

Helping People. Changing Lives.



## HELPING PEOPLE AND CHANGING LIVES

### **Mission Statement:**

"SHARE helps people and communities exit poverty and achieve economic stability"

### **Vision Statement:**

A community where anyone can rise above poverty and achieve economic stability.

Sunbelt Human Advancement Resources, Inc. (SHARE)  
**Annual Report 2019**



## The Mission of **SHARE**

SHARE helps people and communities exit poverty and achieve economic stability.

We serve families whose annual incomes are at or below poverty level as defined by federal guidelines. Services are provided based on need and our ability to help, without regard to race, color, creed or gender. Overall about one-third of our customers are white, about two-thirds are non-white, two-thirds female and one-third male.

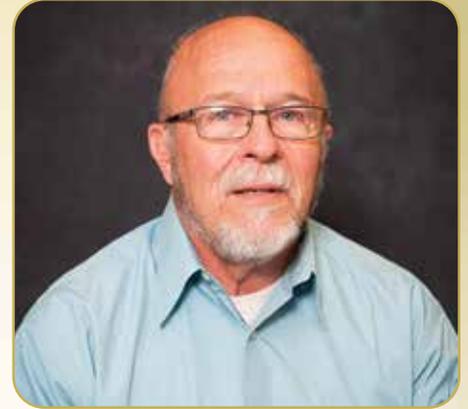
## The Promise of **COMMUNITY ACTION**

“Community Action changes people’s lives, embodies the spirit of hope, improves communities and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves.”

# Letter from The Board Chair for The Annual Report

Lynn W. Ballard

Being a member of the Board of Directors for SHARE has been an honor and privilege for me beginning in 2016. SHARE has an outstanding leadership team and has a long track record not only of providing great services to the community but also rock solid financial management of the organization.



To me the most exciting aspect of SHARE is its Mission and Vision which is committed to giving people a “Helping Hand” to exit poverty and achieve economic stability. Hearing from people who came to SHARE, accepted its assistance and then went on to become very productive members of the community encourages all of us to keep striving to do better helping others.

The year 2019 had its challenges, but Management and the Board worked several months to develop a new Strategic Plan for the Organization. Through this process we identified the things we were doing well, the things we could do better, and new areas we could explore. The process helped us to focus not only on the various aspects of SHARE, but also the organization as a whole and how we can work together through the individual entities to focus on the needs of the family as a whole.

Having visited SHARE locations in each of the four Upstate Counties and attended combined functions that included all of the Counties has allowed me to get to see the organization in action and also gain a real appreciation for the dedicated employees many of whom have several years of service. Working at SHARE is more than a job to them; they invest their time and effort into the lives of others to help others achieve success.

I personally thank all of the staff, employees, board of directors, partners, sponsors, clients and families for believing in SHARE and it’s Mission.

Sincerely,

**Lynn W. Ballard**  
SHARE Board Chairman

# Message from the President/CEO

Pamela Sims

What a wonderful and rewarding experience this fiscal year has been to provide resources and services to thousands of low-income individuals in upstate South Carolina.

I am honored to serve as President/CEO of Sunbelt Human Advancement Resources, Inc. (SHARE). As leader of this innovative and impactful organization, I am excited to present our 2018-2019 Annual Report that provides a detailed look at SHARE's outputs, outcomes, customer successes, and our dedication to helping individuals and improving communities. SHARE assisted thousands of individuals and families in our four-county service area (Greenville, Anderson, Oconee, and Pickens) and while the numbers are important, the people are what matters most at SHARE.



Our agency provided a wide variety of services that promoted school readiness for children 5 and younger, stabilized households, connected families to employment and training opportunities, and improved the living conditions of low-income families and communities.

Through determination and continued effort, we have achieved 100% compliance with the Community Services Block Grant (CSBG) Organizational Standards, the performance management standards that were federally mandated by the Office of Community Services. This worthwhile achievement positions SHARE to deliver high quality services, while enhancing the Agency's overall capacity and effectiveness. We invite you to visit our website, [www.sharesc.org](http://www.sharesc.org), and our Facebook page to obtain specific program information and the latest Agency news and happenings. We also encourage you to follow SHARE on Facebook.

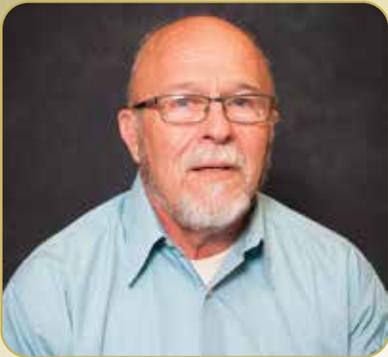
I want to thank SHARE's internal and external stakeholders for their continued support. SHARE has an outstanding and dedicated staff and Board of Directors ready to take the Agency to a heightened level of success. We are grateful for the help of our thousands of volunteers, our donors, and our supporters. Without them, we would not have been successful in meeting the needs of the people we serve.

I remain excited about the future of SHARE and thank the Board of Directors for entrusting me with the opportunity to continue my commitment to helping people and communities exit poverty and achieve economic stability.

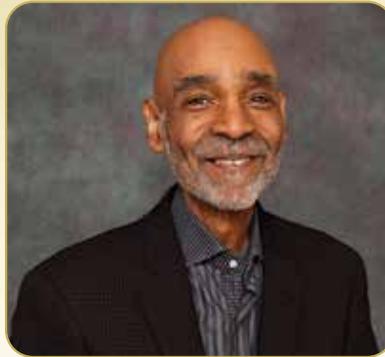
As we move forward, SHARE will continue to fulfill the promise of Community Action: ***Community Action changes people's lives, embodies the spirit of hope, improves communities, and make America a better place to live. We care about the entire community and we are dedicated to helping people help themselves and each other.***

**Pamela S. Sims**  
President/CEO

# 2019 SHARE Board of Directors



**Honorable Lynn Ballard**  
Greenville County/Public Sector



**Rev. James Bennett**  
Anderson County/Private Sector



**Mr. William K. Brooks**  
Pickens County/Customer Sector



**Rev. Kenneth Dill**  
Pickens County/Public Sector



**Ms. Mary Duckett**  
Greenville County/Public Sector



**Ms. Ingrid Erwin**  
Greenville County/Private Sector



**Ms. Dorthelia Griffin**  
Greenville County/Private Sector



**Pastor Curtis Johnson**  
Greenville County/Customer Sector



**Honorable Isaac Johnson**  
Greenville County/Public Sector



**Honorable Xanthene Norris**  
Greenville County/Public Sector



**Ms. Ann O'Dea**  
Greenville County/Private Sector



**Mr. Christopher Owens**  
Oconee County/Private Sector



**Honorable Denise Rozman**  
Oconee County/Public Sector



**Ms. Yaniqua Eyabi**  
Anderson County/Public Sector



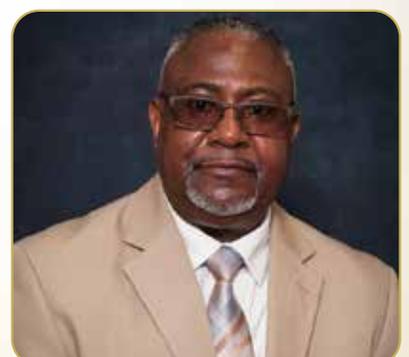
**Mr. Harry Thompson**  
Anderson County/Customer Sector



**Mr. Tom Whitted**  
Greenville County/Private Sector



**Honorable Paul Wickensimer**  
Greenville County/Public Sector



**Rev. Randall Wright**  
Oconee County/Customer Sector

# Resource Development

Chris Allen, Resource Development Coordinator

On behalf of the SHARE Board of Directors, SHARE Customers and the SHARE employee family, I would like to thank the community for another year of support. The dollars you contributed in 2019 allowed SHARE to help low-wealth individuals and families in many ways. Approximately 211 additional families received emergency assistance through Operation Warmth and revenue generated from fundraising in 2019, helped support the LADDER program that provides employment training and placement.



All contributions were used to help many of our customers meet their basic needs while others received early education and homeless services. All of the programs and services that SHARE offers are designed to move low-wealth individuals on a path to self-sufficiency and with the goal of encouraging independence. Essentially, that represents SHARE's mission to "help people and communities exit poverty and achieve economic stability".

Usually when we hear resource development we typically think of generating revenue for financial support. Volunteers are a resource as well. In 2019, about 2700 SHARE volunteers contributed almost 187,000 hours of volunteer time that translates into approximately \$298,000. SHARE uses these dollars as required non-federal match for our federal funding.

Through these two valuable resources, SHARE is able to meet the needs of our customers for another year. Again, thank you for your generosity both in time and treasure.



## Providing comprehensive child development services to eligible families.

Head Start program services and resources are intended to nurture stable family relationships, enhance children's physical and emotional well-being, and establish an environment to develop strong cognitive skills. Head Start helps to create healthy development in low-income children ages three to five. Head Start affords preschoolers with the ability to engage successfully with their peers outside of the family network, adjust to the space of a classroom, and meet the expectations the school setting provides.



# Children and Family Development Division

The Children and Family Development Department which provides services to Early Head Start and Head Start children is a federally funded program that provides quality comprehensive services for 1,714 children birth – five years of age and Pregnant Women across 4 counties: Anderson, Greenville, Oconee and Pickens. The program operates 22 centers, 81 Head Start classrooms and 27 Early Head Start environments. SHARE has 14 centers that are accredited by the National Association for the Education of Young Children (NAEYC) and all 22 centers are licensed by the South Carolina Department of Social Services. The number of NAEYC centers reduced from 18 to 14 due to staffing concerns. Children who attend Early Head Start and Head Start programs participate in school readiness activities while developing an array of developmentally appropriate skills. The learning environment supports children’s growth in language, literacy, mathematics, science, social and emotional development, creative arts, physical development, logic and approaches to learning. Our agency uses the High Scope Curriculum, which is a nationally recognized curriculum framework.



