

# Meeting of the Board of Trustees

## AGENDA

☒ Roll Call

☒ Public Comment Period

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☒ Call to Order and Approval of Agenda

Motion:

Motion:

Attachments:

☒ Executive Committee

Attachments:

☒ First Steps Presentation

☒ Presentation of Grants: TEMC Span Kang (SMCD BDC EMC Span Kang (SMCD BDC) WBT T

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☒ Finance and Administration Committee

☒ Strategic Planning and Evaluation Committee

Attachments:

☒ Legislative Committee

Attachments:

Board of Trustees Meeting  
February 15, 2024 2:00PM  
SC First Steps  
636 Rosewood Drive Columbia, SC 29201  
Minutes

Trustees Present (12):

Dr. Robert Bank  
Jacque Curtin  
Mary Lynne Diggs  
Matthew Ferguson  
Jessica Mackey  
Jack McBride  
Janie Neeley  
Roger Pryor  
Mary Anne Scott

Dr. Edward Simmer  
Sue Williams  
Dr. Amy Williams, Vice Chair

Trustees Absent (11)

Rep Terry Alexander  
Rep. Shannon Erickson  
John Hayes  
Sen. Greg Hembree

Constance Holloway  
Robert Kerr  
Mike Leach  
Sen. Gerald Malloy  
Dave Morley, Chairman  
Wes Wooten  
Dr. Brenda Williams

Attendees (63)

Georgia Mjartan  
Avian Jones  
Andy Jensen  
Ben Gibson  
Betty Gardiner

Kathy Fitzgerald  
Kenna Hoover  
Kenya Johnson  
Kerry Cordan  
Kim Chariker

Sarah Crawford  
Sarah Lewis  
Shadie Hallow  
Shayla Pettigrew  
Sheila Cornwell

Dr. Amy Williams called the meeting to order at 2:03 p.m. She reported on the Executive Committee where she shared that the committee discussed and approved the Local Partnership Executive Direc212.008 (u)-5 (ti)

- h. Motion: To approve the corrective action determination as presented for the ten local partnerships identified in the list (Aiken, Chester, Clarendon, Fairfield, Hampton, Jasper, Laurens, Marion, Marlboro, and Oconee Counties). As a result of corrective action, the local partnerships effected are not eligible to apply for competitive or targeted grants until they have satisfactorily resolved the deficiencies noted on their corrective action plan as determined by SC First Steps. (Finance and Administration Committee recommends)
- i. Motion: To approve that First Steps staff will evaluate the current policy established by the board to address excessive carry forward of formula funding by local partnerships and to provide recommendations. (Finance and Administration Committee recommends)

Mr. McBride reported on the Local Partnership Programs and Grants Committee. A motion was requested to approve the operational guidelines, to include core functions, as submitted, for implementation in grant year 2025, beginning July 1, 2024. Dr. Simmer proposed an amendment for the risk factors to include eligibility for WIC services. Ms. Sue Williams seconded. Mr. McBride provided a motion to approve the operational guidelines, to include: to approve the operational guidelines, to include core functions, as submitted, for implementation in grant year 2025, beginning July 1, 2024. The motion was seconded by Mr. Pryor, and unanimously approved.

Ms. Mackey provided a motion to conclude the SC First Steps Board of Trustees and enter into the Early Childhood Advisory Council meeting for the purpose of taking action while there was a quorum. Mr. McBride seconded, and the motion was unanimously approved. The meeting concluded at 2:17 p.m.

Dr. A. Williams asked for a motion to resume the meeting. Mr. McBride provided the motion, seconded by Mr. Pryor, and unanimously approved. The meeting resumed at 2:57 p.m.

Ms. Mackey reported on the Finance and Administration Committee and the ongoing work with the local partnerships to move their employees to PEBA and establishing HR policies in accordance with Act 81.

Dr. A. Williams shared that the First Steps is Here presentation on the agenda will be postponed to a later meeting.

Ms. Richards provided a legislative update.

