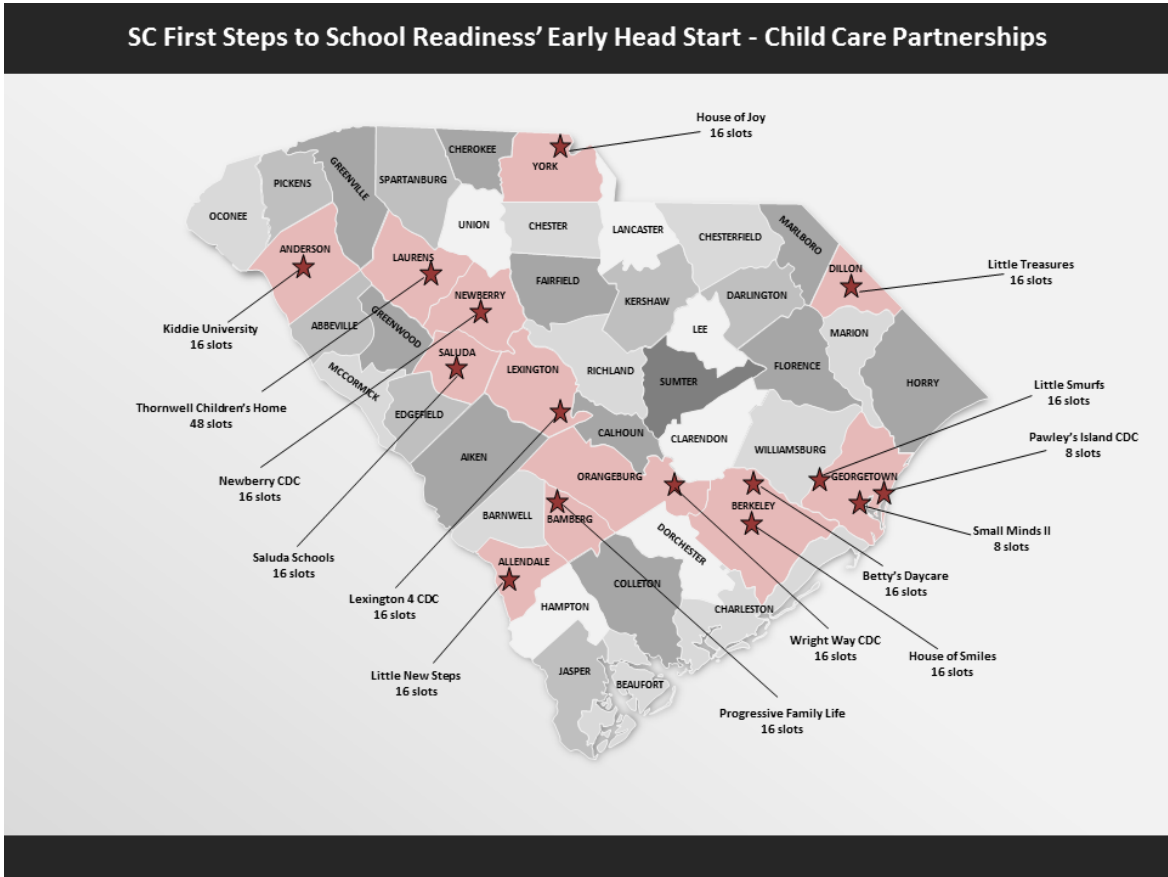


Early Head Start:

In the fall of 2014, the federal Office of Head Start announced an innovative expansion funding opportunity designed to extend the Early Head Start (EHS) model into private child care facilities. With a decade of success forging similar partnerships in the state’s 4-year-old kindergarten program, First Steps crafted an application designed to expand EHS services into 12 underserved South Carolina Counties: Allendale, Anderson, Bamberg, Berkeley, Dillon, Georgetown, Laurens, Lexington, Newberry, Orangeburg, Saluda, and York.

In February of 2015, the agency was awarded \$18.5 million over five years (one of the nation’s 20 largest grants) to extend services to 254 low income infants and toddlers in these high need communities. During FY16, the agency completed the grant’s start-up phase, which entailed hiring staff and identifying, contracting with, and training 15 private child care partners and initiated service to families, reaching full enrollment in August 2016. The Early Head Start model couples a high-quality early childhood classroom experience for low-income infants and toddlers with comprehensive family support services. In August the agency applied for additional EHS funding to expand this service to an additional 163 children.

AGENCY NAME:	South Carolina First Steps to School Readiness		
AGENCY CODE:	H.62 (Education)	SECTION:	First Steps



House Legislative Oversight Committee:

First Steps was among the first agencies reviewed by the House Legislative Oversight Committee, with the Committee’s Education and Cultural Subcommittee initiating its 15 month investigative process in February of 2015 and the full committee adopting its report in May of 2016. The purpose of the Legislative Oversight process – which will review all state agencies on a proposed seven-year cycle – is to determine whether individual programs of state government should be “continued, curtailed or eliminated.” At the conclusion of their detailed review, the Committee unanimously adopted a report affirming the value of First Steps and recommending that the agency’s programming should be continued under its auspices. Because its placement is a gubernatorial prerogative under federal law, the Committee made no recommendation regarding the placement of BabyNet. The committee’s report can be viewed at <http://bit.ly/2cNvVPL>

Reauthorization:

First Steps’ original enabling legislation included a “sunset clause” which requires the periodic reauthorization of this statute. With the agency’s current authorization set to expire on July 1, 2016, the SC House of Representatives unanimously passed H.4774 – which would have extended this authorization for an additional two years - on April 21, 2016. While the bill was reported favorably out of Senate Education, it did not receive a hearing by the full Senate and First Steps was reauthorized for a single year by Proviso 117.128.

AGENCY NAME:	South Carolina First Steps to School Readiness		
AGENCY CODE:	H.62 (Education)	SECTION:	First Steps

(Note: Agencies are required to include the following “Risk Assessment and Mitigation Strategies,” identifying the potential most negative impact on the public as a result of the agency’s failure to accomplish its goals and objectives. Each must include three options for what the General Assembly could do to resolve the issue before it becomes a crisis.)

Risk Assessment and Mitigation Strategies:

Should First Steps fail to meet its goals and objectives, South Carolina’s young children will be less prepared for success in school and life. In order to mitigate and prevent this negative and costly impact, First Steps will require the ongoing support of its public and private partners and the SC General Assembly. In order for the agency to continue to support the needs of the state’s children and families, First Steps requires a durable, statutory reauthorization. Failure to secure a multi-year extension of the initiative’s enabling legislation will result in instability and the continued loss of resources from private and philanthropic sources.