**Tobita Posley-McKinney, M. S.,**  
Director of Children and Family  
Development

SHARE Head Start and Early Head Start program continues to strive for excellence, combining a committed staff, a supportive administration and a myriad of dedicated community partners working together to assist and support local families and communities. The success of SHARE Head Start and Early Head Start is based on its community involvement and local organizational partnerships to provide services and opportunities to over 1,714 local children and families throughout the course of the entire program year. SHARE Head Start is also privileged to work with 8 school districts in our multi-county service area. Through this partnership we are able to prepare Head Start children for their entrance into Kindergarten. We continue to strive to fulfill the betterment of the Head Start families that we are fortunate to serve.

## Head Start Policy Council Officers 2018 – 2019

Chris Lanford, Chair, Community Representative, Sharlyn Angel Tripp, Vice Chair, Reece Mill Road Parent, Renea Mayes-Rice, Secretary, Community Representative, Lakeisha Johnson, Asst. Secretary, Community Representative

BHW HS - Ester Beck	Reece Mill Road EHS -	Community Rep - LaShun Martin
BHW EHS - Tevin Lindsey	Rubye H. Jones HS - Lakeisha Johnson	Community Rep. - Dorine Wilson
Children’s Center B - Sandra Harrison	Rubye H. Jones EHS - Tenisha Kirksey	Community Rep - Chris Lanford
Golden Strip HS - RaShun Shaw	Rutherford Road - Zeddie Emrich	Community Rep. - Donnitta Robinson
Golden Strip EHS - Jasmine Brock	Seneca HS - Emily Tucker-Diaz	Community Rep. - Dorine Wilson
Easley Bridge Road HS - Aquiesha Cooley	Seneca EHS - Charles Robinson	Community Rep. - Kimberly Phillips
Margaret A. Sherrad - Howard Smith	Simpson - Debbie Wing	Community Rep. - LaShun Martin
North Franklin Road - Felicia Robinson	Starr - Katrina Mega	Community Rep. - Margaret Campbell
North Greenville - Taylor Pourlos	Tommie C. Brooks -	Community Rep. - Renea Mayes-Rice
Parker HS - Diamond Rice	Watkins Road HS -	Community Rep.- Tamika Rowe
Parker EHS - Tamara Robinson	Watkins Road EHS - Princess Berry	
Pendleton - Maya Gutierrez-Granados	Westside HS - Alexis Sloan	
Pickens - Jennifer Skidmore	Westside EHS -	
Pleasant Valley HS - Mae Francis Golden	Willis H. Crosby HS - Danny Boseman	
Pleasant Valley EHS - Adaijah Simpson	Willis H. Crosby EHS - Simone	
Reece Mill Road HS - Sharlyn Angel Tripp	Hamilton	

# CLASS and BABY FACES 2019 Annual Report

CLASS (Classroom Assessment Scoring System) is one of the assessment tools used to assess the Early Head Start and Head Start classrooms twice a year (fall and spring). The tool measures adult/child interactions on a numerical rating scale of 1 to 7 (low range is 1-2, medium range 3-5, high range is 6-7). The scale is based on the frequencies of behaviors observed between the teacher and children within a 15 to 20-minute cycle.

CLASS Infant assessment tool has 1 domain (Responsive Caregiving). CLASS Toddler assessment tool has 2 domains (Emotional and Behavioral Support and Engaged Support for Learning). The Pre-k assessment tool has 3 domains (Emotional Support, Classroom Organization, Instructional Support). The infant scores averaged for the year was in the high range. The toddler scores were in the median range.

The Office of Head Start does not use CLASS (Classroom Assessment Scoring System) to assess the Early Head Start classrooms. The only data available to compare SHARE scores to are from the **2015 Early Head Start Baby FACES Study Report**. SHARE infant's yearly average score is above the 2015 Early Head Start Baby FACES Study.

Infant Fall 2018 – Spring 2019 Fall Report		Baby FACES 2015 Infant CLASS Data Responsive Caregiving	
<b>Domain</b>		<b>Dimensions</b>	<b>Mean</b>
Fall 2018 Responsive Caregiving	5.91	Relational Climate	5.07
Spring 2019 Responsive Caregiving	7	Teacher Sensitivity	5.13
In-House Average	6.46	Facilitated Exploration	4.02
		Early Language Support	3.89

SHARE Toddler's yearly average score for Emotional and Behavioral Support is lower than Baby FACES score. Engaged Support for Learning yearly average score is slightly higher than BABY FACES.

## Toddler Fall 2018 – Spring 2019

Domains	Emotional and Behavioral Support	Engaged Support for Learning	2015 Baby FACES Toddler Weighted Mean Age 2	
Fall 2018	6	3.88	Emotional & Behavioral Support	5.3
Spring 2019	6.18	4.3	Engaged Support for Learning	3.6
In-House Average	4.26	4.09		

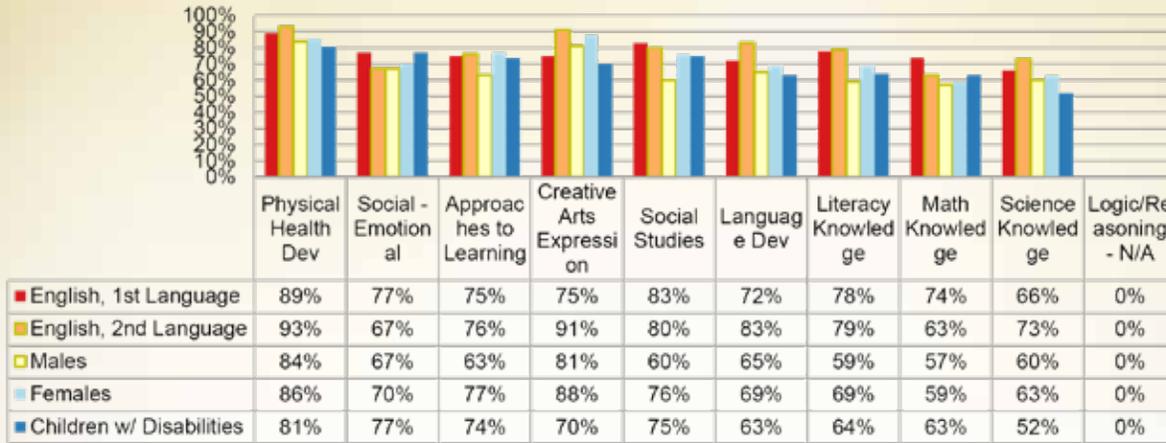
The chart below compares SHARE's In-House Pre-K Scores to the National Pre-K Scores. Emotional Support and Classroom Organization Domains are slightly below the National Highest 10%. Instructional Support score is above the National Score.

SHARE Head Start Fall Pre-K Scores			
	Emotional Support	Classroom Organization	Instructional Support
Fall 2018	6.28	5.78	3.89
Spring 2019	6.39	5.87	4.08
Average	6.34	5.83	3.99
2019 National Pre-K Scores			
Lowest 10%*	5.6875	5.3241	2.333
Median*	6.08	5.82	2.92
Highest 10%*	6.38	6.17	3.45

Currently, there are 8 Certified Infant Observers and 1 Train-the-Trainer. There are 18 Certified Toddler Observers and 1 Toddler Train-the-Trainer, and 30 Certified Pre-K Observers and 3 Certified Pre-K Train-the-Trainers.

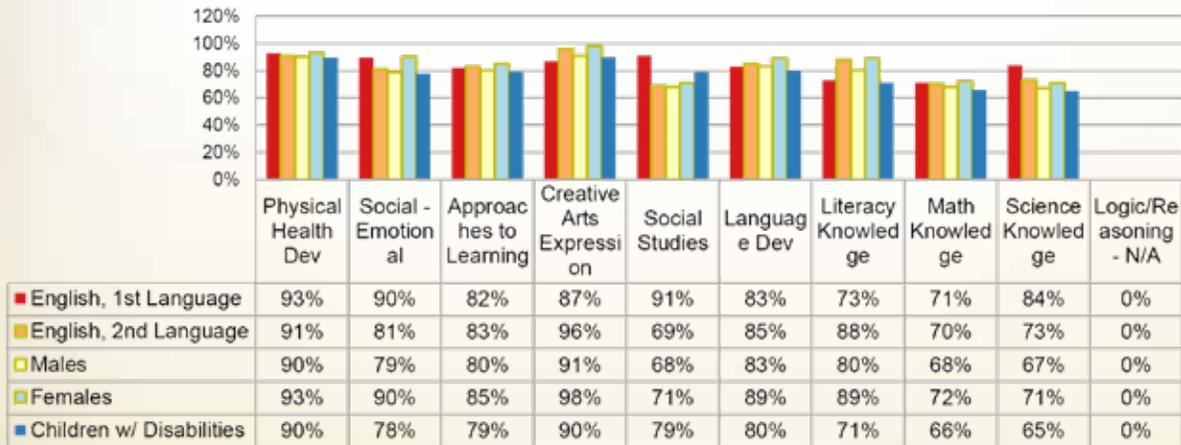
# Early Head Start, and Head Start Child Outcome Proficient Gains Report

Spring 2019 Proficiency Gains: Infants



Early Head Start 2019 Proficient Gains

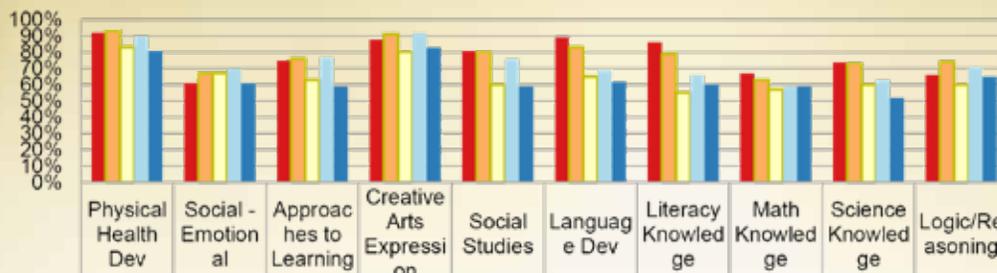
Spring 2019 Proficiency Gains: Toddlers



**Outcome:** The Early Head Start children made gains in all areas of learning domains for the 2018 – 2019 school year. The tables above indicate the children who mastered those skills and scored “Proficient”. The tables indicate various sub groups of children. The data shows that the range of scores in these areas is from 52% - 98%. The areas of Physical Health and Development and Creative Arts Expression are the highest scoring domains