Dr. A. Williams reported on the Strategic Planning and Evaluation Committee where she shared invitations to upcoming meetings. On March 27<sup>th</sup> they will go over final results from child care scholarship external evaluation and on May 22<sup>nd</sup> they will meet regarding the five-year evaluation plan. First Board participation and input is welcomed.

Ms. Mjartan gave the report where she reflected on the Legislative Breakfast which was held at the State House the day prior. She thanked Mr. McBride and Contec Inc. for sponsoring the breakfast. She gave an update on progress related to the implementation of Act 81 regarding local partnerships executive director hiring, salary, and evaluations, as well as the local partnerships board n from SC Department of Education







To approve the proposed Union County First Steps executive director compensation, as submitted by the local partnership board , and to require the Union County First Steps board to work with the state office of South Carolina First Steps to create a development plan for the executive director and the organization with the intent of increasing organizational performance and executive director compensation.

To take this action on behalf of the Board of Trustees of South Carolina First Steps due to the urgenc



To: SC First Steps Board of Trustees

From: Jesica Mackey

Minutes from Finance and Administration Committee Meeting

April 11, 2024

Members present: Jessica Mackey, Chairman, Jacque Curtin, CPA David Morley: Members not present: None

Nonmembers present: Mark Barnes, Director of Administration; Towanda Prior, Grants Accountant, CGFO Derek Cromwell, Chief Partnership Officer

With all public notices being provided, the Zoom meeting was called to order by Jessica Mackey at 10:03 am. After introductions, a quorum was available, so the Committee was called to order.

First Steps State Office

First Steps 990 Tax Return: We are working to get the 2022 990 Tax Return completed so it can be shared with the Finance and Administration Committee and the Executive Committee of the Board. The 990 has to be submitted by May 15, and is taking longer this year to complete. As soon as it is ready, we will schedule a possible joint meeting between the two committees for review and approval.

Financial Report: Mr. Barnes reviewed the monthly financial reports. The agency is in good financial condition. This discussion also included the amount spent to date and he reviewed the donations to date for this year. He mentioned that there were some minor updates to the reports with an increase in the overall budget to a total above \$80 million. The increase was due to receiving additional private grants.

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PROGRAMS OPERATIONS												
Description	Budget	Expended	Balance	Budget	Expended	Balance	Budget	Expended	Balance	Budget	Expended	Balance
LOCAL PARTNERSHIPS	23,506,624	14,685,190	8,821,434	7,970,965	3,667,160	\$ 4,303,805	1,761,130	1,113,170	647,960	33,238,719	19,465,520	\$ 13,773,199
PRIVATE	36,719,794	29,239,442	7,480,352	2,607,565	224,866	2,382,699				39,327,359	29,464,308	\$ 9,863,051
EARLY CHILDHOOD ADVISORY COUNCIL	1,160,993	108,996	1,051,997	2,920,260	1,029,489	1,890,771	334,328	36,518	297,810	4,415,581	1,175,003	\$ 3,240,578
POLICY ACCOUNTABILITY	2,936,700	1,662,273	1,274,427				497,138	158,439	338,699	3,433,838	1,820,712	\$ 1,613,126
<b>GRAND TOTAL:</b>	<b>64,324,111</b>	<b>45,695,901</b>	<b>18,628,210</b>	<b>13,498,790</b>	<b>4,921,515</b>	<b>8,577,275</b>	<b>2,592,596</b>	<b>1,308,127</b>	<b>1,284,469</b>	<b>80,415,497</b>	<b>51,925,542</b>	<b>\$ 28,489,955</b>

**Notes:**

- 1) Local Partnerships:
  - a. Funding Sources Education Improvement Act (EIA) Funds and General Funds
  - b. Formula allocation cash advances