To resolve this issue before it reaches a point of crisis, the General Assembly could:

- 1) Honor the findings of the House Legislative Oversight Committee, which determined in May of 2016 – following a year-long investigatory study - that the programs of First Steps should be continued under the agency’s existing structure. A durable reauthorization for First Steps would entail (at minimum) a multi-year period sufficient for the agency to execute the Board’s strategic plan as detailed in the pages to follow.
- 2) Consider funding the remaining recommendations of the 2015 “BabyNet Think Tank.” This diverse group of public and private stakeholders detailed a comprehensive plan for bringing the state’s early intervention system into compliance with federal regulations. With funding from the SC General Assembly, the system has demonstrated significant progress, which First Steps desires to maintain and extend.
- 3) Consider expanding the resources of the local First Steps Partnerships. As the state considers its response to the ongoing *Abbeville County School District et. al. vs. South Carolina* school equity funding lawsuit, policy makers will be wise to take stock of scientific research suggesting that the years of early childhood – and particularly those from birth to three – play a significant role in determining the long-term academic success of young children. This is particularly true of young children in poverty.

Restructuring Recommendations:

Agency leadership concurs with the recommendations of the House Legislative Oversight Committee, adopted on May 4, 2016. In addition to endorsing the FY16 proviso requests presented by the agency, lawmakers adopted two sets of recommendations, dividing these into actions to be taken by the SC General Assembly and actions that can be made internally within the agency. These recommendations are quoted below:

The Subcommittee recommends that the General Assembly make the following revisions to state law:

- Establish a common assessment tool for school readiness for use within the public and private sectors and commit to its use over a period of years;
- Appropriate resources to develop an interagency, early childhood data system;
- Appropriate all BabyNet funds to the BabyNet lead agency; and
- Take steps to ensure greater equity in 4K provider funding, to include teacher pay and the exploration of tax and other incentives to participating private providers.

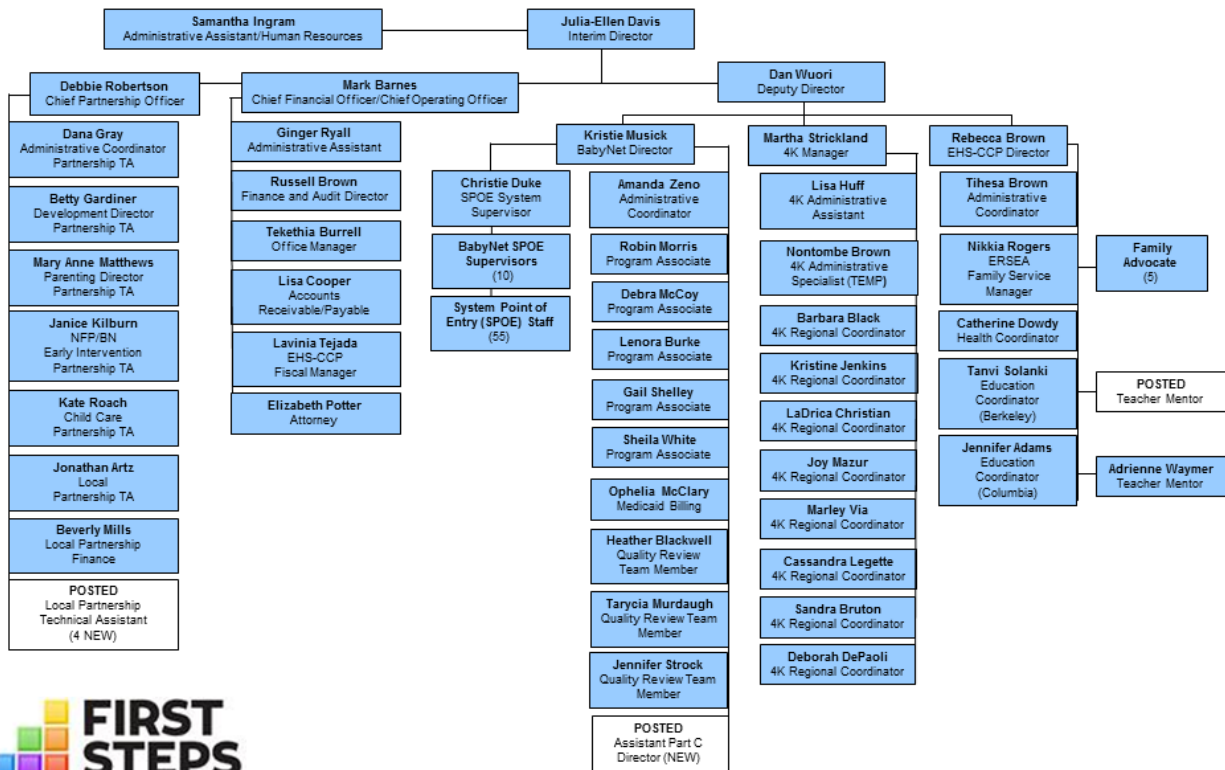
AGENCY NAME:	South Carolina First Steps to School Readiness		
AGENCY CODE:	H.62 (Education)	SECTION:	First Steps

The Subcommittee recommends that SC First Steps implement the following revisions in its internal operations:

- Determine the feasibility of instituting a sliding fee scale for BabyNet services;
- Work in collaboration with the SC Department of Education to study and depict the comprehensive costs of public and private sector 4K service provision;
- Develop a pilot project designed to provide startup funds for potential private 4K providers in underserved areas. The development of the pilot project should consider best practices in other states and nontraditional funding mechanisms (e.g. Social Impact Bonds); and
- Work with its local partnerships to establish 4K classrooms in communities where no other providers are available.