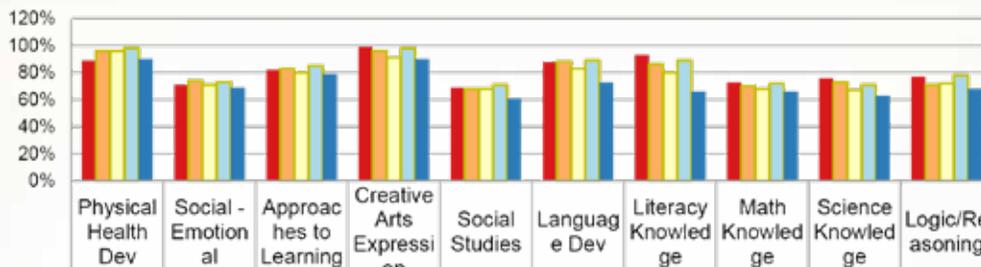
## Head Start 2019 Proficient Gains

### Spring 2019 Proficiency Gains: 3 Year Olds



	Physical Health Dev	Social - Emotional	Approaches to Learning	Creative Arts Expression	Social Studies	Language Dev	Literacy Knowledge	Math Knowledge	Science Knowledge	Logic/Reasoning
English, 1st Language	92%	61%	75%	88%	81%	89%	86%	67%	74%	66%
English, 2nd Language	93%	67%	76%	91%	80%	83%	79%	63%	73%	74%
Males	83%	67%	63%	80%	60%	65%	55%	57%	60%	60%
Females	90%	70%	77%	92%	76%	69%	66%	59%	63%	71%
Children w/ Disabilities	81%	61%	59%	83%	59%	62%	60%	59%	52%	65%

### Spring 2019 Proficiency Gains: 4 Year Olds



	Physical Health Dev	Social - Emotional	Approaches to Learning	Creative Arts Expression	Social Studies	Language Dev	Literacy Knowledge	Math Knowledge	Science Knowledge	Logic/Reasoning
English, 1st Language	89%	71%	82%	99%	69%	88%	93%	73%	76%	77%
English, 2nd Language	96%	74%	83%	96%	68%	88%	86%	70%	73%	71%
Males	96%	71%	80%	91%	68%	83%	80%	68%	67%	72%
Females	98%	73%	85%	98%	71%	89%	89%	72%	71%	78%
Children w/ Disabilities	90%	69%	79%	90%	61%	73%	66%	66%	63%	68%

**Outcome:** The Head Start children made gains in all areas of learning domains for the 2018 – 2019 school year. The tables above indicate the children who mastered those skills and scored “Proficient”. The tables indicate various sub groups of children. The data shows that the range of scores in these areas is from 52% - 99%. The areas of Physical Health and Development, Creative Arts Expression, And Literacy Knowledge are the highest scoring domains.

# Disability Services

## School Readiness for Children Birth to Five with Disabilities

SHARE Head Start/Early Head Start ensures that children with disabilities are included in the full range of Head Start/Early Head Start comprehensive services. Our curriculum, High Scope and our on-going assessments, provides individualized opportunities specific to meet each child's developmental level and their unique needs. Our school readiness goals ensure that our teaching staff implements activities from the Individual Education Program (IEP) for preschoolers and Individualized Family Service Plans (IFSP) for infants and toddlers. Teaching staff also supports the integration of specialized goals, which may include specialized trained personnel for teacher support, assistive technology and adaptive equipment or making classroom accommodations for children with special needs.



## Head Start/Early Head Start Disability Services



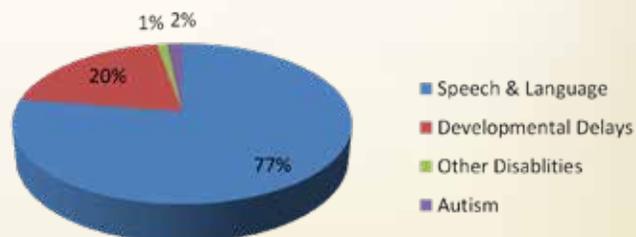
Children with special education needs learn more readily in a class with their non-disabled peers. SHARE Head Start collaborates with the school districts in all four counties to ensure that services are provided to children with disabilities in the least restrictive environment under IDEA. Services included are: Screening, evaluation, the development of an Individualized Education Plan (IEP) for children (3-5), ongoing therapy, related family services, and transition from Head Start to Public School. Community partners such as Baby Net and Department of Disabilities and Special Needs develops the Individualized Family Service Plans (IFSPs) for Early Head Start enrollees diagnosed with disabilities for our 0-3 population. In 2018/19, SHARE served

a total of 173 children with disabilities throughout the program year. The graph below offers a breakdown of the number of children birth to five with disabilities.

## Collaborating with Community Partners to Recruit & Enroll Children with Special Needs

SHARE Head Start collaborates with community agencies to actively recruit and enroll children with special needs. Representatives from agencies such as BabyNet, A Child's Haven, Ahead Start, the Department of Disabilities and Special Needs, and the local school district's preschool special education services in all four counties actively refer children to our program. We provide community agencies with brochures, recruitment flyers, and information about our curriculum and services to children and families.

2018-19 SHARE Children with Diagnosed Disabilities



N=173 children

Source 2019 HS/EHS

## Mental Health Services

SHARE Head Start recognizes the importance of providing a positive, nurturing environment to meet the social/emotional needs of children birth to five. All of our classrooms are observed at least twice a year by licensed/certified mental health professionals. Our consultants assist staff in the identification and referral of children in need of early intervention and behavioral services. Our program ensures that mental health professionals are available to provide consultation, training and resources to our staff and parents. SHARE Head Start/Early Head Start also works closely with community agencies that provide early intervention services to meet the social and emotional needs of children and their families.

# ERSEA (ELIGIBILITY, RECRUITMENT, SELECTION, ENROLLMENT, & ATTENDANCE)

## Eligibility

2018-2019 Eligible Children Ages Birth to 5, By Income Category						
Homeless	Foster Child	Public Asst. (TANF/SSI)	Below poverty	100% - 130% above poverty	Over-Income	TOTAL % Funded Enrollment
1%	1%	2%	79.9%	9.3%	6.8%	100%
* Minimum of 55% of enrollees are allowed to be homeless, in foster care, receiving public assistance (TANF/SSI) or with incomes below federal poverty guidelines			* Maximum of 35% may fall between 100-130% of federal poverty guidelines	* Maximum of 10% may be determined over-income		
*Per Head Start Reauthorization Act of 2007				Source: 2019 PIR		

## Recruitment of Categorically Eligible Populations

### Families Experiencing Homelessness

SHARE adheres to the requirements of the McKinney-Vento Homeless Assistance Act. In order to ensure that the application process accommodates children and pregnant women experiencing homelessness, program staff participated in ongoing trainings and increased outreach efforts with school district Homeless Liaisons and homeless services providers in all of our service areas.

**Outcome:** Served 18 children experiencing homelessness

### Families Receiving Public Assistance or in Foster Care

In order to facilitate enrollment of participants in foster care or those receiving Public Assistance (Temporary Assistance to Needy Families (TANF) and/or Supplemental Security Income (SSI)), SHARE Head Start has collaborative agreements with the Department of Social Services (DSS) in all of our service areas.

**Outcome:** Served 19 children in foster care  
Served 36 enrollees receiving Public Assistance (TANF/SSI)

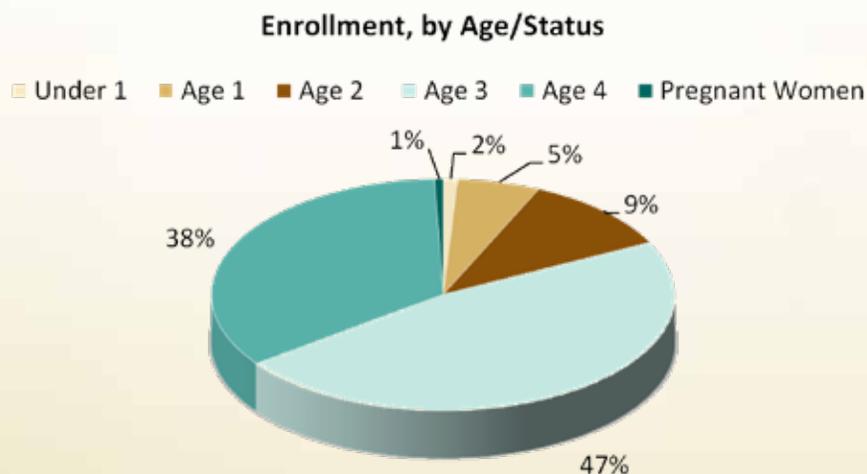
## Selection

The agency uses the five criteria of income, age, disability, other factors, and parental status to ensure that we are serving those children and families with the greatest need in our service areas. The maximum points for each criterion are 100. Data collected in the Community Assessment was used to select other factors to be prioritized and to develop and maintain each center's waitlist. The ChildPlus.net database system is utilized to assign points and rank applicants according to the set criteria approved by the Policy Council. The Office of Head Start regulations require that programs maintain a waitlist greater than the number of enrollment slots available. As participants are terminated from the program they are replaced by children and pregnant women from a current waitlist.

Waitlist as of June 2019		
County	Head Start	Early Head Start
Anderson	33	66
Oconee	6	28
Pickens	17	12
Greenville	164	264
TOTAL	220	370
PROGRAM TOTAL: 590		
Source: ChildPlus.net Report #2006		

## Enrollment

As required by OHS regulations, Head Start and Early Head Start are required to maintain 100% of the funded enrollment monthly of **1704** children ages Birth to 5 and 10 pregnant women. Due to more prevalent presence of School Districts and other preschool agencies targeting the same service area and audience, there have been challenges recruiting and retaining enrollment. The agency provided services to **1815** children and pregnant women during 2018-2019.