Federal Funds:	47,118,263	E.I.A.
VISTA	50,000	General Funds

Local Partnerships (Cont'd):  
g. External programmatic evaluation

# Donations

FY 2024

As of March 31, 2024



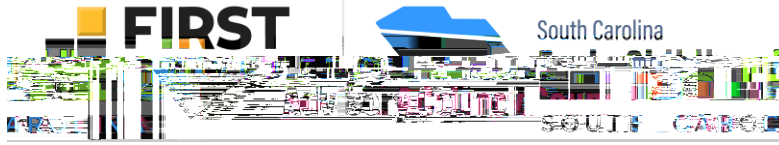
DATE RECEIVED	GENERAL	DONOR/PAYOR	FUNDS	PURPOSE / COMMENTS
Jul 7, 2023	\$ 1,000	SC Head Start	Restricted	2023 Summit
Jul 24, 2023	\$ 2,500	DHEC	Restricted	2023 Summit
Aug 3, 2023	\$ 500	Lewis T. Smoak	Restricted	Night to Celebrate Communities
Aug 3, 2023	\$ 25	Gwen Cook	Restricted	Laurens County FS
Aug 3, 2023	\$ 25	Joe Nation	Restricted	Lexington County FS
Aug 3, 2023	\$ 25	Chevelle Gilyard	Restricted	Richland County FS
Aug 16, 2023	\$ 2,500	SC ETV	Restricted	2023 Summit
Aug 28, 2023	\$ 100	Judy and Walter Newman	Restricted	Sumter County FS
Aug 28, 2023	\$ 100	Shirnetha Belk	Restricted	Lancaster County FS-Honoring Lora Bryson
Aug 31, 2023	\$ 1,250	Sisters of Charity	Restricted	2023 Summit
Sep 1, 2023	\$ 2,500	John S. McBride Jr.	Unrestricted	Donation to SCFS
Sep 1, 2023	\$ 50	Laura Baker	Unrestricted	Donation to SCFS
Sep 5, 2023	\$ 1,000	Institute for Child Success	Restricted	2023 Summit
Sep 5, 2023	\$ 250	Peter A. Miller	Unrestricted	Donation to SCFS
Sep 18, 2023	\$ 10,000	Morley Family Fund	Unrestricted	Donation to SCFS
Oct 12, 2023	\$ 25	Hazel Bachman	Unrestricted	Donation to SCFS
Oct 16, 2023	\$ 5,500	Kaplan	Restricted	\$2,500 NTCC, \$3,000 Summit
Oct 18, 2023	\$ 713	Expo Pass	Restricted	2023 Summit
Oct 20, 2023	\$ 25	Bob Reeder-NFG	Unrestricted	Donation to SCFS
Oct 20, 2023	\$ 110	Betty Gardiner-NFG	Unrestricted	Donation to SCFS
Oct 20, 2023	\$ 50	Erin Hall-NFG	Unrestricted	Donation to SCFS
Oct 20, 2023	\$ 110	Elizabeth Dudek-NFG	Unrestricted	Donation to SCFS
Oct 20, 2023	\$ 25	Rutledge long-NFG	Unrestricted	Donation to SCFS
Oct 20, 2023	\$ 25	Joe Nation-NFG	Restricted	Lexington County FS
Oct 26, 2023	\$ 200	Cheryl and Dennis Wiese-NFG	Unrestricted	Donation to SCFS
Oct 26, 2023	\$ 300	Karen Waller-NFG	Restricted	Chesterfield County FS
Oct 26, 2023	\$ 25	Joe Nation- NFG	Restricted	Lexington County FS
Nov 2, 2023	\$ 27	Susan Jones	Unrestricted	Horry County FS
Nov 6, 2023	\$ 27	Jim Riddle	Unrestricted	Donation to SCFS
Nov 6, 2023	\$ 2,500	Mia Flores (Lakeshore Learning)	Restricted	2023 Summit Sponsorship
Nov 8, 2023	\$ 75	Franklin Schools	Restricted	2023 Summit
Nov 17, 2023	\$ 20	Glenn Wright	Unrestricted	Lancaster County FS
Nov 21, 2023	\$ 1,000	Janice Kilburn	Unrestricted	Donation to SCFS
Nov 22, 2023	\$ 25	Joe Nation-NFG	Restricted	Lexington County FS
Nov 22, 2023	\$ 2,500	Blake Family Fund	Unrestricted	Donation to SCFS
Nov 30, 2023	\$ 120	Sue Williams	Unrestricted	Donation to SCFS
Nov 30, 2023	\$ 100	Deborah Robertson	Unrestricted	Donation to SCFS
Nov 30, 2023	\$ 50	Chelsea Richard	Unrestricted	Donation to SCFS
Nov 30, 2023	\$ 120	Christopher and Janie Neeley	Unrestricted	Donation to SCFS
Nov 30, 2023	\$ 120	Karen Oliver	Unrestricted	Donation to SCFS
Nov 30, 2023	\$ 27	Avian Jones	Unrestricted	Donation to SCFS
Nov 30, 2023	\$ 120	Marie Fadeley	Unrestricted	Donation to SCFS
Nov 30, 2023	\$ 50	Valencia Johnson	Unrestricted	Donation to SCFS
Nov 30, 2023	\$ 50	Christine McFadden	Unrestricted	Donation to SCFS
Nov 30, 2023	\$ 150	Georgia Mjartan	Unrestricted	Donation to SCFS
Nov 30, 2023	\$ 100	Elizabeth Dudek	Unrestricted	Donation to SCFS
Nov 30, 2023	\$ 500	Barbara Manoski	Unrestricted	Spartanburg County FS