(House Legislative Oversight Committee, Full Committee Study of SC First Steps to School Readiness, Pages 8-9)

Organizational Chart:



Agency Name: SC First Steps to School Readiness

Fiscal Year 2016-17
Accountability Report

Agency Code: H.62 (Education) Section: First Steps

Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
G	1			Education, Training, and Human Development	Further expand access to high-quality early care, education, and early literacy services, particularly in the Abbeville plaintiff districts.
S		1.1			Promote the implementation of evidence-based early care and education programming by local partnership boards.
O			1.1.1		<i>Develop, in collaboration with USC's Institute for Families in Society, an initial guide categorizing evidence-based and evidence-informed programs for approval by the First Steps Board of Trustees.</i>
O			1.1.2		<i>Establish, within the Board's Strategic Planning and Evaluation Committee, a formal process through which new/additional strategies will be categorized as evidence-based or evidence-informed.</i>
O			1.1.3		<i>Establish a budget for the evaluation of widely-used evidence-informed strategies to inform their potential inclusion as evidence-based.</i>
O			1.1.4		<i>Evidence-based programs as defined by the Board will comprise 75% of partnerships' annual programmatic investments, effective July 1, 2017.</i>
S		1.2			Collaborate with agency partners to support and cross-promote existing [early childhood] quality efforts.
O			1.2.1		<i>Dedicate a section of the First Steps website to early childhood services provided by partner agencies, including links program descriptions, access and eligibility information and contact numbers.</i>
O			1.2.2		<i>In collaboration with interagency partners, revisit the FS accountability standards to explore opportunities for greater alignment with partner agency goals.</i>
O			1.2.3		<i>Collaborate with SCDE and Head Start to create and promote a joint 4K recruitment/application process.</i>
S		1.3			Increase participation in the First Steps 4K program among both providers and families.
O			1.3.1		<i>Student enrollment within First Steps 4K program will grow by at least 10% annually.</i>
O			1.3.2		<i>Provider enrollment within the First Steps 4K program will grow by at least 10% annually.</i>
S		1.4			Pursue opportunities designed to expand access to high-quality early childhood education services.
O			1.4.1		<i>Prepare and submit federal Early Head Start-Child Care Partnership expansion application.</i>
O			1.4.2		<i>Provide resources and technical assistance to local partnerships, designed to support grant writing and fund-raising efforts.</i>
S		1.5			Add staffing capacity and new access points within the BabyNet system, with the goals of improving community based access in underserved communities and a more timely, compliant eligibility process.
O			1.5.1		<i>Deploy 18 new BabyNet SPOE staff with the goal of improving and ensuring federal system compliance.</i>
O			1.5.2		<i>Create or expand local BabyNet access points in Rock Hill, Myrtle Beach, Sumter, Georgetown, Greenwood, and Walterboro.</i>
O			1.5.3		<i>Establish a BabyNet Deputy Director's position and internal IFSP quality team designed to review service utilization and ensure the availability of service funds.</i>
O			1.5.4		<i>Document the performance of each local BabyNet office monthly, with a goal of ensuring an initial IFSP to all students within 45 days.</i>
G	2			Education, Training, and Human Development	Enhance/expand comprehensive services to children 0-5 and the families/caregivers who support them, recognizing families are the first and best teachers of their children.
S		2.1			Increase grant allocations to local partnerships designed to expand service access and support partnerships in their delivery of new core services established by Act 287 of 2014.
O			2.1.1		<i>Increase partnership funding by \$1.4M, raise partnership minimum funding from \$138,000 to \$200,000.</i>
O			2.1.2		<i>Provide a comprehensive report to the General Assembly on expanded partnership services to children and families.</i>
S		2.2			Successfully implement the agency's Early Head Start-Child Care Partnerships grant in 12 SC counties.
O			2.2.1		<i>Identify and contract with 15 initial EHS child care partners.</i>
O			2.2.2		<i>Provide pre-service training to all EHS teachers, directors and staff.</i>
O			2.2.3		<i>Enroll 254 low-income infants and toddlers.</i>
G	3				Increase understanding of school readiness domains and assessment and "what works" to help young children succeed. Make information easily accessible in all communities and for all families.
S		3.1			Increase understanding of school readiness domains, assessment, and "what works" to help young children succeed. Make information easily accessible in all communities and for all families.
O			3.3.1		<i>Develop an FY17 budget and set of proposed action steps designed to continue the statewide "I CAN" public awareness campaign in collaboration with local partnerships.</i>
O			3.3.2		<i>Develop updated collateral print materials, for modification by local partnerships, highlighting both the Profile of the Ready Kindergartner and the services of</i>
O			3.3.3		<i>Document outreach to school districts/schools, parents, child care providers and business, faith and community organizations re: new school readiness definition and description.</i>
G	4			Government and Citizens	Build state and local capacity by strengthening interagency collaboration, public-private partnerships, strengthening technical assistance and leadership development for early childhood partnerships statewide.
S		4.1			Establish state-local teams, designed to ensure clear communication and synergy between local partnerships and state-level programming (technical assistants, 4K, BabyNet and EHS).
O			4.1.1		<i>Develop state-local team parameters in collaboration with executive director focus group, for review by ED Council.</i>
O			4.1.2		<i>Review and refine proposed state-local team concept with ED Council.</i>
O			4.1.3		<i>Launch state-local team meetings.</i>