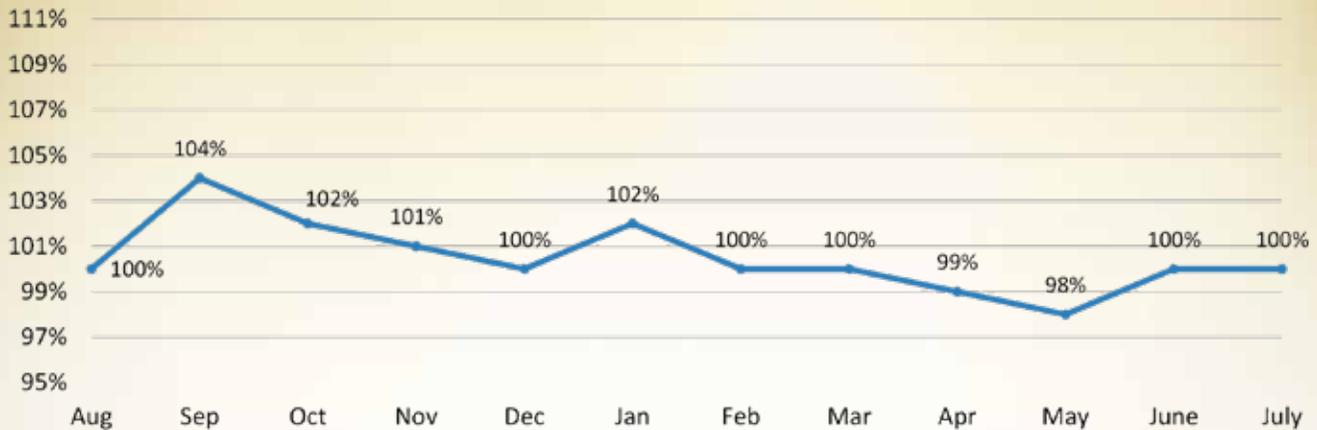


The agency maintained and reported to the Office of Head Start our enrollment status August 2018 through July 2019.

## Cumulative Enrollment

Cumulative Enrollment is defined as the actual number of participants that completed the enrollment process and received at least 1 day of services. Months, where cumulative enrollment is greater than 100%, indicate months when terminated children were replaced.

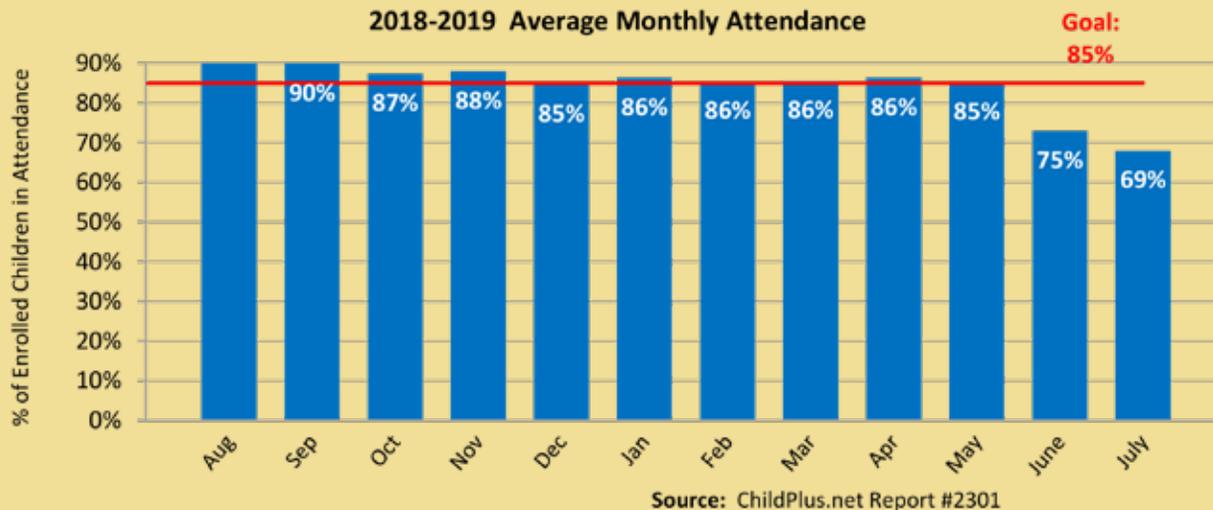
2018-2019 Cumulative Enrollment



## Attendance

Head Start Performance Standard 1302.16 states that each program must maintain an Average Daily Attendance (ADA) rate of 85 percent. When the monthly average daily attendance rate in a center-based program falls below 85 percent, a Head Start program must analyze the causes of absenteeism in order to identify any systemic issues that may be contributing factors to the program's absentee rate. Please note that during the months of June and July, Head Start is not in operation and the percentages are reflecting Early Head Start attendance.

2018-2019 Average Monthly Attendance



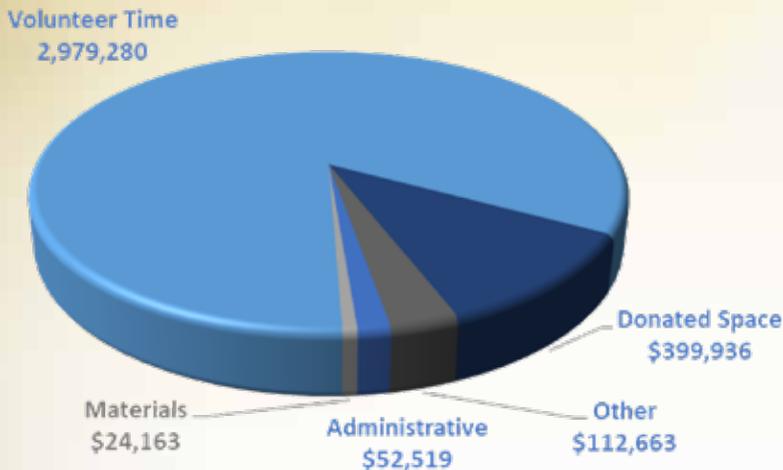
## Community Partnership

In order to improve the delivery of community services to children and families, SHARE Head Start takes an active role in community planning. The program partners with 75 agencies, businesses and local technical colleges and universities in Anderson, Greenville, Oconee and Pickens Counties. Our partners provide a wide array of services to Head Start which include: training staff and parents, providing the donation of space and educational materials, and conducting medical/dental screenings and examinations. Community partners also serve on Head Start Advisory Committees and Councils providing their advice and counsel related to the operation of the program.

## In-Kind Contributions

SHARE Head Start met its federally mandated in-kind amount for 2019. The program utilized in-kind from parents, other family members and the community. In-kind included time, donated space, materials, administrative and other.

### TOTAL IN-KIND, BY CATEGORY



Hours Volunteered	
Parents	181,519
Non-Parents	4,061
Agency/Business	906

## Parent and Family Engagement

Parent and family engagement in our birth to five Head Start program is about building relationships with families that support family well-being, strong relationships between parents and their children, and ongoing learning and development for both parents and children. Parent and family engagement activities are grounded in positive, ongoing, and goal-oriented relationships with families. Parents are encouraged to participate in an individualized family partnership plan that describes and develops family goals and responsibilities. Timetables and strategies for achieving goals and responsibilities in addition to monitored progress are also developed. Based upon expressed needs, parents are provided with ongoing training directly from SHARE or through referrals to other agencies.

Figure 1 Individualized Family Plans



\*Based on family's willingness and readiness to participate. PIR 2018-2019

# Family Engagement Support

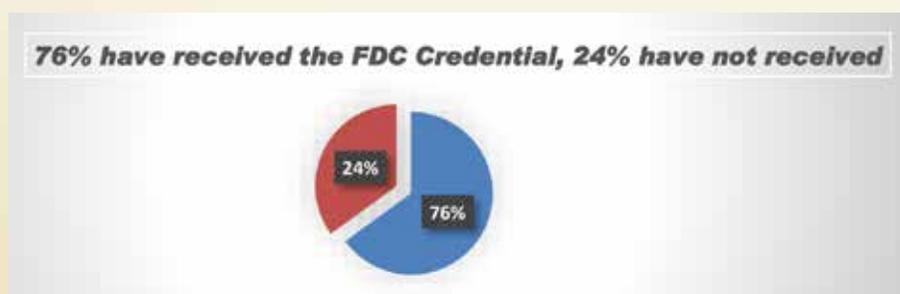
Families are engaged in a variety of culturally responsive, goal directed events and activities which they themselves identify as desired areas of growth and development that will benefit both the individuals and program collectively. Program staff assists families to select, develop, execute and participate in activities that support and promote progress toward improved outcomes for their children and families. Families participated in program-wide events and activities designed to address the 7 Parent and Family Engagement Outcomes outlined in the Parent, Family, and Community Engagement (PFCE) Framework. The following events served to support and strengthen relationships between families and their community: field trips to continuing education service providers/adult education, CPR and first aid classes, car-seat safety and installation, health & nutrition family events, mental health & financial literacy workshops, expectant parent baby showers and grandparent and fatherhood focus group activities. Families are provided an opportunity to participate in an evidenced based curriculum, Triple P (Positive Parenting Program).

## SHARE Head Start promotes the following Parent, Family, and Community Engagement (PFCE) outcomes:

- **Family Well Being** - Parents and families develop trusting relationships that nurture their child's learning and development.
- **Positive Parent Child Relationships** - Beginning with transitions to parenthood, parents and families develop warm relationships that nurture their child's learning and development.
- **Family as Lifelong Educators** - Parents and families participate in the everyday learning of their children at home, school and communities.
- **Families as Learners** - Parents and families address their own learning interest through education, training and other experiences.
- **Family Engagement in Transitions** - Parents and families support children's learning as they transition to EHS to HS, HS to Kindergarten and through elementary school.
- **Family Connections to Peers and Community** - Connections are made with peers and mentors both formal and informal networks that enhance social well-being and community life.
- **Families as Advocates and Learners** - Participation in leadership, decision making, , program policy development , and in community and state organizing activities to improve children's learning experience.

## Family Development Credentialing Program

SHARE Head Start offers the Family Development Credential (FDC) Program to assist Family Advocates with their work with families. After successful completion of 90 classroom hours of instruction, a standardized exam, and a portfolio developed under the one-on-one guidance of a Portfolio Advisor, Family Advocates receive the Family Development Credential. SHARE Head Start currently has 5 certified FDC Instructors. It is our goal to have 100% of our Family Advocates FDC Credentialed.