Nov 30, 2023	\$	25	Sarah Eargle	Unrestricted	Newberry County FS
Nov 30, 2023	\$	100	Michael Leach	Unrestricted	Donation to SCFS
Nov 30, 2023	\$	50	Ben Gibson	Unrestricted	Donation to SCFS
Nov 30, 2023	\$	27	Holly McGlothin	Unrestricted	Donation to SCFS
Nov 30, 2023	\$	2,000	Tom Lacas	Unrestricted	Donation to SCFS
Nov 30, 2023	\$	27	Mary Anne Matthews	Unrestricted	Donation to SCFS
Nov 30, 2023	\$	10	Lee Patterson	Unrestricted	Richland County FS
Dec 4, 2023	\$	27	Myrelo King	Unrestricted	Donation to SCFS
Dec 8, 2023	\$	500	Kimberly-Clark Beech Island	Unrestricted	Aiken County FS
Dec 8, 2023	\$	50	Antionette Alston	Unrestricted	Newberry County FS
Dec 15, 2023	\$	1,000	Lourie Consulting	Restricted	Night to Celebrate Communities
Dec 15, 2023	\$	2,500	Sunshine House	Restricted	Night to Celebrate Communities
Dec 18, 2023	\$	27	Matthew Orozco	Unrestricted	Donation to SCFS
Dec 19, 2023	\$	50	Mary Lee Author	Unrestricted	Donation to SCFS
Dec 19, 2023	\$	500	J. Gregory Hembree	Unrestricted	Donation to SCFS
Dec 22, 2023	\$	100	Sharon O'Bryant	Unrestricted	Donation to SCFS
Dec 28, 2023	\$	3,000	Enterprise	Unrestricted	Donation to SCFS
Jan 2, 2024	\$	27	Delores Rock	Unrestricted	Donation to SCFS
Jan 2, 2024	\$	1,000	Russ Purdy	Unrestricted	Donation to SCFS
Jan 2, 2024	\$	500	Russ Purdy	Unrestricted	Donation to SCFS
Jan 3, 2024	\$	250	Valencia Johnson	Unrestricted	Donation to SCFS
Jan 11, 2024	\$	5,000	First Citizens Bank	Restricted	Night to Celebrate Communities
Jan 11, 2024	\$	50	Billy & Lillie Bennet	Restricted	Sumter County FS
Jan 11, 2024	\$	1,000	G3 Wealth Advisors	Restricted	Night to Celebrate Communities
Jan 11, 2024	\$	1,500	Hal Kaplan	Unrestricted	Donation to SCFS
Jan 17, 2024	\$	25	Regis McElveen	Unrestricted	Donation to SCFS
Jan 30, 2024	\$	100	Nicole Matheny - NFG	Restricted	Pickens County FS
Jan 30, 2024	\$	25	Victoria Tate - NFG	Restricted	Pickens County FS
Jan 30, 2024	\$	25	Joe Nation - NFG	Restricted	Lexington County FS
Jan 30, 2024	\$	100	Sharon O'Bryant - NFG	Unrestricted	Donation to SCFS
Jan 30, 2024	\$	150	Porcha Nelson - NFG	Restricted	Orangeburg County FS
Jan 30, 2024	\$	100	Kent Washington - NFG	Unrestricted	Donation to SCFS
Feb 7, 2024	\$	185	Elizabeth & Ben Dudek	Unrestricted	Night to Celebrate Communities
Feb 8, 2024	\$	50	Coles Lawton	Unrestricted	Donation to SCFS
Feb 14, 2024	\$	200	Robin Waites	Unrestricted	Night to Celebrate Communities
Feb 14, 2024	\$	100	Karen Oliver	Unrestricted	Night to Celebrate Communities
Feb 14, 2024	\$	27	Bethany Counts	Unrestricted	Donation to SCFS
Feb 21, 2024	\$	185	Timothy & Carolyn Sutherland	Unrestricted	Night to Celebrate Communities
Feb 22, 2024	\$	2,500	Parker Poe	Restricted	Night to Celebrate Communities
Feb 22, 2024	\$	25	Joe Nation - NFG	Restricted	Lexington County FS
Feb 22, 2024	\$	1,000	Mark & Debbie Robinson	Restricted	Night to Celebrate Communities
Feb 22, 2024	\$	7,500	Contec	Restricted	Night to Celebrate Communities
Feb 22, 2024	\$	2,400	Contec	Restricted	Legislative Breakfast
Feb 22, 2024	\$	250	SC State Federal Credit Union	Unrestricted	Donation to SCFS
Feb 22, 2024		1,000			