Agency Name: SC First Steps to School Readiness

Fiscal Year 2016-17
Accountability Report

Agency Code: H.62 (Education) Section: First Steps

Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
S		4.2		Establish an Executive Director Council, mirroring the state board structure, designed to expand local input and engage local stakeholders in key policy decisions.	
<i>O</i>			4.2.1		<i>Develop ED Council concept in collaboration with executive director focus group, for review by ED Council.</i>
<i>O</i>			4.2.2		<i>Launch ED Council, assign committees.</i>
<i>O</i>			4.2.3		<i>Meet at least twice annually, with ongoing committee work.</i>
S		4.3		First Steps will create - in collaboration with agency partners - enhanced TA support/professional development networks to provide professional support and collaboration opportunities for local child care TAs and parent educators.	
<i>O</i>			4.3.1		<i>Develop technical assistance network concepts for – at minimum – home visitation and child care technical assistance in collaboration with Program and Grants</i>
<i>O</i>			4.3.2		<i>Document meetings of TA networks at least twice annually.</i>
S		4.4		Identify collective impact goals and best practices related to interagency and state/local collaboration opportunities.	
<i>O</i>			4.4.1		<i>Using current SC data, the ED Council will identify one or more collective impact goals for proposal to the State Board of Trustees.</i>
<i>O</i>			4.4.2		<i>Using current SC data, the Board’s Interagency Collaboration Committee will identify one or more collective impact goals for proposal to the State Board of Trustees.</i>
<i>O</i>			4.4.3		<i>The First Steps Board of Trustees will identify one or more collective impact goals for incorporation into the FY18 grant renewal process.</i>
<i>O</i>			4.4.4		<i>South Carolina First Steps will measure and report progress toward its identified collective impact goals.</i>
S		4.5		Develop – or actively participate in an existing - interagency strategic planning/needs assessment process designed to improve access to early childhood mental health (social emotional) resources.	
<i>O</i>			4.5.1		<i>Convene – in collaboration with DMH, the SC Department of Social Services and others - an interagency group to discuss/inventory existing EC mental health resources and service gaps.</i>
<i>O</i>			4.5.2		<i>Develop and adopt interagency recommendations to fill existing gaps in EC mental health.</i>
G	5			Government and Citizens	5. Enhance systems of support for local partnerships, BabyNet providers, Early Head Start-Child Care Partnerships and 4K families.
S		5.1		Add technical assistance resources in areas of identified partnership need, including the expansion of child-care, marketing-, evaluation-, and resource development-focused technical assistance in state office.	
<i>O</i>			5.1.1		<i>Deploy at least four new partnership technical assistants in areas of identified need.</i>
<i>O</i>			5.1.2		<i>Dedicate expanded staff resources to ensuring at least one on-site technical assistance visit, per partnership, per year (in addition to twice annual state-local team meetings).</i>
S		5.2		Develop, distribute and provide on-site support for tools to build capacity within local boards.	
<i>O</i>			5.2.1		<i>Develop updated board training materials, designed for flexible use by local partnerships, and/or independent use by local board members</i>
<i>O</i>			5.2.2		<i>Dedicate expanded staff resources to on-site technical assistance to local boards as requested.</i>
<i>O</i>			5.2.3		<i>Convene at least one Board-to-Board training/meeting day annually.</i>
S		5.3		Support increased professional development on issues of equity and diversity.	
<i>O</i>			5.3.1		<i>Establish and convene a Diversity Planning Team charged with developing a feasible professional development agenda designed to increase awareness and understanding of issues of equity and diversity.</i>
<i>O</i>			5.3.2		<i>Report the recommendations of the Diversity Planning Team to the Board of Trustees.</i>
<i>O</i>			5.3.3		<i>Implement the professional development recommendations of the Diversity Planning Team, as approved by the State Board.</i>
<i>O</i>			5.3.4		<i>Plan and provide diversity training to all new Early Head Start staff.</i>
S		5.4		Support increased technical assistance to 4K providers.	
<i>O</i>			5.4.1		<i>Host Summer Professional Development Academies for both 4K teachers and directors, making these opportunities available to agency partners as space and resources permit.</i>
<i>O</i>			5.4.2		<i>Pilot use of the McCormick Center Director’s Credential and other supports to center directors. Report findings to the Board of Trustees.</i>
<i>O</i>			5.4.3		<i>Initiate use of the ECERS-3 and CLASS assessment across all 4K classrooms, use the resulting data to customize on-site technical assistance.</i>
S		5.5		Support increased technical assistance to EHS-CCP providers.	
<i>O</i>			5.5.1		<i>SC First Steps will provide intensive pre-service training to all EHS child care partners prior to the enrollment of EHS students.</i>
<i>O</i>			5.5.2		<i>SC First Steps will provide intensive, on-site technical assistance to each of 15 EHS providers. A status report on all aspects of the Early Head Start grant will be provided to the EHS Governance Council prior to each Board meeting.</i>
S		5.6		Support increased technical assistance to BabyNet service providers.	
<i>O</i>			5.6.1		<i>Develop formal provider recruitment strategies, designed to increase service provision in geographic areas of high need. Consider fiscal impact in association with the agency’s FY18 budget requests to the Governor and General Assembly.</i>
<i>O</i>			5.6.2		<i>Implement BabyNet provider recruitment strategies as available resources permit.</i>
<i>O</i>			5.6.3		<i>Develop and deploy training in evidence-based early intervention practices for BabyNet providers.</i>
<i>O</i>			5.6.4		<i>Develop an online referral portal within the BRIDGES data system and provide associated technical assistance to BabyNet referral sources.</i>

Agency Name: SC First Steps to School Readiness

Fiscal Year 2016-17
Accountability Report

Agency Code: H.62 (Education) Section: First Steps

Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
G	6			Education, Training, and Human Development	6. Examine and strengthen early childhood transitions for children among SC's early childhood system partners to ensure continuity of care and healthy development.
S		6.1			Collaborate with key interagency partners in an effort to strengthen programmatic accountability and transitions (4K to 5K, BabyNet to Part B, Early Head Start to Head Start)
O			6.1.1		Collaborate with the SCDE to develop and implement joint transition training for BN service providers and school district staff.
O			6.1.2		Collaborate with the SCDE and technical assistance providers to establish electronic sharing of child outcome ratings between BN and SCDE, enabling Part B to utilize Part C exit ratings as their entrance ratings upon transition.
O			6.1.3		Develop formal strategies to expand Countdown to Kindergarten through private giving and increased collaboration with local school districts.
O			6.1.4		Convene Head Start partners in 12 First Steps EHS communities to explore public private partnerships designed to ensure continuity of service for children participating in First Steps' EHS grant.
O			6.1.5		Collaborate with key partners to ensure the improved federal compliance of the interagency BabyNet early intervention system and the successful implementation of the State Systemic Improvement Plan (SSIP).
O			6.1.6		Work in collaboration with Governor Haley and staff to ensure the seating of a federally compliant BabyNet Interagency Coordinating Council.
G	7			Government and Citizens	7. Develop a system of shared, interagency accountability (state and local, public and private) by developing a shared data system, an inventory of services to children 0-5, and an interagency children's budget.
S		7.1			Complete an inventory of statewide children's services, to include funding streams, ages and geographies served.
O			7.1.1		The First Steps Board of Trustees, via its Interagency Collaboration Committee will design and complete a statewide inventory of publicly-funded children's services, with the goal of highlighting service needs and geographical gaps.
O			7.1.2		Using the findings of the statewide inventory, the Interagency Collaboration Committee of the First Steps Board of Trustees will develop budget strategies/recommendations designed to address the service gaps identified.
S		7.2			Task the interagency collaboration committee with studying the feasibility of an interagency data system or additional data sharing.
O			7.2.1		The Interagency Collaboration Committee of the First Steps BOT will convene agency stakeholders to weight the merits of an interagency children's data system. The Committee will report its findings to the Board by October of 2017.