Head Start / Early Head Start families enrolled in Job Training /School

Of the number of two parent families		Enrolled in job training or school
Both parents in job training /school		0
One parent is in job training or school		67
Neither parents in job training or school		287
Of the number of single parent families		Enrolled in job training or school
Parent is in job training or school		140

Head Start / Early Head Start families employment status

Of the number of two parent families		Families Employment Status
Both parents are employed		75
One parent is employed		253
Neither parents are not working		26
Of the number of single parent families		Families Employment Status
The parent is employed		869
The parent is not working		292

	<i># of families with an expressed interest or identified need during the 2019 program year</i>	<i># of families that received the services during the 2019 program year</i>
a. Emergency/crisis intervention such as meeting immediate needs for food, clothing, or shelter	120	27
b. Housing assistance such as subsidies, utilities, repairs, etc	66	10
c. Mental health services	27	7
d. English as a Second Language (ESL) training	80	15
e. Adult education such as GED programs and college selection	166	33
f. Job training	264	69
g. Substance abuse prevention	244	12
h. Substance abuse treatment	34	6
i. Child abuse and neglect services	19	2
j. Domestic violence services	30	7
k. Child support assistance	7	0
l. Health education	1286	1286
m. Assistance to families of incarcerated individuals	8	2
n. Parenting education	1286	1286
o. Relationship/marriage education	3	0
p. Asset building services (such as financial education, opening savings and checking accounts, debt counseling, etc.)	537	12
C.51 Of these, the number of families who were counted in at least one of the services listed above	1286	1286

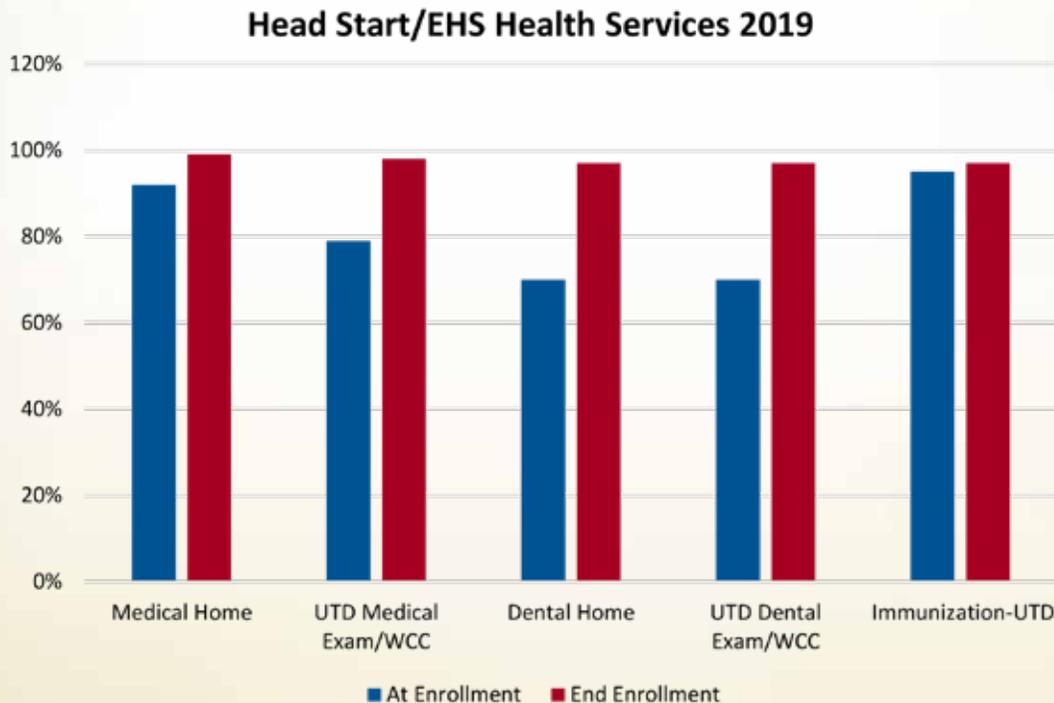
## Father Engagement

Number of fathers/father figures who were engaged in the following activities during the 2019 program year:

Family Assessments	244
Family Goal Setting	176
Involvement in child's Head Start child development experiences (e.g. home visits, parent-teacher conferences, etc)	72
Head Start program governance, such as participation in the Policy Council	4
Parenting education workshops	168

# Health Services

Recognizing that health and well-being are vital factors in school readiness, SHARE facilitated a variety of health services to one thousand eight hundred fifteen (1,815) infants, toddlers, preschool children, pregnant women and their families. As displayed in the graph below, upon enrollment 92% (1,669) children had a primary medical healthcare provider and 99% (1,801) acquired a medical home during the program year. At the start of enrollment only 79% of children (1,426) were currently up to date on their well child care compared to 98% (1,776) at the end of enrollment. At enrollment 1,267 children or 70% had received appropriate dental examinations by their dental provider. At the end of enrollment 1,762 children or 97% had been placed with a dental provider and received appropriate dental care. South Carolina has strict immunization laws therefore most children upon enrollment are up-to-date on their immunizations (95%). At the end of the enrollment period 97% (1,760) students were up-to-date according to the South Carolina immunization laws. South Carolina does allow religious exemptions and 26 of the enrolled students claimed religion as a reason to not obtain immunizations. At the time of enrollment fifty-eight (58) children were behind on immunizations due to parental or physician related reasons. At the end of enrollment, only eighteen (18) children remained behind. Medical follow-up and treatment for chronic health conditions were provided to two hundred three (203) children, of which ten (10) had anemia, one hundred fifty-nine (159) had asthma, one (1) had diabetes, four (4) had hearing concerns, and twenty-nine (29) had vision abnormalities. Of the eleven (11) pregnant women we served, 91% (10) received prenatal and postnatal healthcare and education, including physical and dental examinations, with appropriate referrals, follow up, and treatment.



# Nutritional Services

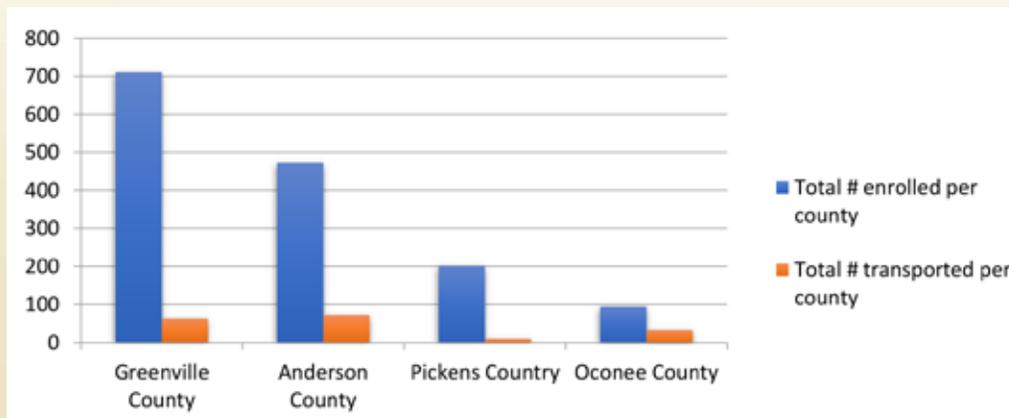
Our program provides daily age appropriate nutritional meals and snacks for infants, toddlers and preschool children. During 2019 a total of 604,266 meals were served and reimbursed by the USDA Child and Adult Care Food Program (CACFP) including 192,245 breakfasts, 194,360 lunches, and 217,661 afternoon snacks. Approximately 100,000 morning snacks were also served without benefit of CACFP reimbursement. Children are provided height/weight measurements twice per year and Body Mass Index (BMI) is calculated according to CDC guidelines. Results of Head Start children are displayed in the chart below; Underweight-117 (8%), healthy weight-952 (62%), overweight-209 (13%) and obese-262 (17%). Registered Dietician consultants provided nutritional counseling and healthy lifestyle education to parents of children within 'at risk' categories.



# Transportation

SHARE Head Start provides safe and quality transportation services to approximately 10.6% of enrolled children, including children with special needs. Transportation services are provided to children in Anderson, Oconee, Pickens and Greenville counties. All buses meet and are operated and maintained in accordance with the Head Start Performance Standards as well as all local laws.

All bus drivers hold a Commercial Driver's License with "P" Passenger and "S" School Bus Endorsements as well as CPR and First Aid Certification. Each driver receives annual classroom and behind the wheel training before they transport any Head Start students. All Head Start buses are equipped with required child safety restraint systems as well as additional added safety features.