Feb 28, 2024	\$	200	Jim Riddle	Unrestricted	Night to Celebrate Communities
Feb 28, 2024	\$	200	Marla Herlong	Unrestricted	Night to Celebrate Communities
Feb 28, 2024	\$	185	Mary Anne & Tony Scott	Unrestricted	Night to Celebrate Communities
Feb 28, 2024	\$	185	Chelsea Richard	Unrestricted	Night to Celebrate Communities
Mar 1, 2024	\$	1,000	The MIL Corporation	Unrestricted	Night to Celebrate Communities
Mar 1, 2024	\$	185	Mary Stepling	Unrestricted	Night to Celebrate Communities
Mar 1, 2024	\$	100	Betty Gardiner	Unrestricted	Night to Celebrate Communities
Mar 4, 2024	\$	185	Deborah Robertson	Unrestricted	Night to Celebrate Communities
Mar 4, 2024	\$	2,000	Kathy Jenkins	Unrestricted	Night to Celebrate Communities
Mar 4, 2024		185			







Strategic Planning and Evaluation Committee Meeting  
Wednesday, March 27, 2024 11AM -12PM via Zoom

program. The meeting wrapped up with and acknowledgement o J X L I E K I R G J ... W G S Q Q M X Q I R X continuous quality improvement . The meeting adjourned at 12:06PM.











To: SC First Steps Board of Trustees

From: Georgia Mjartan

Date: April 18, 2024

RE: )\IGYXMZI (MVGXSV...W 6ITSVX

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I. Separation from SC Department of Education • Status Update

On April 10, 2024 the Senate Finance Committee passed a proviso that would separate First Steps from the Department of Education as of July 1, 2024.

SC First Steps is participating in biweekly meetings with the Department of Administration, SCEIS, the Executive Budget Office, and the Department of Education to do system set up for separation from the Department of Education. Most of this work is around Budgets and their set up with First Steps as an independent entity, procurement operations and processes, accounts payable and receivables, and Human Resources. First Steps continues to work out the details on what the Department of Administration will do to assist both in transition and on a more permanent basis.