Agency Name: SC First Steps to School Readiness

Fiscal Year 2015-16
Accountability Report

Agency Code: H.62 (Education) Section: First Steps

Performance Measurement Template

Item	Performance Measure	Target Value	Actual Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)
1	BabyNet intake responsivity (reduce statewide mean days to IFSP to < 45 days).	45	37.77	45	March 2016-June 2016	BRIDGES, data extracted 75 days from 1st of each month	Average days to IFSP by region/7	1.5.1, 1.5.2, 1.5.4
2	New BabyNet Service Point of Entry (SPOE) staff deployed.	18	18	18	July 1, 2015-June 30, 2016	Hiring Records	Number of new SPOE staff hired and successfully deployed.	1.5.1, 1.5.4
3	New BabyNet IFSP Quality Team deployed.	3	3	3	July 1, 2015-June 30, 2016	Hiring Records	Number of IFSP Quality Team staff hired and successfully deployed.	1.5.3
4	New or expanded BabyNet Service Point of Entry Offices	6	6	6	July 1, 2015-June 30, 2016	Leases/MOAs	Number of new and/or expanded BabyNet SPOE access points.	1.5.2
4	First Steps 4K student enrollment as of Sept. 1, 2016	2,250	2,434	2,677	July 1, 2016-June 30, 2017	ChildPlus	Number of 4K students enrolled as of September 1, 2016	1.3.1
5	First Steps 4K providers as of Sept. 1, 2016	198	198	218	July 1, 2016-June 30, 2017	Provider Contracts	Number of 4K providers enrolled as of September 1, 2016	1.3.2
6	4K classroom staff attending 5-day First Steps 4K Academy for high-quality professional development.	396	403	440	July 1, 2016-June 30, 2017	Academy Attendance	4K classroom staff attending 5-day First Steps 4K Academy for high-quality professional development.	5.4.1
7	4K administrators attending 5-day First Steps 4K Academy for high-quality professional development.	198	220	242	July 1, 2016-June 30, 2017	Academy Attendance	4K administrators attending 5-day First Steps 4K Academy for high-quality professional development.	5.4.1
8	Number of First Steps partnerships whose base budgets increased to \$200,000.	26	26	26	July 1, 2016-June 30, 2017	General Appropriations Act, First Steps Board of Trustees minutes, March 17, 2016	Numer of partnerships whose base budgets increased to \$200,000	2.2.1
8	Number of local partnership grant applications reviewed, processed and approved for funding.	46	46	46	July 1, 2015-June 30, 2016	First Steps Board of Trustees Minutes, June 156, 2016	Number of local partnership grant applications reviewed, processed and approved for funding.	2.2.1, 2.2.2
10	Number of child care providers successfully contracted and trained to provide Early Head Start model to low-income infants and toddlers in 12 SC counties.	15	15	15	July 1, 2015-June 30, 2016	Internal Contracts	Number of child care providers successfully contracted and trained to provide Early Head Start model to low-income infants and toddlers in 12 SC counties.	2.2.1, 2.2.2, 5.5.1, 5.5.2
11	Number of low-income infants and toddlers enrolled in Early Head Start services.	254	254	254	July 1, 2016-June 30, 2017	ChildPlus	Number of low-income infants and toddlers enrolled in Early Head Start services.	2.2.3
12	Number of Parents as Teachers home visits delivered to high risk families.	Variable based on clients served.	19,139	Variable based on clients served.	July 1, 2015-June 30, 2016	First Steps Data Collection System	Number of Parents as Teachers home visits delivered to high risk families.	1.1.4, 2.2.1, 4.3.1
13	Duration of Parents as Teachers home visits.	Variable based on clients served.	21,023 hours	Variable based on clients served.	July 1, 2015-June 30, 2016	First Steps Data Collection System	Duration of Parents as Teachers home visits.	1.1.4, 2.2.1, 4.3.1
13	Average Parents as Teachers visits per client, per month.	2 or more required	2.21	2 or more required	July 1, 2015-June 30, 2016	First Steps Data Collection System	Average Parents as Teachers visits per client, per month.	1.1.4, 2.2.1, 4.3.1
14	Average number of client risk factors	2 or more required for at least 60% of clients served.	2.97	2 or more required for at least 60% of clients served.	July 1, 2015-June 30, 2016	First Steps Data Collection System	Average number of client risk factors	1.1.4, 2.2.1, 4.3.1

15	Percentage of Parents as Teachers clients with 2 or more school readiness risk factors.	60% or greater required	94.67%	60% or greater required	July 1, 2015-June 30, 2016	First Steps Data Collection System	Percentage of Parents as Teachers clients with 2 or more school readiness risk factors.	1.1.4, 2.2.1, 4.3.1
16	Average Adult-Child Interactive Reading Inventory (ACIRI) Gains among adult PAT clients	10% or greater	15% gain (.45 on 3 point scale)	10% or greater	July 1, 2015-June 30, 2016	First Steps Data Collection System	Average Adult-Child Interactive Reading Inventory (ACIRI) Gains among adult PAT clients	1.1.4, 2.2.1, 4.3.1
17	Average Adult-Child Interactive Reading Inventory (ACIRI) Gains among child PAT clients	10% or greater	18% gain (.54 on 3 point scale)	10% or greater	July 1, 2015-June 30, 2016	First Steps Data Collection System	Average Adult-Child Interactive Reading Inventory (ACIRI) Gains among child PAT clients	1.1.4, 2.2.1, 4.3.1
18	Number of child care providers participating in intensive facility quality enhancement efforts (via local partnerships).	Variable based on strategy funding by local partnerships.	135	Variable based on strategy funding by local partnerships.	July 1, 2015-June 30, 2016	First Steps Data Collection System	Number of child care providers participating in intensive facility quality enhancement efforts (via local partnerships).	1.1.4, 2.2.1, 4.3.1
19	Hours of on-site technical assistance provided to child care centers participating in intensive facility quality enhancement efforts (via local partnerships).	Variable based on strategy funding by local partnerships.	5,034	Variable based on strategy funding by local partnerships.	July 1, 2015-June 30, 2016	First Steps Data Collection System	Hours of on-site technical assistance provided to child care centers participating in intensive facility quality enhancement efforts (via local partnerships).	1.1.4, 2.2.1, 4.3.1
20	Difference in average pre-assessment with Early Childhood Environment Rating Scale compared to average post-assessment among child care centers participating in intensive quality enhancement.	10% or greater	12% gain in assessed center quality (.84 on 7 point scale)	10% or greater	July 1, 2015-June 30, 2016	First Steps Data Collection System	Difference in average pre-assessment with Early Childhood Environment Rating Scale compared to average post-assessment among child care centers participating in intensive quality enhancement.	1.1.4, 2.2.1, 4.3.1