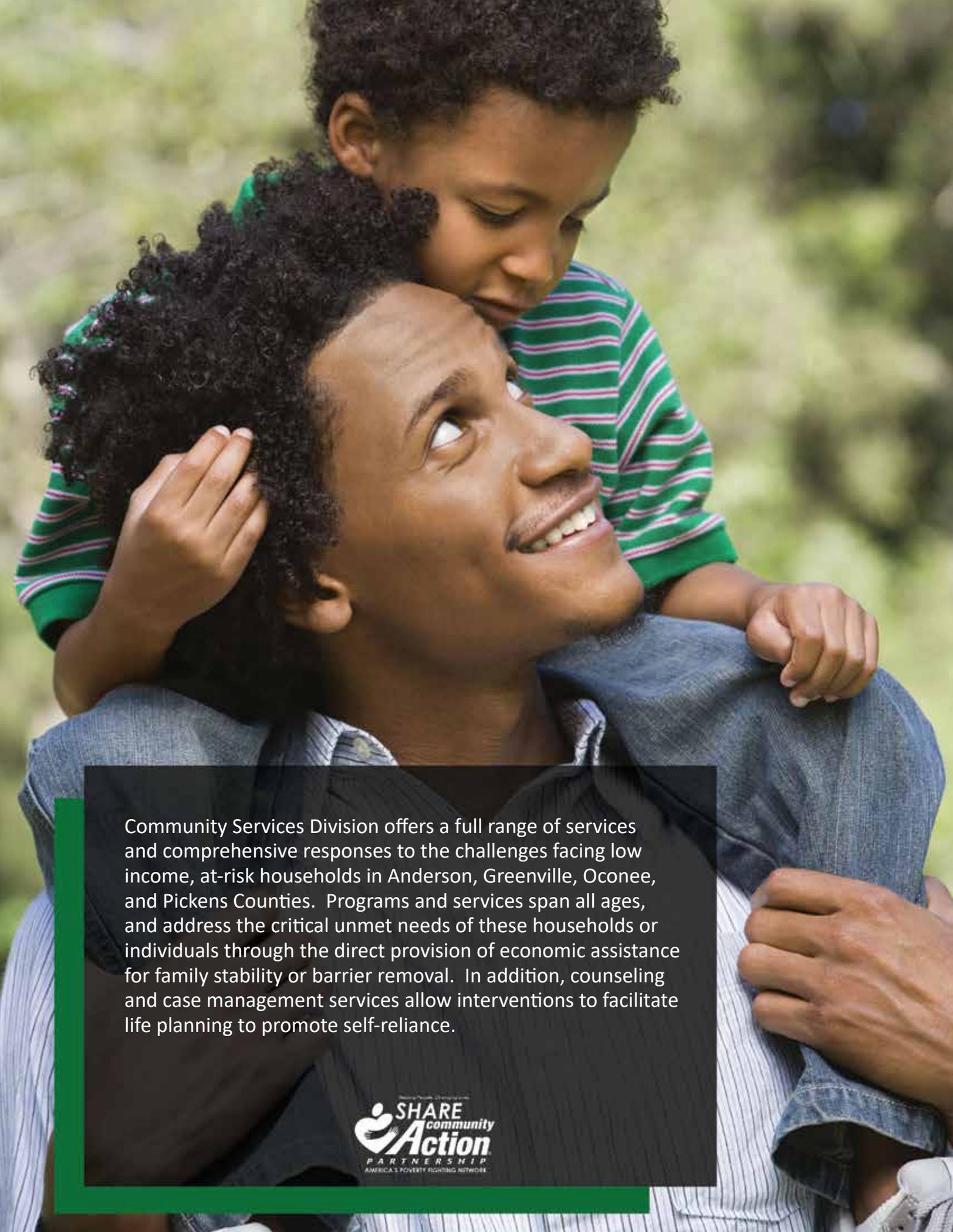


# Head Start and Early Head Start Budget

Program Year 2018 - 2019 07/01/2018 thru 06/30/2019

Budget Categories	Approved Budget	Actual Expenditures
Personnel	7,409,433	7,106,620
Fringe Benefits	2,967,109	2,649,578
Travel	83,544	83,544
Equipment	12,155	12,016
Supplies	219,200	316,930
Contractual Services	497,270	545,744
Other Direct Cost	2,415,417	2,674,577
<b>Total Direct Cost</b>	<b>13,604,128</b>	<b>13,389,009</b>
Indirect Cost	1,081,037	905,534
<b>Total Approved Federal Award</b>	<b>14,685,165</b>	<b>14,294,543</b>
<b>Non-Federal Share</b>	<b>3,671,291</b>	<b>3,573,636</b>
<b>Total Budget Fed/Non-Fed</b>	<b>18,356,456</b>	<b>17,868,179</b>
	<b>Federal Award</b>	<b>Non-Federal SHARE</b>
<b>Head Start</b>	11,335,161	2,833,790
<b>Early Head Start</b>	3,350,004	837,501
<b>Total</b>	<b>14,685,165</b>	<b>3,671,291</b>

There were no findings or questioned costs in SHARE's financial report for fiscal year ending September 30, 2019.

A photograph of a man with a mustache and curly hair, wearing a blue and white striped shirt, smiling and looking upwards. A young child with curly hair, wearing a green and white striped shirt, is sitting on his shoulders. The background is a blurred green field.

Community Services Division offers a full range of services and comprehensive responses to the challenges facing low income, at-risk households in Anderson, Greenville, Oconee, and Pickens Counties. Programs and services span all ages, and address the critical unmet needs of these households or individuals through the direct provision of economic assistance for family stability or barrier removal. In addition, counseling and case management services allow interventions to facilitate life planning to promote self-reliance.



# Community Economic Opportunity Department

Community Services Division offers a full range of services and comprehensive responses to the challenges facing low income, at-risk households in Anderson, Greenville, Oconee, and Pickens Counties. Programs and services span all ages, and address the critical unmet needs of these households or individuals through the direct provision of economic assistance for family stability or barrier removal. In addition, counseling and case management services allow interventions to facilitate life planning to promote self-reliance.

The Department is composed of the Community Services Division, the Homeless Services Division, and The Economic Opportunity Division.



**Tandy Bannister, CCAP**  
Director of Community Services Division

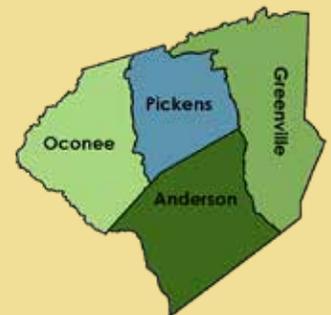
## Service Delivery Target Population

SHARE's service delivery area encompasses Anderson, Greenville, Oconee, and Pickens Counties located in the Upstate of South Carolina.

Those served by CEOD include the unemployed, homeless, single parents and their children, displaced workers, the elderly, at-risk students, children, youth, and other program eligible families and individuals facing significant barriers to self-sufficiency. All individuals participating in programs must meet both income and program eligibility requirements as set by the funding sources.

The Department embodies both the traditional service strategies of Community Action as well as more progressive outcomes and mission-based programs and services. Services, strategies, and interventions are developed from critical areas of concern identified in the communities we serve through SHARE's Annual Community Needs Assessment.

Service strategies are directly linked to outcome goals reflective of the National Results-Oriented Management and Accountability Goals (ROMA) and the National Performance Indicators. The focus is on outcomes rather than process. The outcomes for each activity are monitored quarterly and reported to the Board of Directors and other appropriate audiences.



## NATIONAL RESULTS ORIENTED MANAGEMENT AND ACCOUNTABILITY (ROMA) GOALS FOR COMMUNITY ACTION

1. Low-income people become more self-sufficient
2. The conditions in which low-income people live are improved
3. Low-income people own a stake in their community
4. Partnerships among supporters and providers of services to low-income people are achieved
5. Agencies increase their capacity to achieve results
6. Low-income people achieve their potential by strengthening family and other supportive environments

## Comprehensive Case Management

Participants in this program have access to individualized multifaceted services designed to remove barriers to sustained employment and economic stability. Partners in this project include Adult Education Departments and One-Stop Centers in the four counties, Greenville Technical College, Tri-County Technical College, Forrest College, Virginia College, and the American Red Cross for basic education and job skills training. Other partners include Vocational Rehabilitation, DSS, United Way, United Christian Ministries, Anderson Crisis Ministries, Clemson Community Care, and Area Free Clinics. All have contributed significantly to barrier removal.

### Outcomes

7 were employed and/or maintained a job for at least 90 days, 12 individuals were enrolled to complete specialized job training programs

## Housing Services

Households enrolled in this program were experiencing instability in relation to shelter. Causes included economic instability, insufficient income in relation to rent/mortgage, family emergencies, health issues, or poor financial management skills. Interventions included case management, housing and financial counseling, direct economic assistance, and linkages to other service providers. Partners include United Way (Emergency Food and Shelter Program), United Christian Ministries, Oconee Aid, and Clemson Community Care.

### Outcomes

23 or were able to retain housing by prevention of eviction or foreclosure.

## Youth Leadership

The Youth Leadership Program targets at-risk youth with the goal of improving educational achievement, life skills, civic responsibility, leadership skills, and career exploration. Participants are encouraged to complete high school and continue to institutions of higher learning to prepare for the career world. In 2017 the students toured several colleges

and universities and cultural events. This program is designed to introduce youth to the working world and provide the skills and experiences needed to launch their careers. The students participated in Statewide Leadership Training activities sponsored by the Community Action Partnership Association.

### Outcomes

17 students exhibited improvement in academic skills by progressing to the next grade in school.

## General Emergency Assistance Services

The need for emergency services is pervasive among the low-income population in our service area. Unmet emergency needs can jeopardize health and well-being, as well as, compound other stresses in individual's lives creating conditions that are detrimental to the achievement of self-sufficiency. The goal of this program is to alleviate crisis situations which threaten family stability.

Partnerships with United Way, United Christian Ministries, Crisis Ministries, Clemson Community Care, Dept. of Social Services, Employment Security commission/One Stop, local churches, and other civic organizations are valuable in the coordination of services to meet the needs of households needing assistance.

### Outcomes

459 households had evictions or disconnections on utilities prevented.

## Energy Services

Energy Services are designed to provide low-income households facing temperature related crises with removing barriers to ensure a comfortable environment free from temperature related risks. Energy conservation education is an integral part of the services to promote the reduction of energy costs. Energy services are provided through LIHEAP (Low Income Home Energy Assistance Program) and through partnerships with Duke Energy, Blue Ridge Electric, Easley Combined Utilities, PNG, United Way, and other energy service providers.

**Special Populations Served:** Of the 10,248 households enrolled in this program, 6,206 households had at least one individual member over the age of 55, and 4,712 had at least one family member who was disabled, and 1,602 had at least one child age 5 and under. Assistance to this very vulnerable group ensured that they could maintain a safe, independent standard of living.

## Outcomes

In 2019 10,248 households received energy assistance 3,481 were assisted through the LIHEAP Direct Heating Program; 1,998 households received assistance through the LIHEAP Direct Cooling Assistance Program. Of the 10,248 households served, 4,769 were in crisis and were assisted in alleviating the crisis through LIHEAP Emergency Crisis Intervention Program. The remaining 215 households received crisis assistance through numerous energy partnerships.

## Homeless Services

2019 was an extremely busy year for Homeless Services at SHARE. We helped numerous families and individuals who were homeless obtain a home and helped many families and individuals who were facing eviction to remain housed – thus preventing people from becoming homeless.

This program assists households in all four counties SHARE serves. We are fortunate to have a number of funding sources that help us meet the needs of some of our most vulnerable neighbors. We offer three areas of support:

- Rapid Rehousing – Helping homeless households with rent assistance to obtain a home
- Prevention – Providing rent assistance to keep people housed who are facing eviction
- Transitional Housing – We have four three-bedroom apartments to shelter homeless families

Each of these programs offers case management to our homeless households to help them with job training, food assistance, legal help and other services they need to get back on their feet again.