II. Act 81 Implementation Progress

Local Partnership Executive Director Hiring, Salary, and Evaluations:

External consultant, Mary Dell Hayes, provided a summary from input sessions with local partnership board members, directors, SC First Steps trustees, and state office staff regarding local partnership executive director compensation, hiring, and performance evaluation. (Included in board packet.)

Draft policies will be brought to the full Board for approval during the June meeting.

Supplemental templates and resources are being created as part of this project.

Local Partnership Core Personnel Policies

Input sessions with local partnership executive directors and board chairs will take place in April and May.

Bettis Law Group is assisting First Steps in the creation of core personnel policies for the local





V. Grants Awarded

4K Expansion Grant

Especially Children CDC, Greenville County- \$30,000

St. James AME Child Care, Berkeley County- \$30,000

Learning on Main, Aiken County- \$17,398.21

2024 Countdown to Kine.996 (e)-2.992 (a)JTJ ET Q qC Q /P <<re W\* n BT 0 g /T 281.09 603.03 61506 (n)6

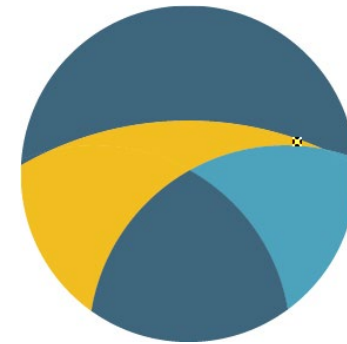
VII. 2024 Agency Rocks

Agency leadership met on February 20, 2024 and developed 6 organizational goals for the calendar year.

- o Advance Birth Through Five Plan 2024 priorities
- o Increase the number of children in high-



# Listening Session Summary Report



**StopGap**  
Solutions

# Process



- 5 listening sessions for local partnership board of directors
- 2 listening sessions for state board of directors
- Individual conversations as requested by phone and email
- Consistent base set of questions with flexibility based on response



# Feedback: State Board of Directors

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- Do not want to supersede the authority of local boards
- Communication process is a priority
- Some want recommendations vetted by Georgia and staff
- Ensure the “right” way to do things is clear to local partners for each task
- “If it makes it to us, we will rubber stamp it because we have to trust the team and the local experience.”

# Feedback: Local Partnership Boards



- Many (up to 40% of total participants) were unaware of the legislation
- Want templates for interviewing questions and scoring, ED annual evaluations, salary adjustments
- Some want templates for sample employee handbooks and personnel documentation for entire local partnership
- Want comparative data, but don't know exactly what to ask for



# Opportunity: Leadership

- Session with program officers
- Need a communication plan for each next step
- Set the revision process with the rollout so everyone knows this is not permanent and will be updated
- Timeframes and templates will keep things standard enough to identify outliers but flexible enough to meet the unique needs of programs



# Summary: Salary Increase

- Implement a timeframe for an annual submission. Any submission outside of the annual process should be for a unique demonstrated need.
- Include a rubric that indicates the reason for the request (COLA, Merit, Increased Responsibility, Other)
- Consider a more simple process for a raise of 4% or less and a more depth



# Summary: Performance Evaluation

- Templates to use based on organization size and guides on how to use the template
- Establish a single time frame for submission (ex: June). ED should have 6 complete months of service before the evaluation is required (Start date prior to Dec 1).
- Core set of competencies for all partner EDs that demonstrates how to measure accomplishment to establish a consistent baseline (financial management, subject matter expertise, community leadership, administrative management). Not a measure of perfection, but that things are timely, correct, and moving in the right direction
- Help boards tie performance evaluation to goal setting



# Summary: Hiring

- Packet for boards “How to Hire an ED”
- How and where to post a job, sample interview questions, sample rubrics for hiring, sample timeframe from posting a job opportunity to start date
- Include standard 30/60/90 daybase expectations to help boards know what to expect
- Standard base job description
- Help from SC First Steps on posting and spreading jobs to a larger network
- Share clear time frame of how the approval process will work
- Approval turnaround needs to happen within 5 business days (exec com > full board) boards need to be able to make an offer contingent on approval



First Steps 4K offers free, full-day four-year-old kindergarten to eligible children in South Carolina. South Carolina First Steps partners with over 270 licensed child care centers and private schools across the state making it easy for families to find a high-quality program that meets their needs.