Agency Name: SC First Steps to School Readiness

Fiscal Year 2015-16
Accountability Report

Agency Code: H.62 (Education) Section: First Steps

Program Template

Program/Title	Purpose	FY 2015-16 Expenditures (Actual)				FY 2016-17 Expenditures (Projected)				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
Early Childhood Services	Local First Steps Partnerships, Partnership Accounting and Finance Support, Audit, Technical Assistance, and Early Head Start -- Child Care Partnership	\$ 13,913,922		\$ 1,748,530	\$ 15,662,452	\$ 18,269,641		\$ 9,034,226	\$ 27,303,867	1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.4.1, 1.4.2, 2.1.1, 2.1.2, 2.2.1, 2.2.2, 2.2.3, 4.1.1, 4.1.2, 4.1.3, 4.2.1, 4.2.2, 4.2.3, 4.3.1, 4.3.2, 4.4.1, 5.1.1, 5.1.2, 5.2.1, 5.2.2, 5.2.3, 5.3.1, 5.5.1, 5.5.2, 6.1.3, 6.1.4
First Steps 4K	Private four-year-old kindergarten expansion under 59-156-110.	\$ 11,853,189		\$ 211,898	\$ 12,065,087	\$ 16,277,864			\$ 16,277,864	1.1.3, 1.3.2, 5.4.1, 5.4.2, 5.4.3
BabyNet	South Carolina's special education program for infants and toddlers under Part C of the federal Individuals with Disabilities Education Act (IDEA)	\$ 4,683,475	\$ 262,005	\$ 5,959,986	\$ 10,905,466	\$ 5,636,408	\$ 1,800,000	\$ 6,429,916	\$ 13,866,324	1.5.1, 1.5.2, 1.5.3, 1.5.4, 1.6.1, 5.6.2, 5.6.3, 5.6.4, 6.1.1, 6.1.2, 6.1.5, 6.1.6
Policy & Accountability	Administrative, Finance and Audit, Procurement, Information Technology, Human Resources, Board of Trustees	\$ 1,031,069	\$ 134,336		\$ 1,165,405	\$ 2,647,202	\$ 1,500,000		\$ 4,147,202	1.2.1, 1.2.2, 1.2.3, 3.3.1, 3.3.2, 3.3.3, 4.4.1, 4.4.2, 4.4.3, 4.4.4, 4.5.1, 4.5.2, 5.3.1, 5.3.2, 5.3.3, 7.1.1, 7.1.2, 7.1.3
					\$ -				\$ -	
					\$ -				\$ -	
		\$ 31,481,655	\$ 396,341	\$ 7,920,414	\$ 39,798,410	\$ 42,831,115	\$ 3,300,000	\$ 15,464,142	\$ 61,595,257	

Agency Name:	SC First Steps to School Readiness			Fiscal Year 2015-16	
				Accountability Report	
Agency Code:	H.62 (Education)	Section:	First Steps		
				Legal Standards Template	
Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Associated Program(s)
1	59-152-10 thru 59-152-160	State	Statute	The South Carolina First Steps to School Readiness is a comprehensive, results-oriented initiative for improving early childhood development by providing, through local partnerships, public and private funds, and support for high-quality early childhood development and education services for children by providing support for their families' efforts toward enabling their children to reach school ready to succeed. The organization was created as a tax exempt organization under section 501 (c)(3) with Act 99 in 1999.	Early Childhood Services
2	59-152-10 thru 59-152-160	State	Statute	Statute was updated in 2014 with a number of changes to the statute. Modifications included a long range plan requirement, changes in membership of the Board of Directors, direction in relation to allocation funding for local partnerships, and others.	Early Childhood Services
3	63-11-1710 thru 1750	State	Statute	State 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's children through the awarding of grants to partnerships at the county level as provided for in Section 59-152-90. Statute was created in Act 361 in 2008. Act also creates the SC Advisory Council. This council is formed to fulfill the responsibilities under 42 U.S.C. Section 9837b(b)(1)(D)(i) of the Improving Head Start for School Readiness Act of 2007.	Policy & Accountability
4	63-11-1710 thru 1750	State	Statute	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.	BabyNet
5	59-156-110	State	Statute	Statute spells out the responsibilities for the State Department of Education and SC First Steps to School Readiness for the Child Early Reading Development and Education Program, or the states 4 year old kindergarten program. The statute restates much of the content in provisos include in the SFY 2015 appropriations act. Statute was created in 2014 with Act 284.	First Steps 4K
6	Proviso 1.66 (SDE: Full Day 4K)	State	Proviso	Proviso sets the funding and geographical parameters of the SC Early Reading and Child Development Program per Act 284 of 2014 (Read to Succeed).	First Steps 4K
7	Proviso 1.84 (SDE: First Steps 4K Technology)	State	Proviso	Proviso allows for unspent funds from the previous state fiscal year in the 4K Program to be used for specified information technology needs.	First Steps 4K
8	Proviso 1.92 (SDE: CDEPP Unexpended Funds)	State	Proviso	Proviso permits First Steps to retain and utilize up to \$2M in unexpended 4K funding from the prior fiscal year for the purpose of improving classroom quality.	First Steps 4K
9	Proviso 1.96 (SDE: First Steps Accountability)	State	Proviso	Proviso requires First Steps to operate the BabyNet system in compliance with federal law and to provide a status report outlining timeline and necessary resources to the General Assembly by January 1, 2016.	
10	Proviso 1A.31 (SDE-EIA: Child Development Education Pilot Program)	State	Proviso	Proviso copies proviso 1.66 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.	First Steps 4K
11	Proviso 1A.66 (SDE-EIA: CDEPP Student Information and Reporting)	State	Proviso	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.	First Steps 4K