Program Type	Total Persons Served	Adults	Children
Rapid Rehousing	218	131	87
Prevention	47	26	21
Transitional Housing	38	11	27
<b>Total</b>	<b>303</b>	<b>168</b>	<b>135</b>

## Housing Repair

Through SHARE's Housing Repair program, we offer emergency repairs to low-income homeowners in our service area who are at or below 50% of the Area Median Income (AMI). Emergency repairs are for health and safety issues with the home such as an HVAC unit no longer working, a leaking roof, or plumbing or electrical problems. SHARE receives funds from the SC State Housing Trust Fund to support our efforts. We can use up to \$10,000 for repairs per home. In 2019, SHARE repaired 80 homes (56 in Greenville County, 10 in Anderson County, 12 in Pickens County, and 2 in Oconee County) for mostly elderly and/or disabled homeowners.



# Our Agency Makes a Difference

# Circles Greenville County

The **Circles Mission** is to Inspire and equip families and communities to resolve poverty and thrive.

What is Circles? As the first Circles Chapter in South Carolina (and one of 75 across the U.S. and Canada), we are proud to have completed our second Circles group and begin our third group in 2019.

We believe people in poverty need to be in charge of their own lives. In Circles, we match households in poverty (Circle Leaders) who wish to exit poverty with community volunteers (Allies). Over an 18-month period, we meet weekly and share a meal together at our host site and vital partner, Buncombe Street United Methodist Church. During this time, the Circle Leaders determine the goals they wish to achieve to exit poverty and thrive, and the Allies provide encouragement, ideas, connections, and a listening ear to help their Circle Leaders become successful. Circles is an extremely rewarding experience for everyone.

- Our first group of Circle Leaders graduated in June 2017. Here are their 2018-2019 accomplishments: (13 Graduates)
  - One Leader was nominated to be spotlighted for her business accomplishments in the ACHI Magazine through Women Supporting Women Association, Inc.
  - One Leader was spotlighted in the Greenville Journal for being awarded as the #1 Member for best Community Service in the entire State of SC, attended SHARE's Strategic Planning Meeting at the Embassy Suites in Greenville SC, was approved by USDA to purchase a home, was presented with a SCAVA award, by The First Lady of SC, Mrs. Peggy McMaster, at the SC Association for Volunteers Administration (SCAVA) Luncheon at the Edventure Children's Museum in Columbia SC.
  - One Leader received her AA in Marketing from Greenville Technical College and was accepted at Berea College in Kentucky where she is pursuing her BA in Marketing.
  - One Leader was approved by USDA to purchase a home. Currently searching for a home.
  - Six Leaders are entrepreneurs.
  - One Leader has started two additional businesses.
  - One Leader is Chairing the Circles Service Team.
  - Four Leaders are at/over 200% of the Federal Poverty Guideline.
- Our second group of leaders graduated in June 2019. Here are their 2018-2019 accomplishments: (Seven Graduates)
  - Five Leaders completed a 10-week Small Business Class sponsored by Nasha Lending.
  - One Leader has enrolled in Greenville Technical College: Early Child-hood Development Program.
  - One Leader expanded her business and hired three employees.
  - One Leader displayed her artwork at the 9th Annual Holiday Fair at The Woodlands at Furman University, at the BOCO Art Show, First Impressions SC Holiday Bazaar and several other venues in Greenville SC.
  - One Leader attended a Home Daycare Owners National Conference in Texas in June 2019, participated on an entrepreneur panel at the Buy Black Bazaar, and attended a National Conference for In-Home Daycares in Florida.
  - One Leader has increased her clientele for her insurance business.
  - Three Leaders purchased more reliable vehicles.
  - One Leader obtained her Driver's License.
  - One Leader has enrolled in Greenville Technical College: Human Resource Generalist Program.
  - Two Leaders are returning as Allies for Group #3.
  - One Leader is Chairing the Circles Jobs & Education Team.

- Four Leaders are at/over 200% of the Federal Poverty Guideline.
- Youth Program (Ages 12-17):  
Due to the success of our youth driven initiative, our youth now has a better understanding of careers, higher education and personal self-development. One Teen started school at Greenville Technical College; One Teen started a job at BMW; One Teen participated in the Civil Air Patrol Greenville Composite Squadron Encampment 2017 and was promoted to Airman First Class; One Youth was chosen to compete in the Youth Summit Spelling Bee; Two Youths and One Teen were participants in the “Classic Stringers” Homeschool Orchestra. One teen is a participant in Girl Scouts and The Young Marines. Circles Teens completed the Job Readiness Workshop with Mills Village Farms and two Circles Teens (one from Group #1 and one from Group #2) were chosen for summer internships.
- Other activities Leaders were able to attend/participate in were:
  - The National Coalition Building Institute (NCBI) workshop at The Commerce Club and received certificates in diversity, equity, and inclusion.
  - 2018 Greenville Chamber Diversity & Inclusion Summit at the Greenville Convention Center.
  - The Upstate Black Authors Pavilion at the Commerce Club.
  - Safe from Harm Training at UWGC.
  - Human Trafficking Task Force Meetings.
  - The 2nd Annual UNCF SC Mayor’s Masked Ball at the Hyatt Regency in Greenville SC.
  - The Human Relations Commission - Celebrating Equality - Fair/Attainable Housing Showcase event at County Square.
  - Greenville Women’s Giving event at the Commerce Club. The topic was Building Community to End Poverty.
  - The Children’s Trust Committee Meeting in Columbia, SC.
  - Just Faith Housing workshops.
- Several of our leaders have spoken at community events in reference to their experience in the Circles Program.
- Our third Circles Group: In July 2019 – August 2019, thirty potential Leaders were interviewed and tasks were given for them to complete. The Circle Leader selection for Group 3 was finalized in August 2019 and 20 Leaders with 37 children were selected -- along with Allies being recruited. This group consists of one two-parent household, 16 female single-parent households, two single-female households and one single-male household. The goals consist of fifteen wanting to be entrepreneurs (new or building existing business) and five participants seeking higher-education/better jobs. The third Circles group launched in October 2019.

# LADDER Job Training

LADDER (Lifelong Advancement through Diligence, Determination and Employment Resources) is a comprehensive job training/improvement and placement program for low- to moderate-income adults who meet eligibility requirements in Greenville County. Our focus is on people who are unemployed or underemployed.

SHARE's program strength is providing individualized case management and career coaching to participants so they become eligible to enroll and complete the job training classes, obtain employment, and remain employed. Our in-depth case management approach addresses each person's needs through utilization of our network of referrals and resources. This method removes barriers our participants face such as a lack of childcare, lack of reliable transportation, lack of certified skills and/or soft skills that employers value. By removing these barriers, we increase the success rate of our participants obtaining and maintaining employment.



LADDER offers financial assistance to cover tuition costs and supportive services such as uniforms, books, and fees for exams and physicals associated with the training requirements.

With the understanding that a good paying job is the best anti-poverty program, LADDER began in April 2002. Since then, 871 low-income adults have gone through our program and 560 have reached their employment goals. This is a 64% placement rate with this population.

Once employment has been achieved, participants remain in contact with us for one year. We measure their wage increases and promotions received over the year.

Our Wealth Impact Indicator measures the increase in annual income for the participant from when they enrolled in LADDER to after being employed for one year. Since our program's inception, \$65.1 million of increased earnings has been generated. This is a direct impact to the local economy because formerly unemployed individuals can now take care of themselves and their family by purchasing goods and services as well as not needing local, state or federal services or financial assistance.

LADDER provides training opportunities that offer career advancement and income growth in industry sectors that are hiring.

**LADDER provides training opportunities in industry sectors that offer career advancement, income growth, and are hiring. Here are some of the job training classes:**

- CERTIFIED NURSING ASSISTANT
- COMPUTER TRAINING (Ex. A+)
- FORKLIFT
- MANUFACTURING
- MEDICAL INTERPRETATION
- OPHTHALMIC EYE CARE ASSISTANT
- PATIENT CARE TECHNICIAN
- PHLEBOTOMY
- PROPERTY MANAGEMENT
- REAL ESTATE
- SLEEP TECHNICIAN
- TRUCK DRIVING

*Also*

COVER COST OF CERTIFICATION EXAMS: Certified Medical Assistant Exam and Medical Billing and Coding Exam)



SHARE a non-profit Community Action Agency that provides a wide range of services to low and moderate-income residents in upstate South Carolina. SHARE was chartered as an educational charitable organization in 1966 under the name of Greenville County Council for Community Actions, Inc. and is designated as a 501c(3) nonprofit organization by the Internal Revenue Service (IRS). The agency was renamed SHARE in 1979 and has consistently helped thousand of families annually in its primary service areas of Greenville, Anderson, Oconee and Pickens counties.



# Human Resources

The Human Resource Department is responsible for personnel administration for a staff of over 300 employees in 28 locations throughout the SHARE Service Area in Greenville, Anderson, Pickens and Oconee counties.

All aspects of personnel administration for SHARE are centralized in the Department of Human Resources, located in the agency’s administration headquarters at 254 S. Pleasantburg Drive in Greenville, South Carolina. Responsibilities include recruitment, applicant screening, employee relations, benefits administration, and other services associated with human resource management for all programs and locations of SHARE.



**Janice R. Jackson**  
Director of Human Resources

The 2019 SHARE Workforce was comprised of 365 professional, paraprofessional and clerical support staff during the course of the year. Some of these worked in part-time, temporary or substitute positions, so were not all working concurrently.

These figure do not reflect the number of employees subject to temporary lay-off, most notably those Head Start and Early Head Start employees who are laid off each summer because of funding is not adequate to provide year –round operations.

Typically, employment is at a low level in September each year. This is largely attributed to employees who accepted other jobs, moved away, or experienced other changes over the summer, leaving vacant positions to be filled at the start of the Head Start school year. After a record high number of job applicants as well as jobs filled last year (FY 2019), the ratio of applications to available openings remained fairly steady for every job filled.