First Steps 4K celebrated Day 135 of the 2023-2024 school year on March 21, 2024.

100% of First Steps 4K providers are approved throughout the state.

100%

of First Steps 4K providers are approved throughout the state.

95%

of First Steps 4K providers are eligible to accept 4K + vouchers.

95%

of First Steps 4K en-US0

3,484

3,484

in number of students enrolled [n= 3,484] on Day 135 of the 2023-2024 school year (compared to Day 135 of the 2022-2023 school year).

329

in number of classrooms approved [n=329] through Day 135 of the 2023-2024 school year (compared to Day 135 of the 2022-2023 school year).

100% of First Steps 4K students qualify for free, extended care scholarships

100% of First Steps 4K students qualify for free, extended care scholarships

Siblings (0-12) of enrolled First Steps 4K students qualify for child care and after-school scholarships

First Steps 4K + scholarships are made possible through partnerships with DSS



For 25 years, First Steps local partnerships have implemented parent education programs.

Studies of parent education programs implemented by First Steps show positive impacts on children and families.





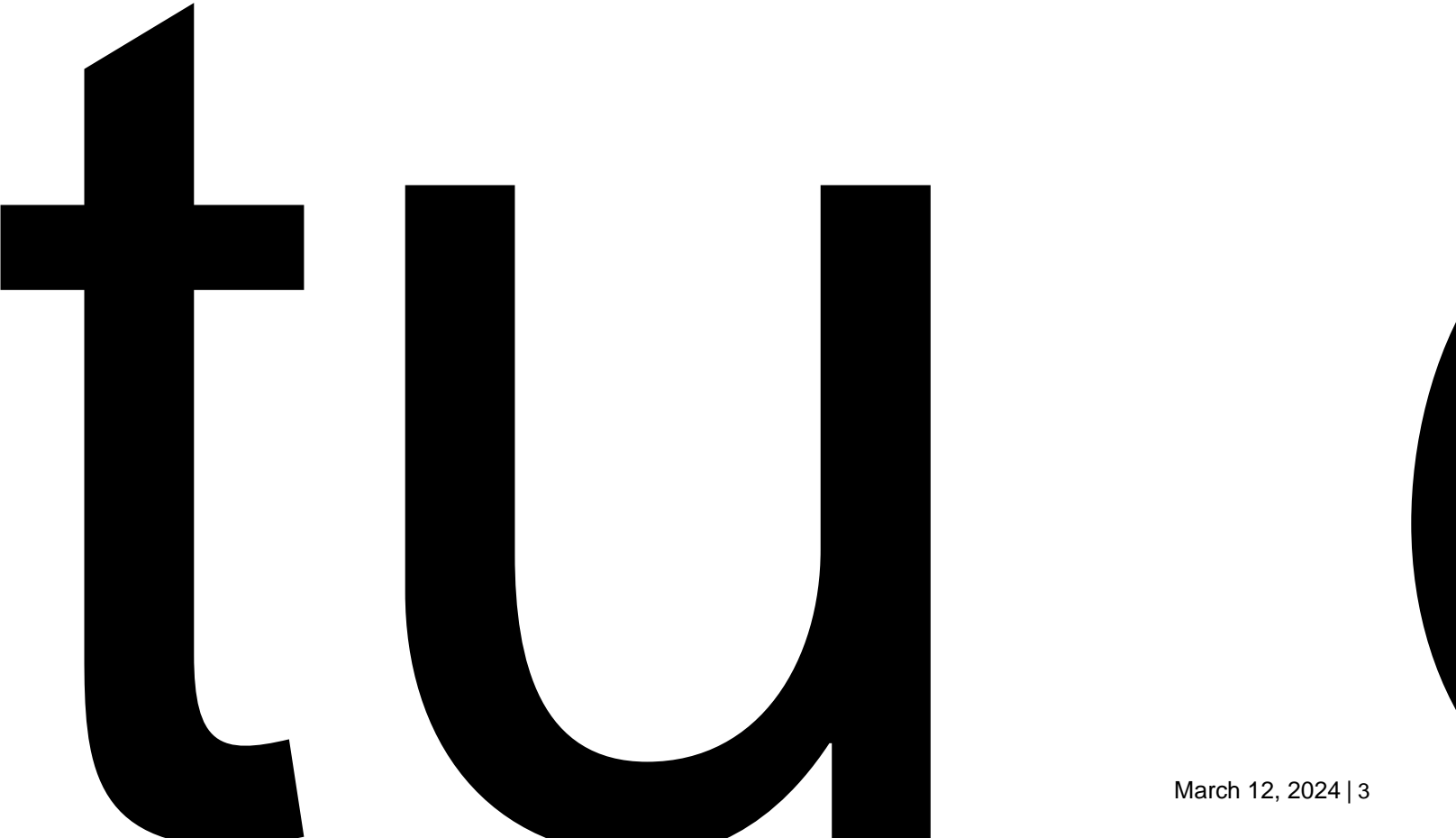
- o 4.1.1: Develop, fund, and fullyutilize the Early Childhood Advisory Council, a statutorily mandated initiative of South Carolina First Steps, as a shared, crossagency governance mechanism for state-level leadership and decision-making related to early childhood policies, systems, and practices.
- o 4.1.2: By strengthening the Early Childhood Advisory Council and better communicating its role, position it to be a trusted source of advice for policymakers
- o 4.2.3: Develop, maintain and promote First Five SC as an early childhood system outreachtool and single portal into publicly - J Y R H I H I E V P J G L M P H L S S H T V S K V E Q W E R H W I V Z M children prenatal through age five and their families across the domains of child care and early education, health and safety, special needs and early intervention, food and nutrition, and parenting and family support, including the Governor and legislators.