12	Proviso 1A.68 (SDE-EIA: BabyNet Early Intervention Autism Therapy)	State	Proviso	Requires \$814,348 in autism funds to be used to pay the autism therapy providers \$13.58 per hour and \$10 per hour to individual line therapists. Requires SC First Steps to School Readiness to submit a report on these expenditures as well as Medicaid revenue and expenses.	BabyNet
13	Proviso 1A.77 (SDE: Early Literacy Competencies Assessments)	State	Proviso	Proviso authorizes SCDE to identify up to three early literacy assessments in collaboration with First Steps for use in both public and private 4K programs during 2015-2016. Requires use of the Developmental Reading Assessment 2nd Edition PLUS in all 5K programs.	First Steps 4K
14	Proviso 1A.80 (SDE-EIA: CDEPP Unexpended Funds)	State	Proviso	Details the disposition of First Steps' unspent CDEPP 4K carry forward funds from the prior fiscal year.	First Steps 4K
15	Proviso 117.99 (GP:First Steps - BabyNet)	State	Proviso	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.	BabyNet
16	44-7-2510 thru 44-7-2610	State	Statute	Article 21 of Title 44, section 7, Infants and Toddlers with Disabilities Act, identifies the responsibilities of the lead agency for the BabyNet Program. Creates Interagency Coordination Council, payments for services, and other specifics of the lead agency.	BabyNet
17	Title 12-6-5060	State	Statute	Creates tax check off donation to the First Steps to School Readiness Fund.	Policy & Accountability
18	Individuals with Disabilities Education Act (IDEA), Part C	Federal	Statute	Funds and regulates the BabyNet Early Intervention program.	BabyNet
19	Title 59, Section 36	State	Statute	Specifies requirements for comprehensive system of special education and related services. Includes requirements associated with the Individuals with Disabilities Education Act (IDEA)	BabyNet
20	Proviso 118.16 (SR: Non-Recurring Revenue)	State	Proviso	Provides \$1.2 million in one-time funding to support BabyNet service costs.	BabyNet

Agency Name: SC First Steps to School Readiness

Fiscal Year 2015-16
Accountability Report

Agency Code: H.62 (Education) Section: First Steps

Customer Template

Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments	<i>Specify only for the following Segments: (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.</i>
Early Childhood Services	SC First Steps serves as a grantor and provides oversight and technical assistance to 46 local non-profit First Steps partnerships charged under state law with meeting local school readiness needs.	Oversight of the finances and programming of 46 local First Steps partnerships.	General Public	Approximate 336,000 young SC children under the age of five.
Early Childhood Services	As a federal Early Head Start Grantee, First Steps provided EHS services in 15 private preschool settings in 12 SC counties, serving 254 low income infants and toddlers.	Oversight of grant deliverables and provision of high-quality early childhood education services, provision of monitoring/technical assistance to provider partners. During FY16, these grant services were in a start-up phase.	General Public	254 low-income infants and toddlers and their families. EHS eligible children must be at or below the federal poverty definition.
First Steps 4K	First Steps administers publicly-funded four-year-old kindergarten within a network of 198 (Sept. 2016) private, community- and faith-based preschool providers.	Oversight and technical assistance to ensure compliant, high-quality service delivery in 198 private preschool settings.	General Public	Legally operating child care centers serving age-, income- and geographically-eligible children residing in 64 SC school districts.
First Steps 4K	First Steps provides publicly-funded four-year-old kindergarten within a network of 198 (Sept. 2016) private, community- and faith-based preschool providers to more than 2,400 eligible four-year-old children in 64 SC school districts.	Provision of tuition and transportation payment for age-, income- and geographically-eligible children and their families.	General Public	Eligible children must be four year of age by September 1, reside in a school district specified by the SC General Assembly and qualify for free- or reduced-price school lunches or Medicaid.
BabyNet	As the designated "lead agency" for the interagency BabyNet system, SCFS works with partner agencies including the Department of Disabilities and Special Needs, the SC School for the Deaf and the Blind, and a network of hundreds of privately contracted therapy providers to ensure the delivery of federally-compliance services under IDEA, Part C.	Oversight and technical assistance to ensure compliant, high-quality IDEA Part C service delivery among partner agencies and contracted therapy providers.	Executive Branch/State Agencies	Public agency partners and private contractors delivering BabyNet services.
BabyNet	As the designated "lead agency" for the interagency BabyNet system, SCFS works with to ensure the delivery of federally-compliant IDEA Part C screenings and services to more than 10,000 SC children and families annually.	Delivery of eligibility determination services and oversight of an interagency, public-private system of special education service delivery to eligible infants/toddler and their families.	General Public	Children qualifying for IDEA Part C special education services by virtue of a diagnosed disability or documented developmental delay.