December 31, 2018	366	Actively Employed
May 31, 2019	371	Actively Employed
September 30, 2019	342	Actively Employed

As an equal opportunity employer, SHARE hires staff on the basis of qualifications without regard to race color, creed, marital status, gender, disability, age or political belief. We make every effort for our work force to reflect the demographic composition of the client population we serve. Human Resource role in creating high performances work systems can be categorized into nine very important components.

- Teamwork and Team Rewards
- Employee’s Work is Rewarding
- Empowerment of Employees
- Information sharing highly encouraged
- Pay Systems are fair and transparent
- Training of Staff
- Formal Performance Feedback
- Work Processes encourage interaction among employees
- Employee assist in planning change

SHARE is fortunate to have a dedicated staff committed to the SHARE Mission as a Community Action Agency, to help low-income citizens to break the cycle of poverty and become self-sufficient. They bring with them years of formal training and expertise to carry out a wide variety of programs, projects and activities in education, social services, economic development, health and nutrition and employment training opportunities to fulfill this mission.

SHARE employees participate in numerous community service activities, serving on boards and showing their support in many ways, above and beyond time spent on the job. They take part in fund raisers to benefit SHARE as well as other worthy causes, including participation in the United Way and 50/50 for SHARE Campaign.

SHARE offers an outstanding benefit package to employees:

- Group Health insurance
- Short-Term Disability
- Life Insurance
- Retirement Plan
- Group Dental Plan
- Group Cancer Plan
- Long Term Disability
- Various Supplemental Insurance
- Pre-Paid Legal Coverage
- Other Features

A Special website provides online access to information on the full range of benefits available to our employees. The password-protected website enables our employees to check on claims, obtain forms, explore various types of coverage available, contact service providers or check the current Preferred Provider Directory.

SHARE employees are strongly encouraged to pursue professional staff development to maintain and further develop their skills and knowledge. Extensive opportunities are provided through an array of in-service and out-sourced venues. National and regional training conferences provide outstanding professional development opportunities for Head Start, Community Services, and administrative staff, and the national CAPLAW conference is an excellent resource for keeping up with legal issues pertaining to Community Action Agencies. Throughout the year staff participate in various workshops and training sessions presented by leading training and educators.

# Finance Department

The fiscal operations of SHARE are managed and maintained to the highest standards of accountability, complying with laws, regulations and grant provisions of our agency's various funding sources. Annual audits are conducted in accordance with auditing standards generally accepted in the United States of America, standards applicable to financial audits contained in Government Auditing Standards, and by provisions of the Title 2 U.S. Code of Federal Regulations Part 200, Uniformed Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards ( "Uniform Guidance "). Our annual financial statements are submitted to all sources that provide funding to SHARE.



**Doris Pitchford**

Director of Business and Finance

The Predominant amount of SHARE's funding is received from federal grants. Some of our federal funding is funneled through state and local grantors. SHARE's expenditures for fiscal year ending September 30, 2019 totaled \$28,967,420. Only 3.77% of our expenditures were for administrative cost; 96.23% of our funding directly benefited our customers.

Funds used to benefit our customers have also made a positive impact in our surrounding communities. The purchase of goods, services, job creations, and tax payments afford the opportunity for these funds to be turned over at least three times in our communities. Taking this into consideration, SHARE is responsible for an economic impact of approximately \$86,902,260 in surrounding communities during our 2019 fiscal year.

Our fiscal staff manages, maintains, and monitors SHARE's assets in accordance with applicable laws, guideline and regulations; and in accordance with SHARE's Fiscal Policies and Procedures.

SHARE administers federally funded programs that require non-federal match in funds and/or in-kind contributions in order to comply with grant requirements. Volunteer's time, occupancy space, equipment, professional services, supplies, materials and cash donations are eligible match contributions that are vital to the operation of these programs.

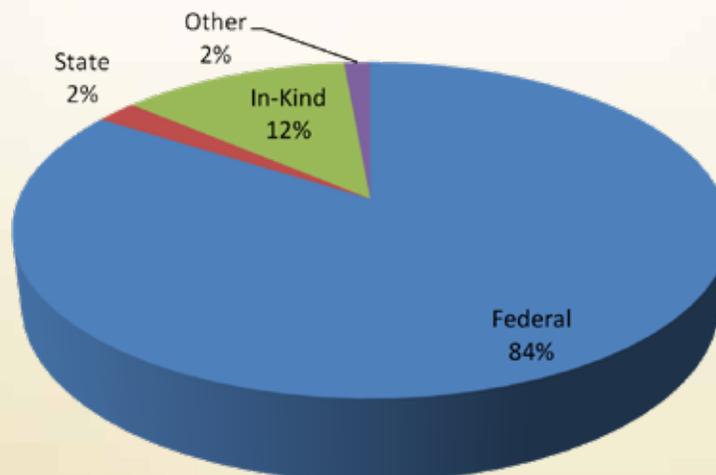
Volunteers are a very important source of in-kind contribution and a key factor in the successful operations of our programs. Hundreds of volunteers donate their time and talent to SHAE each year. During this report period the value of volunteer services totaled \$2,979,280.

The total non-federal share received in fiscal year 2019 totaled \$3,569,561. These significant contributions made it possible for SHARE to meet the non-federal match requirement to comply with our grants. More importantly were the invaluable services and opportunities these contributions provide to our customers.

# Sunbelt Human Advancement Resources. Inc.

for fiscal year ended September 30, 2019

<b>Revenues</b>	<b>\$</b>
Federal	24,346,470
State	639,373
In-Kind	3,569,561
Other	412,016
<b>Total Revenue</b>	<b>28,967,420</b>
<b>Expenditures</b>	<b>\$</b>
Personnel	12,201,546
Contracted Services	567,463
Customer Assistance	5,623,893
Food Purchases	962,995
Equipment	12,016
Indirect Cost	1,219,968
In-Kind	3,569,561
Supplies	418,535
Other Operating Cost	3,717,230
Rehabilitation	518,344
Training Cost	28,300
Travel	127,569
<b>Total Expenses</b>	<b>28,967,420</b>



# Administrative Staff & Managers

Staff for the diversified programs and projects administer by SHARE including employees with both formal training and practical experiences in many fields as varied as Business/Finance, Personnel, Human Service Delivery, Management, Health and Nutrition.

Pamela Sims, CCAP	President/CEO
Chris Allen, MCRP	Resource Development
Lisa Ashmore , B.A.	Executive Assistant
Doris Pitchford, MBA	Director of Business & Finance
Tammy Gore, B.S.	Assistant Director of Business & Finance
Janice Jackson	Director of Human Resources
<b>Community Economic Opportunity Department</b>	
Tandy Bannister, CCAP	Director of Community Economic Opportunity
Betty Cox, CCAP	Community Services Manager
Bruce Forbes	Special Projects Coordinator
LaVonya Baker, CCAM	Program Manager
Diane Pressley, CCAM	Case Manager Coordinator, Anderson County
Gloria Smith	Case Manager Coordinator, Pickens County
Cathy Stowers, CCAM	Case Manager Coordinator, Oconee County
<b>Children and Family Development</b>	
Tobita Posley-McKinney, M.A.	Director of Children & Family Development
Rene Vaughn, M.A.	Program Design Facilitator
Shannon Vaughn, M.Ed.	Early Childhood Services Facilitator
Cynthia Sosebee, M.Ed.	Community Partnership Facilitator
Patrice Hawthorne, M.S.	Family Partnership Facilitator
Delores Brown, R.N.	Health/Nutrition Facilitator
Shaylunn Tolbert, FDC	Social Services Facilitator
Jeanell Evans, B.S.	Office Manager

# Our Promise and Accountability

Sunbelt Human Advancement Resources, Inc. (SHARE) Continues to follow the Promise of Community Action to help people change lives and to become self-sufficient. Chartered in 1966 as the Greenville County Council for Community Actions, Inc. the agency served as a pioneer in race relations during the 60's by bring together people of goodwill and backgrounds to establish a private non-profit Community Action Agency (CAA). Through the years, SHARE has maintained this as their hallmark, implementing successful programs in Greenville, Anderson, Pickens and Oconee counties of South Carolina.



**Lisa Cooley Ashmore**  
Executive Assistant / Editor

This annual report to the people provides an account of the high performance of SHARE programs and noteworthy value and benefit of our services to Upstate South Carolina. We thank our citizens and community partners who understand and support our mission. **SHARE helps people and communities exit poverty and achieve economic stability.**

Greenville	Anderson	Pickens	Oconee
<p><b>Physical Address</b> 254 S. Pleasantburg Drive Greenville, S.C. 29607</p> <p><b>Mailing Address</b> P.O. Box 10204 Greenville, S.C. 29603</p> <p>Phone: 864-269-0700 Fax: 864-295-6151</p>	<p><b>Physical Address</b> 1704 Greenville Street Anderson, S.C. 29621</p> <p><b>Mailing Address</b> P.O. Box 304 Anderson, S.C. 29622</p> <p>Phone: 864-224-7028 Fax: 864-226-8636</p>	<p><b>Physical Address</b> 1725 E. Main Street Easley, S.C. 29641</p> <p><b>Mailing Address</b> P.O. Box 1628 Easley, S.C. 29641</p> <p>Phone: 864-859-2989 Fax: 864-859-1401</p>	<p><b>Physical Address</b> 704 E. Main Street Seneca, S.C. 29678</p> <p><b>Mailing Address</b> P.O. Box 608 Seneca, S.C. 29679</p> <p>Phone: 864-882-3495 Fax: 864-885-0634</p>

To donate, go to [www.sharesc.org](http://www.sharesc.org)

 "Like" us on [Facebook.com/SHAREsc.org](https://www.facebook.com/SHAREsc.org)

 "Follow" us on [Twitter.com/SHARE\\_sc](https://twitter.com/SHARE_sc)



# Gallagher

Insurance | Risk Management | Consulting

The Gallagher Way is more than just placing coverage and selecting a plan. It is the code by which we live. Providing you with insurance, risk management and consulting to go beyond your business goals.

## A proud supporter of **SHARE**

Helping People. Changing Lives.



Sunbelt Human Advancement Resources, Inc.

SHARE

254 S. Pleasantburg Drive  
Greenville, S.C. 29607

Mailing Address

P.O. Box 10204  
Greenville, S.C. 29603