2: INCREASE ENROLLMENT IN FIRST STEPS HIGH INTENSITY PROGRAMS 1.99892 1-3.99n2e998 (olt)-1.998lam1.998  
 Building off last year's momentum, this rock team will continue to collaborate across the local partnership and 4K teams, finding new and innovative ways to increase enrollment in our programs t002 (ci)5T /TT4 1S.56 Tf 392998 (5 ( t)-3.00

- o 1.3.1: Support and expand the reach of programs that have a measurable impact on the health and safety of children, including programs that support healthy, safe and attached families.
- o 1.4.8: Evaluate the impact of the Countdown to Kindergarten program using both quantitative and qualitative methods.

### 3: BUILD EXTERNAL SYSTEMS.

First Steps is a complex organization that not only consists of a state office, but also 46 distinct, affiliate nonprofits each with their own governing boards and 280+ private entities implementing First Steps programs. In 2024, First Steps will focus on building and enhancing fundamental external facing infrastructure, like our websites, our local partnership board training, and 4K resources f (w[gnolea (u)3.002d008 (c)1 go)10 (v)58 (e)6.99 (MS)14.



#### 4: BUILD INTERNAL SYSTEMS.

The success of First Steps operationalizing its value of results is dependent on critical technological infrastructure that is already in the works, like a case and program management system for both the local partnerships and 4K, and needs to be brought on board, like a grants management software.

- x Leads: Mark Barnes (Director of Administration) and Chelsea Richard (Director of Research and Strategy)
- x Proposed Initial Activities
  - o Financial management for local partnerships (Blackbaud)
  - o Document management
  - o 6 I P E X M S R W L M T Q E R E K I Q I R X W S J X [ E V I 6 E M W I V ... W ) H K I
  - o Contact management/newsletter (Mailchimp)
  - o