Agency Name: SC First Steps to School Readiness

**Fiscal Year 2015-16
Accountability Report**

Agency Code: H.62 (Education) **Section:** First Steps

Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Objective(s)
Local First Steps Partnerships	Non-Governmental Organization	First Steps' local partnership grantees deliver needed early childhood education services in each of the state's 46 counties.	1.1.1, 1.1.2, 1.1.3, 1.1.4, 3.1.1, 3.1.2, 3.1.3, 4.1.1, 4.1.2, 4.1.3, 4.2.1, 4.2.2, 4.2.3, 4.3.1, 4.3.2, 5.1.1, 5.1.2, 5.2.1, 5.2.2, 5.2.3, 5.3.1
Private 4K Service Providers	Private Business Organization	Currently 198 private preschool providers partner with SC First Steps to ensure the delivery of high-quality four-year-old kindergarten in 64 SC school districts.	1.2.1, 1.2.2, 1.3.1, 1.3.2, 2.1.1, 2.1.2, 5.4.1, 5.4.2, 5.4.3
Private Early Head Start Providers	Private Business Organization	Currently 15 private preschool providers partner with SC First Steps to ensure the delivery of high-quality Early Head Start services in 12 SC counties.	1.2.1, 1.2.2, 1.4.1, 1.4.2, 2.2.1, 2.2.2, 2.2.3, 5.5.1, 5.5.2, 6.1.4
SC School for the Deaf and the Blind (SCSDB)	State Government	SCSDB is a valued partner and service provider within the interagency BabyNet system.	1.2.1, 1.2.2, 1.5.1, 1.5.2, 1.5.3, 1.5.4, 5.6.1, 5.6.2, 5.6.3, 5.6.4
Department of Disabilities and Special Needs (DDSN)	State Government	DDSN is a valued partner and service provider within the interagency BabyNet system. Agency Director Beverly Buscemi sits on the SC First Steps Board of Trustees.	1.2.1, 1.2.2, 1.5.1, 1.5.2, 1.5.3, 1.5.4, 4.4.2, 4.4.3, 4.4.4, 4.5.1, 4.5.2, 5.3.1, 5.3.2, 5.3.3, 5.3.4, 5.6.1, 5.6.2, 5.6.3, 5.6.4, 7.1.1, 7.1.2, 7.2.1
SC Department of Social Services	State Government	DSS is a valued partner in the areas of child care and child welfare. Agency Director Susan Alford sits on the SC First Steps Board of Trustees.	1.2.1, 1.2.2, 4.3.1, 4.3.2, 4.4.1, 4.4.2, 4.4.3, 4.4.4, 4.5.1, 4.5.2, 5.3.1, 5.3.2, 5.3.3, 5.3.4, 7.1.1, 7.1.2, 7.2.1
SC Department of Health and Environmental Control	State Government	DHEC is a valued partner in the area of maternal-child health. Agency Director Catherine Heigel sits on the SC First Steps Board of Trustees.	1.2.1, 1.2.2, 4.4.2, 4.4.3, 4.4.4, 4.5.1, 4.5.2, 5.3.1, 5.3.2, 5.3.3, 5.3.4, 7.1.1, 7.1.2, 7.2.1
SC Department of Health and Human Services	State Government	As the state's Medicaid agency, DHHS is a valued partner and BabyNet funding contributor. Agency Director Christian Soura sits on the SC First Steps Board of Trustees.	1.2.1, 1.2.2, 4.4.2, 4.4.3, 4.4.4, 4.5.1, 4.5.2, 5.3.1, 5.3.2, 5.3.3, 5.3.4, 7.1.1, 7.1.2, 7.2.1
The Children's Trust of SC	State Government	As the state's Maternal Infant Early Childhood Home Visiting grantee and an active partner in the prevention of child abuse and neglect, The Children's Trust of SC is a valued agency partner. Agency Director Sue Williams sits on the SC First Steps Board of Trustees.	1.2.1, 1.2.2, 4.4.2, 4.4.3, 4.4.4, 4.5.1, 4.5.2, 5.3.1, 5.3.2, 5.3.3, 5.3.4, 7.1.1, 7.1.2, 7.2.1
Head Start Collaboration Office	State Government	As the federal government's liaison between Head Start and local grantees, the Head Start Collaboration Office is a valued partner. SC Collaboration Director Mary Lynne Diggs sits on the SC First Steps Board of Trustees.	1.2.1, 1.2.2, 1.2.3, 4.4.2, 4.4.3, 4.4.4, 4.5.1, 4.5.2, 5.3.1, 5.3.2, 5.3.3, 5.3.4, 7.1.1, 7.1.2, 7.2.1
SC Department of Education	State Government	As a co-administrator of the state's four-old-kindergarten program and the representative of public school districts statewide, the SC Department of Education is a valued partner. State Superintendent Molly Spearman is a member of the SC First Steps Board of Trustees.	1.2.1, 1.2.2, 1.2.3, 4.4.2, 4.4.3, 4.4.4, 4.5.1, 4.5.2, 5.3.1, 5.3.2, 5.3.3, 5.3.4, 6.1.1, 6.1.2, 6.1.3, 6.1.4, 6.1.5, 7.1.1, 7.1.2, 7.2.1
SC Council on Competitiveness	Non-Governmental Organization	First Steps is an active collaborator in the Council on Competitiveness' early childhood education planning efforts.	4.4.2, 4.4.3, 4.4.4
SC PASOS	Non-Governmental Organization	SC First Steps is an active partner with PASOs. Founded in 2005, PASOs helps the Latino community and service providers work together for strong and healthy families.	5.3.1, 5.3.2, 5.3.3, 5.3.4, 5.5.1, 5.5.2

Agency Name: SC First Steps to School Readiness

Fiscal Year 2015-16
Accountability Report

Agency Code: H.62 (Education) Section: First Steps

Report Template

Item	Report Name	Name of Entity Requesting the Report	Type of Entity	Reporting Frequency	Submission Date (MM/DD/YYYY)	Summary of Information Requested in the Report	Method to Access the Report
1	Annual Report	SC General Assembly	State	Annually	December 1, 2015	Programmatic and Financial Description of SC First Steps and its offerings.	http://scfirststeps.com/annual-reports/
2	Interagency BabyNet Fiscal Reporting	SC General Assembly	State	Annually	December 30, 2015	Interagency Expenditures within BabyNet Program	http://scfirststeps.com/wp-content/uploads/2015/12/BabyNet-Interagency-Fiscal-Report-to-the-General-Assembly-FY15.pdf
3	BabyNet Annual Performance Report	US Department of Education	Federal	Annually	May 1, 2015	BabyNet Annual Performance Report	http://scfirststeps.com/babynet/babynet-state-and-federal-reporting/
4	BabyNet Report to SC General Assembly Pursuant to Proviso 1.96	SC General Assembly	State	Annually	December 30, 2016	BabyNet Report to SC General Assembly Pursuant to Proviso 1.96	http://scfirststeps.com/wp-content/uploads/2015/12/BabyNet-Report-to-General-Assembly-Pursuant-to-Proviso-1.96-December-30-2015.pdf

Agency Name: SC First Steps to School Readiness

Fiscal Year 2015-16
Accountability Report

Agency Code: H.62 (Education) **Section:** First Steps

Oversight Review Template

Item	Name of Entity Conducted Oversight Review	Type of Entity	Oversight Review Timeline (MM/DD/YYYY to MM/DD/YYYY)	Method to Access the Oversight Review Report
1	House Legislative Oversight Committee	State	February 2015-May 2016	http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/FirstSteps/Oversight%20-%20House%20Oversight%20Reports%20&%20Studies/Full%20Committee%20Study%20(May%204,%202016)%20-%20First%20Steps.pdf
2	Office of the State Auditor	State	FY2015 (Completed September 2015)	http://osa.sc.gov/Reports/stateengagements/Documents/YearEnded2015/H6315(First%20Steps).pdf
3	First Steps Study Committee	State	October 2014-October 2015	http://www.scstatehouse.gov/CommitteeInfo/FirstStepsStudyCommittee/FirstStepsStudyCommittee.php
4	Education Oversight Committee Review of 4K	State	2014-2015 School Year (Annual)	http://www.eoc.sc.gov/CDEPP/Pages/default.aspx
5	IDEA Part C Determination	Federal	FFY2013	http://www2.ed.gov/fund/data/report/idea/partcspap/2015/sc-acc-aprtr-2015c.pdf